



# City of Aurora, Colorado

## 2016 Operating and Capital Improvement Budget

### City Council

Stephen D. Hogan.....	Mayor
Renie Peterson .....	Mayor Pro Tem (2016) and Ward II
Sally Mounier .....	Ward I
Marsha Berzins .....	Ward III
Molly Markert .....	Ward IV (Outgoing)
Charlie Richardson .....	Ward IV (Incoming)
Bob Roth.....	Ward V
Robert (Bob) E. Broom .....	Ward VI (Outgoing)
Françoise Bergan .....	Ward VI (Incoming)
Barbara Cleland .....	At-Large
Debi Hunter Holen .....	At-Large (Outgoing)
Angela Lawson.....	At-Large (Incoming)
Bob LeGare .....	At-Large
Brad Pierce .....	At-Large

### City Executive Staff

George K. Noe.....	City Manager
Nancy Freed.....	Deputy City Manager
Michelle Wolfe .....	Deputy City Manager
Jason Batchelor.....	Deputy City Manager
Janice Napper .....	Assistant City Manager
Roberto Venegas .....	Assistant City Manager

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Terri Velasquez .....	Director of Finance
Gregory Hays .....	Budget Manager
Jackie Ehmann.....	Budget and Finance Program Manager
Michael Lawson .....	Manager of Special Projects
Mathew Wasserburger.....	Senior Management Analyst
Kerstin Claspell .....	Management Analyst II
Michael Kalush .....	Management Analyst II
Kimberly Brown.....	Management Analyst I
Gregory Hansen.....	Management Analyst I
Parrish Gibson.....	City Management Intern
Jared Stalling.....	City Management Intern
Kathy Crouch .....	Management Assistant

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**Please use the information below if you wish to contact us:**

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**You can also access an electronic version of the 2016 Operating and Capital Improvement Budget by visiting the URL or scanning the QR code below:**

<https://www.auroragov.org/CityHall/CityFinancesAndBudget/CityBudget/index.htm>





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Aurora  
Colorado**

For the Fiscal Year Beginning

**January 1, 2015**

A handwritten signature in black ink, reading 'Jeffrey R. Egan', is positioned above the title 'Executive Director'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Aurora, Colorado for its annual budget for the fiscal year beginning January 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. We believe that our current budget continues to conform to, and in many cases exceed, program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



# Special Recognition

The following individuals and groups played a key role in the development of the 2016 budget for the City of Aurora. They are recognized here for their hard work and valuable contributions.

## **Council Appointees**

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Zelda DeBoyes, Court Administrator  
Michael Hyman, City Attorney  
Richard Weinberg, Presiding Judge

## **Commission Appointees**

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Matt Cain, Civil Service Administrator  
Laurie Cole, Chief Public Defender

## **Deputy City Managers**

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Jason Batchelor, Development  
Nancy Freed, Operations  
Michelle Wolfe, Public Safety

## **Department Directors and Managers**

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Assistant City Manager – Roberto Venegas  
Assistant City Manager/City Clerk – Janice Napper  
Aurora Water – Marshall Brown  
Communications – Kim Stuart  
Finance – Terri Velasquez  
Fire – Mike Garcia  
Information Technology – Aleta Jeffress  
Internal Services – Dan Quillen  
Library & Cultural Services – Patti Bateman  
Neighborhood Services – Ron Moore (Interim)  
Parks, Recreation & Open Space – Tom Barrett  
Planning & Development Services – Robert Watkins  
Police – Nicholas Metz  
Public Works – Dave Chambers

## **Department Budget Staff**

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Aurora Water – Jo Ann Giddings; Bonni Dommer; Raisa Nikolayevsky; Alyson Noble  
City Attorney's Office – Jan Adamcyk; Marie McCrary  
City Council – Chanell Reed; Michael Lawson  
Communications – Kimberly Brown; Michael Lawson  
Court Administration – Yvonne Madril-Brawner  
Finance – Jackie Ehmann  
Fire – Terry Teske  
General Management – Kimberly Brown; Michael Lawson  
Information Technology – Liz Rehwalt; Kerstin Claspell  
Internal Services – Michael Lawson  
Judicial – Maggie Hynes  
Library & Cultural Services – Debra Collins  
Neighborhood Services – Pamela Bradley; Kerstin Claspell  
Parks, Recreation & Open Space – Jonathan Downs  
Planning & Development Services – Janice Lamon  
Police – John Schneebeck; Christine Waters  
Public Defender – Reyna Lopez  
Public Works – Elly Watson

## **Council-Appointed Citizen Committees**

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Citizens' Advisory Budget Committee  
Citizens' Advisory Committee on Housing and Community Development  
Citizens' Water Advisory Committee



# Aurora's Vision Statement

**Aurora will be the best city in Colorado and an innovative leader in the region by:**

- Creating great neighborhoods
- Emphasizing public safety and quality services
- Encouraging a high-quality and high-wage economic environment
- Supporting recreational, cultural, educational and community activities for our citizens

## 2016 Aurora City Council



**Steve Hogan**  
Mayor



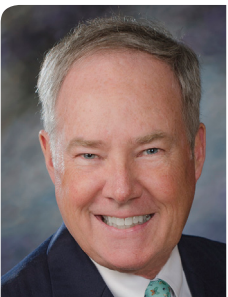
**Renie Peterson, Ward II**  
(Mayor Pro-Tem)



**Sally Mounier**  
Ward I



**Marsha Berzins**  
Ward III



**Charlie Richardson**  
Ward IV



**Bob Roth**  
Ward V



**Françoise Bergan**  
Ward VI



**Barbara Cleland**  
At-Large



**Angela Lawson**  
At-Large



**Bob LeGare**  
At-Large



**Brad Pierce**  
At-Large



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# Introduction to the City of Aurora 2016 Adopted Budget

This 2016 Adopted Budget for the City of Aurora is the product of a well-established cooperative process carried out by City staff with the guidance and direction of City Council. The purpose of this document is to provide both summary-level and detailed information on the 2016 budget as adopted by City Council this past fall. In keeping with best practices adopted by the City and reflected in criteria published by the Government Finance Officers Association, this budget is intended to serve as:

- A policy document that highlights the key issues that shape the budget and outlines the financial and other policies that guide the City's operating plans;
- A financial plan that describes and summarizes relevant information related to: revenues, expenditures, debt service, and funds available for all City funds;
- An operations guide that provides useful information on the nature, purpose, and accomplishments of the City's various organizational units; and
- A communications device that summarizes and illustrates key information related to: the City's people, resources, planning processes, and budget outlook.

In order to fulfill these purposes, the budget is divided into several sections. The City Manager's *Budget Message* and *Executive Summary* provide information that describes the contours of the City's budget and the issues that shaped its development. The *Profile of Aurora* provides information on Aurora's economic, demographic and community outlook along with specific information on the City's organizational structure. The *2016 General Fund Revenue Overview* provides a detailed description of the City's revenue outlook for 2016 and beyond for the General Fund. The *Long Range General Fund Financial Outlook* identifies expected revenues and expenditures for all general government functions through 2020. The *Fund Summaries* provide tables and narratives that explain major changes in funds available for all City funds. The *Department Budgets* section provides information on departmental operating appropriations, staffing and programs. The *Capital Improvement Program* section describes the City's five-year capital improvement program for all funds. A set of appendices is included with additional information on the City's budget.

The figures and narratives published in this document reflect the status of the 2015 budget as originally adopted by City Council and the status of the 2015 projection at the time the 2016 budget was adopted. There are inevitably changes that occur each year, after the budget is adopted, which are not reflected in the totals reported here. Such changes will be documented in the 2017 budget.

We hope that all who make use of this adopted budget document find it helpful and easy to use.



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*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

# **Budget Message**



## MEMORANDUM



City of Aurora

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**TO:** Mayor Hogan and Member of the City Council

**FROM:** George K. Noe, City Manager

**DATE:** January 31, 2016

**SUBJECT:** 2016 Adopted Budget

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I am pleased to transmit to you the City Manager's Adopted Budget for 2016. This budget message provides a brief overview of the approach used to develop the budget.

The 2016 Adopted Budget is balanced for all funds and provides a sound financial plan to provide the best possible municipal services. As revenue continues to perform well, the budget was balanced without budget reductions for the third consecutive year. The 2016 Adopted Budget for the General Fund is \$324.4 million, up 11.3 percent from the 2015 Original Budget of \$291.5 million.

As has been the case for the past two budget cycles, the 2016 Adopted Budget uses a multi-year approach to ensure the revenue and expenditure plan will yield a balanced budget for at least two years. To this end, the 2016 Budget should result in a balanced budget in 2017 as well. This has been accomplished by considering City goals and objectives and carefully matching ongoing sources to operating needs while focusing the remaining resources on one-time additions.

In addition, the City has taken a step toward shrinking the structural budget deficit. While future shortfalls (2018 and beyond) are forecasted, continued fiscal and operational discipline have caused the structural gap to narrow over the five-year period. It should be noted that the projected shortfall numbers include annual pay and benefit increases. Without the increases, the General Fund forecast would be in a surplus situation (revenue over expenses) throughout the five-year plan.

### **ECONOMIC FACTORS AND CITY REVENUES**

Colorado's economy continues to outperform the nation with stronger growth rates for employment, personal income and population. Improvements in the labor market have contributed to growing household incomes and increasing consumer confidence in the Rocky Mountain region, ultimately boosting consumer spending and strengthening the real estate market.

The strong Colorado economy has allowed City revenues to post healthy increases. General Fund revenue for the City has performed well in recent years, averaging annual growth of 6.8 percent

over the last three years. Improved economic conditions with unemployment rates at pre-recession levels and favorable financing terms have continued to boost consumer spending through the first half of 2015. This has resulted in significant increases in sales and use tax revenue for the City. Additionally, a new source of revenue has been added with the sale of retail marijuana, with collections gradually increasing as more stores and cultivation facilities open. It should be noted the strong year-to-date revenue performance is also due to a significant amount of one-time collections and proceeds from cyclical revenue sources, which are not expected to repeat or continue at this level. This includes real property collections, strong audit revenues and proceeds from auto sales and construction permits.

In 2016, General Fund revenue is projected to grow at a rate of 5.4 percent (\$16.1 million) over the 2015 year-end projection, exclusive of transfers into the fund. Most of the increase is in sales tax and companion use taxes. Sales tax itself is expected to grow 5.1 percent. Expectations for the City's General Fund revenue mirror the state's overall economic sentiment. Healthy increases in 2015 and 2016 will be followed by modest economic growth in the out-years as the recovery and revenue growth rates are expected to stabilize.

The Executive Summary section of this budget document includes a high level look at the City's economic outlook and revenue projections. The General Fund Revenue Overview provides more detail.

## **BUDGET FOCUS / POLICY DIRECTION**

The 2016 Adopted Budget incorporates the City Council's stated goals as well as a number of specific priorities set out by City Council in the past two years. The Council has identified three sets of priorities including the Council Policy Agenda, priority programs and capital priorities. This budget takes significant steps to address these goals and priorities.

### **City Council Goals**

The City's goals and objectives form the foundation for a set of long-range planning processes, including five-year revenue and spending projections. The updated goals and objectives adopted by City Council in 2012, in conjunction with the Comprehensive Master Plan, outline the City's vision for the future. Most of the budget additions throughout the City correspond to one or more of the City Council goals, the Council Policy Agenda or the related priority lists. A listing of the City Council goals and examples of steps taken to advance those goals are found below:

#### **Goal 1: Assure a safe community for people**

For the goal of assuring a safe community, the 2016 ongoing operating amendment totals \$4.5 million, with another \$2.4 million included as one-time in all funds. There is \$8.5 million associated with this goal in the Capital Projects Fund (CPF). Amendments include funding for three fire stations, 9.00 Fire Fighter FTE, an increase in operation of the Medical Service Units in the Fire Department, 5.00 additional Police Officers, additional Police Department Records Clerks and other administrative civilian personnel, a Deputy Public Defender, funds for the full-time opening of the E-911 District 3 dispatch channel in the Public Safety Communications Department, additional funds for police staffing and body-worn cameras for Districts 2 and 3.

## **Goal 2: Serve as leaders and partner with other governments and jurisdictions**

No amendments were necessary in this area as efforts toward achieving the goal are typically carried out by existing staff and is largely based on strong relationships with other entities. The City will continue to strive in serving as a leader among the municipalities in the metro area.

## **Goal 3: Ensure excellent infrastructure that is well maintained and operated**

For the City's excellent infrastructure goal, the 2016 budget included \$1.3 million in ongoing amendments, with another \$4.1 million in one-time amendments. In the CPF, there is \$39.2 million in the five-year plan. Amendments include funds for major street improvements, funds for specific transportation projects paid out of marijuana funds, TIP grant matches and funds for building renovations, repairs and maintenance, such as the Municipal Justice Center roof and the replacement of the Aurora Hills pump station.

## **Goal 4: Create a superior quality of life for residents, making the City a desirable place to live and visit**

There are \$5.7 million in ongoing amendments and another \$752,200 in one-time amendments in all funds associated with the quality of life goal. In addition, there is \$6.0 million in amendments in the CPF. Amendments include funds for street median improvements, debt service for a new recreation center paid from marijuana funds, expanded library hours, a new computer center in Ward IV and increased Sports Park operations.

## **Goal 5: Be a great place to locate, expand and operate a business and provide for well-planned growth and development**

For 2016, amendments associated with this goal total \$1.8 million ongoing and another \$1.4 million one-time. There is \$2.4 million in amendments in the CPF. Amendments include funds for Development Review Fund personnel and roof inspection contract, Colfax improvements, Colfax Economic Enrichment (CEEP) and retail/TOD marketing opportunities.

## **Goal 6: Provide a well-managed and financially strong City**

Concerning the well-managed city goal, the 2016 budget included \$2.6 million in ongoing amendments in all funds, and another \$3.8 million one-time. There are also \$1.2 million in CPF amendments. These amendments include capital project engineering support, employee market salary compensation adjustments and IT security enhancements.

Additional detail behind the City Council goals, as well as the listed City Council priority programs and priority projects, can be found in the Executive Summary and in the Department Pages. Additional detail behind the capital priorities can be found in the Capital Improvement Program section.

The Executive Summary section of this document includes expenditures comprised of cost drivers, adds and staffing levels and highlights of other funds. More detail on each of those items can be found in the Department Pages section.

## **SPECIFIC ISSUES AFFECTING THE 2016 ADOPTED BUDGET**

### **Marijuana Sales and Excise Tax**

In late 2014, the first of 24 retail marijuana stores opened in Aurora. By the end of 2015, an estimated 18 stores and five cultivation operations will be open, generating an estimated \$2.7 million in total revenue for the City. In 2016, additional locations are anticipated to generate \$5.4 million.

At the September 12 Marijuana Workshop, City Council approved spending of \$8.0 million of marijuana funds primarily for one-time transportation and homelessness projects, and for the ongoing debt service related to a new recreation center. More information on this revenue source can be found in the General Fund Revenue Overview section and the General Fund fund summary.

### **Enhanced E-911 Fund Surcharge Increase**

In the summer of 2015, the Public Utilities Commission (PUC) approved an E-911 surcharge increase to be effective the fourth quarter of 2015. This increase is anticipated to bring in an additional \$2.1 million in revenue for the City annually. The new revenue will fund several E-911 needs, including the 800 MHz public safety radio system replacement and the full time operation of the third dispatch channel. As part of the requirement for the increase, 63.00 FTE Dispatchers will be moved from the General Fund to the Enhanced E-911 Fund. The movement of FTE will have no effect on the General Fund, as the cost of the FTE will be offset with a transfer from the General Fund to the Enhanced E-911 Fund of the same amount. More information can be found in the Enhanced E-911 fund summary.

### **Wastewater Fund Rate Increase**

For 2016, the Wastewater Fund includes a 4.0 percent rate increase for sanitary sewer (Metro Wastewater Reclamation District pass through) and a \$1/month increase in the monthly usage fee for storm drainage service. The increase is necessary in 2016 primarily to address a \$2.9 million increase in annual charges paid to Metro and an increase in capital costs. Some of these anticipated capital projects include First Creek Drainage Improvements, Fitzsimons/Peoria Outfall improvements, Second Creek drainage improvements, Easterly Creek improvements, and Westerly Creek improvements. More information can be found in the Wastewater Fund fund summary.

### **Development Review Fund Workload**

Due to the strengthening economy, demand for development-related City services has been extremely high. Development applications, civil plan applications and building inspections are all at record levels. These workload stressors have caused difficulties in staffing as well as performance standard issues. To respond, an additional 11.25 FTE and another 8.0 contingent employees have been added to the Development Review Fund (DRF). In addition, 15.0 unfunded FTE are included to allow for a quick response to meet these workload levels. Finally, a roofing inspection contract will help to shrink the backlog of roof inspections and allow the City to utilize staff for other types of inspections. More information can be found in the Development Review

Fund fund summary, as well as the Planning and Development Services and Public Works department pages.

### **Gaylord Rockies Resort**

As the Gaylord project moves forward, several amendments have been included to address needs that must be in place prior to project completion. These needs include a Gaylord-area fire station building and staffing. Debt service for the fire station is built into the Capital Projects Fund. Staffing for the fire station is being phased into the General Fund, with the first phase included in 2016. In addition, two contingent planners were included in Planning and Development Services in anticipation of the project. More information of these amendments can be found in the Capital Improvement Program section, the Fire Department budget pages and the Planning and Development Services department pages.

### **Parking / Light Rail**

The Aurora Line light rail system is expected to be completed at the end of 2016. In anticipation of completion of that project, the City is making a number of operational changes. Among these changes are creating a parking and mobility enterprise, making first/last mile transportation connections, managing related transit oriented development and accommodating other general operating impacts.

For parking and mobility, the Iliff parking garage, as well as the Parking Manager position, are currently funded. The parking and mobility enterprise startup costs are included in the 2016 budget in the Public Works department pages. Concerning operating impacts, amendments for the Fire Department (rail incident response equipment and training), Parks, Recreation and Open Space Department (landscaping along light rail line) and Public Works Department (traffic systems) are included. First and last mile connections, as well as increased funding for bike and pedestrian improvements, are included in the Capital Projects Fund. These amendments will all in turn have a positive impact in facilitating transit oriented development.

### **LONGER TERM OUTLOOK**

While the strengthening economy has helped the long-term outlook and the City appears poised for two years of balanced budgets, the longer term outlook still includes projected budget shortfalls. Preliminary projections show the City is likely to face a \$6.9 million shortfall in 2018, assuming a 2.5 percent pay increase and 5.0 percent increase in the health insurance contribution for all employees. The outlook also continues the City Council-initiated restoration of a 4.0 percent transfer of General Fund revenue to the Capital Projects Fund. Shortfalls are also projected for 2019 and 2020, primarily driven by employee compensation increases. On a positive note, the shortfalls in the current outlook are significantly less than those projected in the 2015 budget. For example, the \$6.9 million shortfall was \$10.5 million in the 2015 budget--34 percent less.

### **ACKNOWLEDGMENTS**

I would like to thank the citizens of Aurora for their participation and input across the City. The City benefited from thousands of volunteer hours provided by citizens in a variety of functions

during the year. In addition, City Council and staff receive invaluable input from citizens as they participate in Budget Town Hall meetings in the spring and ward meetings throughout the year.

I would like to thank the Citizens' Advisory Budget Committee, the Citizens' Water Advisory Committee and the Citizens' Advisory Committee on Housing and Community Development for their respective recommendations to City Council. Their work has provided valuable citizen review and insight regarding department operations and budgeting.

I would like to thank the Deputy City Managers, the Assistant City Managers, department directors, City Council appointees and commission appointees for their cooperative approach and valuable assistance in developing this budget. I also wish to thank the Office of Budget and Financial Planning staff and all Department Budget Coordinators for conscientious work and attention to detail associated with the development of this budget and management of the City's finances.

Finally, I want to especially express my appreciation for the work of the Mayor and City Council in developing progressive goals, a visionary policy framework and identifying priority projects within which these budget plans and recommendations could be formulated. The cooperative process undertaken by City Council and City staff has been especially important for ensuring that the budget remains balanced while maintaining essential city services and an extraordinary quality of life for the citizens of Aurora.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'G. Noe', with a stylized, flowing script.

George K. Noe  
City Manager



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*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

# **Executive Summary**



## 2016 Adopted Budget Executive Summary

The Executive Summary provides an overview of the 2016 Adopted Budget and the various factors that have influenced its creation.

This section provides an overview of changes to the City's budget process for 2016 to place enhanced focus on Council goals and performance measurements, the economic factors affecting the budget, an overview of revenue and expenditures in various funds, a series of summary tables and other information on the budget. It serves as a companion to the City Manager's Budget Message by providing more in-depth information relating to various items discussed in the message.

### CHANGES TO THE 2016 BUDGET PROCESS

For 2016, the City continues in its efforts to use the budget as a strategic tool for achieving the six goals put forward by the City Council. To that end, the 2016 process utilizes a more focused approach to budgeting by making these goals and priorities the foundation on which each budget add request is based. Department directors were tasked by the City Manager with framing each of their requests in the context of satisfying Council's goals and different priorities.

Each department request was accompanied by a series of desired outcomes. As the City implements each request it will develop performance measures to assess its effectiveness in meeting these outcomes. The data will in turn allow the City to evaluate its progress in fulfilling Council's goals and priorities.

The City's enhanced efforts to pair goal and priority-driven budget requests with performance measures will allow Aurora to become more transparent and focused on great customer service than ever before.

### FACTORS INFLUENCING 2016 ADOPTED BUDGET

A number of factors have contributed to the formulation of the 2016 Adopted Budget. The following section of the Executive Summary discusses in more detail the impact of the economy and the City Council's goals and priorities in guiding the development of the budget.

#### **Economy**

##### *National*

Preliminary second quarter 2015 GDP figures indicate the national economy has improved from a slow start to the year. Weak economic growth abroad has resulted in an appreciating U.S. dollar and adversely impacted net exports during the first quarter of the year. Along with the surging dollar, fewer investments in the contracting oil and gas industry also stunted national growth.

Nevertheless, national economic growth is estimated to have accelerated in the second quarter of 2015, fueled by continued improvements in the labor market and gains in personal income, as well

as favorable financing terms. These positive economic conditions are expected to continue boosting domestic demand through the remainder of the year, offsetting negative impacts from a strong dollar and weak oil and gas industry. However, some economic uncertainty does persist due to the impact of continued weak global economic growth and the Federal Reserve's pace of monetary tightening which could cause the economy to slow.

### ***Colorado and Aurora***

Colorado's economy continues to outperform the nation with stronger growth rates for employment, personal income and population. Through June 2015, the state's employment was 2.8 percent higher than during the same period in 2014 compared to 2.2 percent growth nationwide, leading to an unemployment rate of 4.5 percent. Although there are job losses in oil and gas related industries, most other industries have continued to add jobs and thus, overall job growth remains strong.

Improvements in the labor market have contributed to growing household incomes and increasing consumer confidence in the Mountain region, ultimately boosting consumer spending and strengthening the real estate market. The economic outlook for the state remains positive with continued job growth and increases in personal income likely to support strong consumer spending through the second half of 2015 and into 2016.

The City's General Fund revenue expectations mirror the state's overall economic sentiment. Moderate increases in 2015 and 2016 will be followed by modest economic growth in the out-years as the recovery and revenue growth rates will stabilize.

### **City Council Goals and Priorities**

The City Council has established six broad goals for the organization. The goals were adopted by City Council in 2012, in conjunction with the Comprehensive Master Plan. They form the foundation for a set of long-range planning processes, including five-year revenue and spending projections. Each amendment made to the budget for 2016 is made with the intent of advancing toward one or more of Council's goals. These goals are listed out in the Budget Message section of the budget.

In addition to these high-level goals, the Council has set out three sets of operational priorities for the City to accomplish. While the intent of Council goals is never to be fully achievable, *priorities* serve as concrete objectives to be achieved through amendments to the budget. For 2016, Council has set out three sets of priorities including six priority programs, 13 priority projects and eight capital priorities. The priority programs include:

- Fire emergency service
- Code enforcement
- Parks, open space and natural resources
- Police district operations
- Public Safety Communications
- Street operations

The priority projects include:

- Fitzsimons area development
- Havana corridor including FanFare development
- Structural budget deficit plan
- Employee pay and benefits
- Westerly Creek corridor completion
- City and County of Aurora
- Commercial development plan for I-70 North
- Colfax corridor
- 6<sup>th</sup> Avenue extension
- Transit-oriented development (TOD)
- Homeless initiative

The eight capital priorities can be found in the Capital Improvement Program section.

The section below discusses how budget amendments (additions to the base budget) made for 2016 are advancing the Council's goals and priorities.

*Performance measures.* The City Council's goals are linked to a performance measurement system that helps evaluate progress made toward reaching the goals. The City's performance measurement process is part of a City Manager-led initiative to create a data-driven organization that provides effective, efficient and customer-focused programs and services to the residents of Aurora. The City's performance measurement process includes monthly scorecards that are evaluated by city management and used as a management tool to help improve service delivery and manage resources. Each department regularly reviews and adds measures as they relate to Council goals.

A small number of select performance measures speaking most directly to the respective Council goals are featured in the section below. A list of all performance measures utilized by the City can be found in the Department Pages section of this budget document. Within the Department Pages, performance measures are broken out by programs within each department.

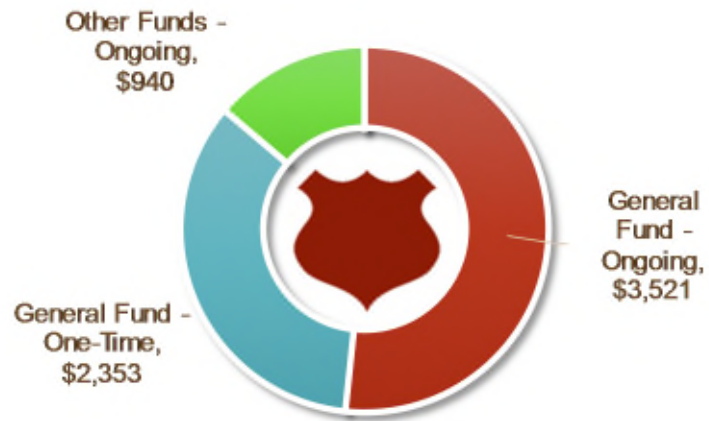
***City Council Goal: "Assure a Safe Community for People"***

Aurora citizens expect to live in safe neighborhoods and a safe community as a whole. Reducing crime rates and developing strong neighborhood and community relationships is vital to enhance the perception of safety. The City's rapid response to police, fire and medical emergencies is enhanced with a state-of-the-art Public Safety Communication Center. The Municipal Court and Detention Center provide due process for all parties while administering sentences that ensure the safety and well-being of all persons in custody.

## Council Goal

**Safe  
Community**

Total 2016 Operating  
Adds (excludes capital):  
**\$6,814,892**



\*All figures in thousands of dollars.

Capital Projects Fund Five-Year Plan Increase, 2016-2020	General Fund FTE Adds	Other Funds FTE Adds
<b>\$8,500,000</b>	<b>33.10*</b>	<b>11.90*</b>
	*Excludes transfer out/in of 63.00 FTE to E-911 Fund.	

The City is adding a total of \$6.8 million to its operating budget for the ‘Safe Community’ goal in 2016. A total of \$4.5 million of the operating additions are for ongoing expenses in all funds. A total of 45.00 FTE are included in the ongoing costs. Approximately \$75,000 of the operating adds are transfers from the General Fund, which create expenditures in the General Fund and the receiving fund—in this case the Capital Projects Fund. Additional capital projects costs totaling \$8.5 million over five years have been added to the 2016-2020 Capital Improvement Program.

The highlights of budget amendments geared toward making Aurora a safe community for people include:

- Debt service for financing for the construction of three fire stations--#5, #15 and a new station in the northern extreme of the City—will be added in the Capital Projects Fund. Total cost over five-year Capital Improvement Plan: \$8.5 million.
- Appropriation of marijuana revenue funds for a partnering opportunity towards a facility for homeless individuals and families. A specific project has not been identified. The City will work with its partners and service providers to identify potential projects for Council consideration and approval. Total cost: \$1.5 million one-time.
- Additional 7.0 FTE Medical Services Unit (MSU) fire medics in the Fire Department. The amendment will allow the department to increase usage of the MSUs. The change will allow three units to remain on duty for 12 hours a day, seven days a week. Total cost: \$437,900 ongoing; \$65,000 one-time.
- Hire 4.0 FTE Firefighters and 5.0 FTE Police Officers. Total cost: \$684,900 ongoing; \$79,100 one-time.

## Executive Summary

- Hire 4.0 FTE Police Records Technicians to meet current workload demands. The positions are all civilians. Total cost: \$213,100 ongoing; \$8,000 one-time.
- Hire 4.0 FTE Administrative Specialists to take over administrative duties currently carried out by sworn police officers. Those officers will then be reassigned to active duty where they can enhance public safety. Total cost: \$220,000 ongoing.
- Funds to add police staffing/conduct an additional police academy with the goal of offsetting attrition, thus getting more police on the streets. Total cost: \$680,000 ongoing; \$120,000 one-time.
- Deployment of body-worn cameras for police officers in Districts 2 and 3. Total cost: \$262,200 ongoing; \$73,300 one-time.
- Hire 1.0 FTE Deputy Public Defender: \$87,200 ongoing; \$1,200 one-time.
- In the E-911 Fund, a recent increase of 50 cents in the E-911 surcharge will fund the 800 MHz radio replacement project, a full-time third channel for public safety communications and public safety fiber. The revenue also freed up Capital Projects Funds used for other capital amendments noted in this section. To receive the surcharge increase, an accounting change associated with the movement of 63.00 FTE Dispatchers from the General Fund to the Enhanced E-911 Fund was necessary. The move has a net zero effect on the City's FTE count, as the dispatchers were already employed by the City. As such, the move of the FTE has been excluded from the graphic on the previous page.

*Performance measures.* Select performance measures highlighting the City's progress in advancing this Council goal include the following:

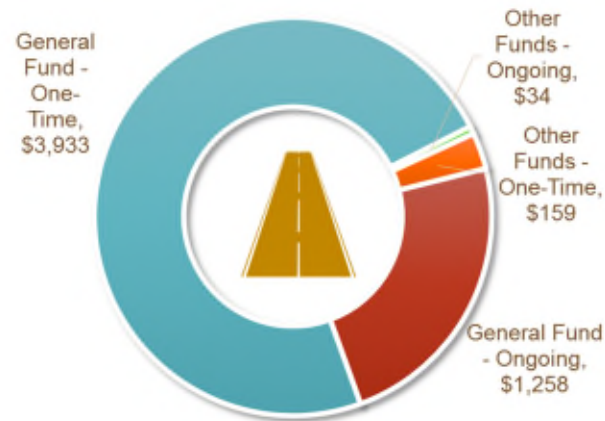
Name	Description	2013 Actual	2014 Actual	2015 Proj.	2016 Target
<b>Fire Department</b>					
Fire Emergency Services	First unit response time to emergencies in under 8 minutes for 90% of all events	91%	94%	95%	96%
<b>Police Department</b>					
Police District 1	Maintain a monthly median response time of 5.5 minutes or less to high priority calls (min:sec)	4:36	4:25	4:30	5:30
Police District 2	Maintain a monthly median response time of 5.5 minutes or less to high priority calls (min:sec)	5:00	5:00	5:00	5:30
Police District 3	Maintain a monthly median response time of 6.5 minutes or less to high priority calls (min:sec)	6:12	5:50	6:00	6:30
<b>Public Safety Communications Center</b>					
Call Answer Times	95% of all 911 calls answered within 10 seconds	97%	98%	100%	100%

**City Council Goal: “Ensure Excellent Infrastructure that is Well Maintained and Operated”**

A transportation system that reduces travel time and congestion while expanding the multi-modal mobility choices is essential to connect citizens and businesses. Maintaining and replacing key infrastructure is a critical expectation of citizens. The City’s water utility will maintain a reliable water system meeting all statutory and regulatory requirements governing water quality and water quantity, while also maximizing efficiency, minimizing cost and providing value for rate payers.

**Council Goal**  
**Excellent Infrastructure**

**Total 2016 Operating Adds (excludes capital):**  
**\$5,384,079**



\*All figures in thousands of dollars.

Capital Projects Fund Five-Year Plan Increase, 2016-2020	General Fund FTE Adds	Other Funds FTE Adds
<b>\$39,174,000</b>	<b>8.75</b>	<b>2.00</b>

Most budget amendments related to the advancement of the ‘Excellent Infrastructure’ goal come in the form of additions to the Capital Improvements Program. Additional capital projects costs totaling \$39.2 million over five years have been added to the 2016-2020 Capital Improvement Program. The City is also adding a total of \$5.4 million to its operating budget in 2016. Approximately \$3.8 million of the operating adds are transfers from the General Fund, which create expenditures in the General Fund and a receiving fund, in this case the Capital Projects Fund. A total of \$1.3 million of the operating additions are for ongoing expenses in all funds. A total of 10.75 FTE are included in the ongoing costs.

The highlights of budget amendments geared toward ensuring Aurora has excellent and well-maintained infrastructure include:

- Budget for major street improvements in the Capital Projects Fund five-year plan. Total cost over five-year Capital Improvement Plan: \$18.5 million.
- Required grant matches in the Capital Projects Fund for several Transportation Improvement Program (TIP) grants in 2016 and beyond. Included in these funds is a TIP project match for the improvement of Quincy Avenue and Gun Club Road intersection and

TIP matches for several bike/ped projects. Total cost over five-year Capital Improvement Plan: \$9.3 million.

- Other major capital improvements in the Capital Projects Fund for the replacement of the Aurora Hills pump station as well as the Municipal Justice Center roof. Total cost over five-year Capital Improvement Plan: \$5.7 million.
- The appropriation of marijuana revenue for capital projects to include an additional left turn lane from Alameda Avenue to southbound I-225 (\$1.8 million), a sidewalk on the south side of 6<sup>th</sup> Avenue between Del Mar Circle and Peoria Street (\$800,000) and an additional \$1.2 million for transportation projects yet-to-be-determined by the City Council. Total cost over five-year Capital Improvement Plan: \$3.8 million.
- First and Last mile bicycle and pedestrian related transportation improvements in TOD areas. Total cost over five-year Capital Improvement Plan: \$1.0 million.
- Additional funds for accelerated implementation of the City's bicycle and pedestrian master plan. Total cost over five-year Capital Improvement Plan: \$500,000.
- Funding for 2.0 FTE Facilities Maintenance Technicians and other operational costs related to the opening of several new City facilities. The City of Aurora Public Safety Training Center (CAPSTC) and new Police District 2/Traffic building will add over 77,000 additional square feet to the City's portfolio. Total cost: \$402,600 ongoing; \$27,000 one-time.
- Adding capital funding for a traffic signal at the intersection of Yale Avenue and Marina Street/Cimarron Street. Total cost over five-year Capital Improvement Plan: \$400,000.

*Performance measures.* Select performance measures highlighting the City's progress in advancing this Council goal include the following:

Name	Description	2013 Actual	2014 Actual	2015 Proj.	2016 Target
<b>Aurora Water</b>					
Water Purification	75 daily tests at Potable Water Treatment Plants comply with Primary Drinking Water Standards and meets state drinking water standards 100% of the time	100%	100%	100%	100%
Water Transmission and Distribution	90% of all water main system repairs will have less than 8 hours of service interruption	100%	99%	98%	90%
<b>Public Works</b>					
Public Improvements	Perform 90% or more of inspections within 24 hours of request	99%	99%	95%	90%
Street Operations	Respond to and repair 90% of pothole requests within 24 hours	90%	93%	90%	90%

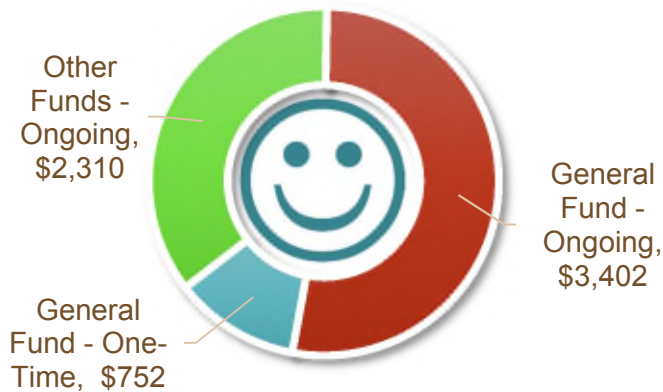
**City Council Goal: “Create a Superior Quality of Life for Residents, Making the City a Desirable Place to Live and Visit”**

Vibrant and diverse neighborhoods are the bedrocks of a high-quality city. Aurora will develop and maintain high quality parks, recreation centers, libraries, nature areas, trails and open space. The City will communicate Aurora’s vision and quality of life and economic development successes while being responsive to citizens’ concerns and questions.

**Council Goal**

**Quality of Life**

**Total 2016 Operating Adds (excludes capital):**  
**\$6,464,544**



\*All figures in thousands of dollars.

Capital Projects Fund Five-Year Plan Increase, 2016-2020	General Fund FTE Adds	Other Funds FTE Adds
<b>\$5,975,000</b>	<b>16.00</b>	<b>(3.50)</b>

The City is adding a total of \$6.5 million to its operating budget for the ‘Quality of Life’ goal in 2016. A total of \$5.7 million of the operating additions are for ongoing expenses in all funds. A net of 12.5 FTE are included in the ongoing costs. The 3.5 FTE reduction in other funds is primarily related to the movement of 2.5 FTE Code Enforcement Officers and 1.0 FTE Administrative Specialist to the General Fund from the Abatement Fund. The Abatement Fund will be closed in 2016. Approximately \$213,100 of the operating adds are transfers from the General Fund, which create expenditures in the General Fund and a receiving fund such as the Recreation Fund. Additional capital projects costs totaling \$6.0 million over five years have been added to the 2016-2020 Capital Improvement Program.

The highlights of budget amendments geared toward creating a superior quality of life for residents include:

- Appropriation in the Capital Projects Fund to complete street median improvements throughout the City. Total cost over five-year Capital Improvement Plan: \$4.3 million.
- Debt service funding for a new Southeast Recreation Center. The funds are appropriated from ongoing marijuana revenues. Total cost: \$2.0 million ongoing.

## Executive Summary

- Construction of Portland Loo restrooms at the Peoria and Smith light rail station. Total cost over five-year Capital Improvement Plan: \$750,000.
- A project to rebuild City Center Park following improvements made to surrounding infrastructure by Aurora Water and the construction of the nearby light rail line. Total cost over five-year Capital Improvement Plan: \$610,000.
- Opening of a computer center in Ward IV near the Havana Street and Iliff Avenue intersection. The amendment will include funding for 3.5 FTE support staff and one-time funds for startup of the new center. Total cost: \$231,700 ongoing; \$302,200 one-time.
- A cost-neutral move of all activities from the Abatement Fund into the General Fund. The move will include all staff, expenses, revenues and fund balance. The transfer in of revenue and fund balance will not appear in the graphic above—only the expenses. Total cost: \$445,000 (completely offset by revenue).
- Add second access point for Aurora Reservoir to be used for emergencies and events. Total cost over five-year Capital Improvement Plan: \$250,000.
- Expansion of service hours at the Mission Viejo, Martin Luther King, Jr. and Tallyn's Reach libraries. Each library will now be open 48 hours per week, an increase of eight hours. The expansion will include a net total of 4.0 FTE. Total cost: \$217,900 ongoing.
- Capital projects funding for the construction of a community garden at Alton Street and 16<sup>th</sup> Avenue (\$50,000) and an exercise area in Del Mar Park (\$65,000): Total cost over five-year Capital Improvement Plan: \$115,000.

*Performance measures.* Select performance measures highlighting the City's progress in advancing this Council goal include the following:

Name	Description	2013 Actual	2014 Actual	2015 Proj.	2016 Target
<b>Library &amp; Cultural Services</b>					
Library Facilities and Public Services	Maintain an 90% excellent or above average customer service satisfaction rating	N/A	97%	97%	90%
<b>Neighborhood Services</b>					
Code Enforcement	% of time responded to a complaint within 2 business days	94%	97%	92%	90%
<b>Parks, Recreation and Open Space</b>					
Forestry Maintenance	Service 3,500 trees per year (291 trees per month)	3,490	4,763	7,610	3,500
O&M Park Customer Satisfaction	Customer Ratings of overall opinion of parks/ playgrounds result in 80% "excellent" or "good"	N/A	92%	80%	80%

**City Council Goal: “Be a Great Place to Locate, Expand and Operate a Business and Provide for Well-Planned Growth and Development”**

A supportive business environment produces economic opportunities that are diverse and well-balanced. The City will support a balance between small business opportunities and aggressive retail retention and expansion. The City will work proactively with the private sector to attract jobs to the City and promote education and workforce development through partnerships with local education institutions. The City’s land use development policies will direct development and redevelopment to strategic areas within key economic locations and provide for a balance of housing stock.

**Council Goal**

**Business & Development**

Total 2016 Operating Adds (excludes capital):  
**\$3,218,980**



\*All figures in thousands of dollars.

Capital Projects Fund Five-Year Plan Increase, 2016-2020	General Fund FTE Adds	Other Funds FTE Adds
<b>\$2,400,000</b>	<b>0.00</b>	<b>26.25</b>

The City is adding a total of \$3.2 million to its operating budget for the ‘Business and Development’ goal in 2016. A total of \$1.8 million of the operating additions are for ongoing expenses in all funds. The majority of the new appropriation is for increased staffing in the Development Review Fund to respond to rapid growth in demand for development-related city services. A total of 26.25 FTE are included in the ongoing costs. Additional capital projects costs totaling \$2.4 million over five years have been added to the 2016-2020 Capital Improvement Program.

The highlights of budget amendments geared toward making Aurora a great place to locate, operate and expand a business and provide for well-planned growth and development include:

- Funding in the Capital Projects Fund for improvements in the community surrounding Colfax Avenue in northwest Aurora. These improvements will include but not be limited to renovating existing structures to encourage the opening of restaurants in the Aurora Cultural Arts District. Total cost over five-year Capital Improvement Plan: \$2.5 million.

- A total of 26.25 FTE in the Development Review Fund to respond to a sharp increase in demand for building inspection, planning, plans examination, permit counter and engineering services. This includes 6.0 FTE Planners (reducing the need for contingent planners), 2.0 FTE Project Engineers, 1.0 FTE Engineer to address light rail related items and 2.0 FTE Building Inspectors, 15 authorized but unfunded positions that will allow flexibility in the hiring efforts and a 0.25 FTE transfer from the General Fund. In addition, eight contingent employees will be hired including two planners, two engineers and four permit counter call center employees. Total cost: \$1.2 million ongoing; \$66,000 one-time. A cost offset of \$263,700 from lapsing of contingent compensation will partially defray the costs associated with new FTE.
- Appropriation to contract out some roof inspections to clear out a backlog following several hailstorms in 2014 and 2015. The contract was initiated in summer 2015 and will continue into 2017. Total 2016 appropriation: \$750,000 one-time.
- Capital projects funding for economic development infrastructure. The new appropriation is completely offset due to a lapse of \$850,000 in capital funding for transit-oriented development. Total cost over five-year Capital Improvement Plan (excluding offset): \$750,000.
- An update of the City's Comprehensive Plan. Total cost: \$550,000 one-time.
- Replenishment of the Colfax Economic Enrichment Program (CEEP). CEEP supports a variety of efforts to redevelop the Aurora Cultural Arts District. Total cost: \$275,000 ongoing.
- Funding for a challenge grant to assist the Aurora Economic Development Council (AEDC) in hiring additional staff. Total cost: \$50,000 ongoing.
- Add funding for military-related activities managed by the Aurora Chamber of Commerce. Total cost: \$25,000 one-time.

*Performance measures.* Select performance measures highlighting the City's progress in advancing this Council goal include the following:

Name	Description	2013 Actual	2014 Actual	2015 Proj.	2016 Target
<b>Planning &amp; Development Services</b>					
Development Review	Meet stated review timeframes for 98% of all submittals	98%	94%	95%	98%
<b>Public Works</b>					
Building Plans Review	Complete review of building plans within established timeframes 95% of the time	65%	68%	50%	95%
Building Inspections	Complete 95% of the building inspections on the day requested	99%	68%	75%	95%

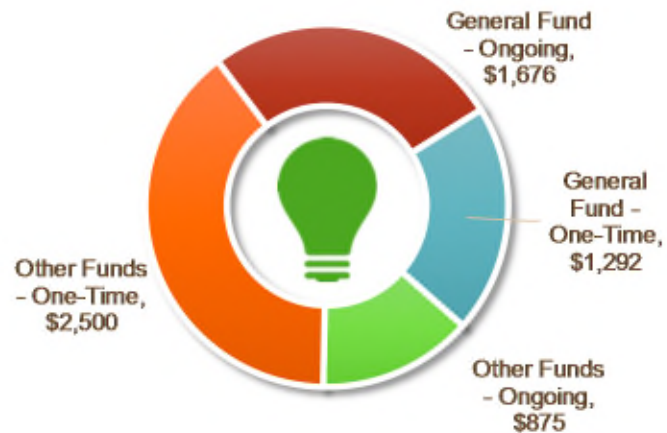
**City Council Goal: “Provide a Well-Managed and Financially Strong City”**

A well-managed city provides high-quality services to residents that are effective, timely and customer focused. Wise stewardship of financial resources is expected from City leaders and management to support efficient and effective long-term provisions of services. The City will maintain superior financial reporting, financial controls, appropriate reserves, a high financial credit (bond) rating, and a high level of transparency.

**Council Goal**

**Well-Managed City**

**Total 2016 Operating Adds (excludes capital):**  
**\$6,343,040**



\*All figures in thousands of dollars.

Capital Projects Fund Five-Year Plan Increase, 2016-2020	General Fund FTE Adds	Other Funds FTE Adds
<b>\$1,191,508</b>	<b>10.50</b>	<b>0.75</b>

The City is adding a total of \$6.3 million to its operating budget for the ‘Well-Managed City’ goal in 2016. Approximately \$448,200 of the operating adds are transfers from the General Fund, which create expenditures in the General Fund and a receiving fund, in this case the Risk Management, Fleet Management and Capital Projects Funds. A total of \$2.6 million of the operating additions are for ongoing expenses in all funds. Funding for a net of 11.25 FTE are included in the ongoing costs. Additional capital projects costs totaling \$1.2 million over five years have been added to the 2016-2020 Capital Improvement Program.

The highlights of budget amendments geared toward providing a well-managed and financially strong city include:

- An update to of the City’s workflow management system. The amendment will provide funding to begin execution of recommendations to upgrade the system made in the 2015 replacement study. The updated system will improve the quality of customer service for individuals working with the City’s various development related functions. This is the first of a two-year appropriation. Total 2016 cost: \$2.5 million one-time.

- Funding for market compensation adjustments for FTE and contingent employees in all funds. Total cost: \$1.3 million ongoing.
- Transportation project and engineering support costs in the Capital Projects Fund. These are personnel costs from new employees added in Public Works to address major new projects including light rail, extension of 6<sup>th</sup> Avenue and other roadway projects. The staffing appropriation of 2.0 FTE has been added to the Public Works budget but appears as a net zero cost. Total cost over five-year Capital Improvement Plan: \$1.2 million.
- Revenue from marijuana will be transferred out to the Designated Revenues Fund to build a reserve for the Nexus program. Total cost: \$680,000 one-time.
- Compensation increases for staff in City Council, Civil Service Commission and the Public Defender's Office. Total cost: \$94,600 ongoing.
- Addition of 2.0 FTE security personnel, software and related training in Information Technology. Total cost: \$243,400 ongoing; \$124,000 one-time.
- Add 1.0 FTE Council Management Analyst to serve the 10 City council members. Total cost: \$5,000 one-time; \$78,700 ongoing.
- Add 1.0 FTE Senior Cable TV Producer to enhance production capacity at the Aurora Channel. Total cost: \$85,300 ongoing.
- Increase City Council travel budget by \$2,000 per member. Total cost: \$22,000 one-time.
- A lapse of operating appropriation for outside legal fees for water-related issues in the City Attorney's Office. Total savings: \$100,000 (ongoing).

*Performance measures.* Select performance measures highlighting the City's progress in advancing this Council goal include the following:

Name	Description	2013 Actual	2014 Actual	2015 Proj.	2016 Target
<b>Communications</b>					
Access Aurora Issue Resolution	95% of customer requests for assistance assigned to Access Aurora are resolved within two business days or less	N/A	96%	90%	95%
<b>Finance</b>					
Business Licensing	89% of general licenses are turned around in 20 days or less	89%	90%	89%	89%
<b>General Management</b>					
Internal Audit	95% of audits on the Audit Plan will be started and/or completed by the end of the year	63%	100%	100%	95%

### ***City Council Goal: “Serve as Leaders and Partner with Other Governments and Jurisdictions”***

As the third largest city in the state, it is essential that Aurora’s interests are well-communicated at the regional, state, and federal level. In addition, the City will participate and partner with other organizations on shared policy issues, joint programs and shared facilities. The City will work with its partners to ensure that every child and young person in Aurora has access to the fundamental resources that she or he needs to succeed.

The City has not appropriated any additional funds for this Council goal. The goal however remains central to city operations on a day-to-day basis. No amendments were necessary in this area as efforts toward achieving the goal are typically carried out by existing staff and is largely based on strong relationships with other entities. The City will continue to strive in serving as a leader among the municipalities in the metro area.

*Performance measures.* The City currently does not have any performance measures tied to this goal.

## **BUDGET OVERVIEW – ALL FUNDS**

The City’s budgeted funds include the General Fund, the Capital Projects Fund, the Water and Wastewater Funds, the Recreation and Golf Funds, the Development Review Fund and various other internal service, special revenue and debt service funds. Appropriations for these funds provide for operating, debt service and capital costs. The City uses different funds to control and manage money intended for a particular purpose or to demonstrate compliance with finance-related legal requirements and to aid financial management by segregating transactions related to certain City functions or activities. Attachments 1 through 3 beginning on page B-30 summarize appropriations and past (actual) spending for the City’s funds.

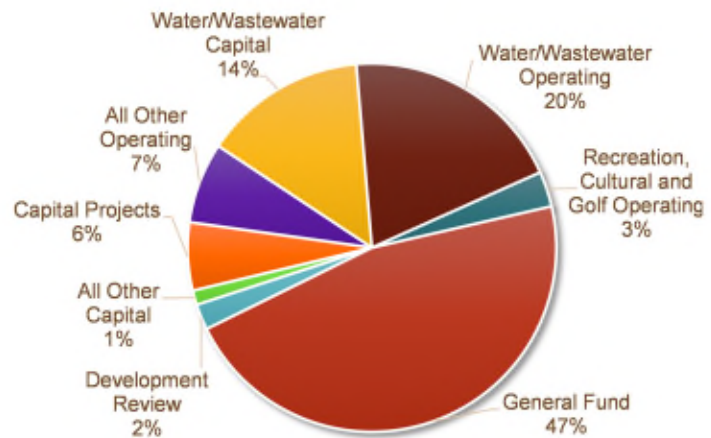
The 2016 Adopted Budget includes a total of \$700,199,703 in appropriations for all funds. This compares with the 2015 Original Budget of \$626,491,225 and the 2015 expenditure projection of \$642,797,727. Total expenditures in the 2016 Adopted Budget will increase \$73.7 million over the 2015 Original Budget, comprised of \$43.5 million in increased operating expenditures and \$30.2 million in capital expenditures. The majority of \$43.5 million operating variance is a result of the \$17.6 million increase in personnel-related costs. Included in this increase is a 2.25 percent wage increase, a 5.0 percent health insurance increase and market increases. A net total of 114.25 FTE were created in all funds between the 2015 Original Budget and the 2016 Adopted Budget. The \$18.9 million in transfers, primarily associated with the Capital Projects Fund transfer from the General Fund, accounts for some of the remainder, as does a \$8.2 million increase in supplies and services and a \$0.2 million increase in interfund charges. The increases in those categories were partially offset by a \$1.4 million decrease in debt-related costs.

The Capital Improvement Program (CIP) increase is driven primarily by a \$21.6 million increase in the Water Fund and an \$8.7 million increase in the Wastewater Fund, offset somewhat by decreases in other funds.

The 2015 operating expenditure projection is \$32.5 million higher than the budget due mainly to a \$29.7 million debt prepayment in the Water Fund.

Figure 1 illustrates the distribution of total appropriations in 2016. The General Fund accounts for approximately 47 percent of total appropriations, while another 21 percent of the 2016 budget is dedicated to capital projects in several funds. Operating costs for Aurora Water (both the Water and Wastewater Funds) make up 20 percent of the City's total budget while the remaining 12 percent is for operations of all other City funds.

**Figure 1. Total 2016 Appropriation by Fund**



## GENERAL FUND SUMMARY

The General Fund is the primary source of funding for most City operations, including public safety, transportation, parks, libraries and other services. In addition, annual transfers from the General Fund to the Capital Projects Fund pay for many of the City's infrastructure projects. Table 1 below provides a summary of the most significant adjustments in the 2016 General Fund Budget.

Table 1. 2016 Expenditure and Budget Summary - General Fund

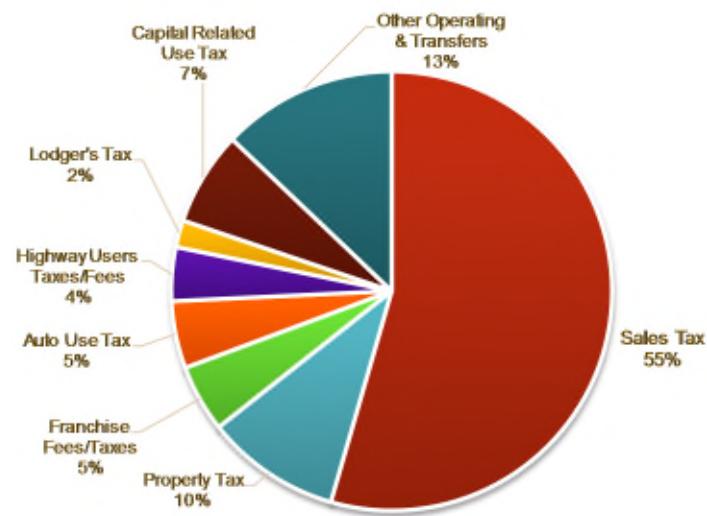
Sources	Amount	Comment
Revenue and Transfers	\$315,707,597	Strong sales and property tax collections are anticipated in 2016
Less MJ revenue	(123,705)	Marijuana revenue not used for General Fund balancing
Funds Available	8,816,814	One-time funding for capital projects and other one-time obligations
<b>Total Sources</b>	<b>\$324,400,706</b>	<b>Total 2016 Sources</b>
2015 Original Budget	\$291,514,220	Initial base budget
Base Budget Adjustments	(12,574,248)	<i>Removal of one-time 2015 expenditures:</i> Primarily due to (\$8.9 million) for a 2015 transfer to the Capital Projects Fund for various projects; (\$716,800) for Police one-times, including property and evidence and body worn cameras, and (\$600,000) in IT, related one-times, including AMANDA replacement consultant; \$296,729 for ongoing items added in the 2015 spring supplemental.
Cost Drivers	26,768,778	\$17.0 million for additional transfer to Capital Projects Fund (\$4.7 million ongoing from transfer formula and \$12.3 million one-time additional amount); \$4.4 million for 2.25 percent pay increase and step/grade adjustments; \$1.2 million for market adjustments; \$924,100 for 5 percent City health insurance contribution increase, \$759,100 for utilities and internal service charges; \$765,900 for Recreation Fund, Cultural Services Fund and ACLC transfers; \$550,000 for ongoing tree trimming and library bookstock, \$512,100 for the additional Visit Aurora payment, \$437,400 for all else, including departmental mandated cost increases to maintain current service levels.
Amendments	18,691,956	\$5.9 million for amendments associated with the City Council's 'Safe Community' goal (\$3.5 million ongoing and \$2.4 million one-time); \$5.2 million for amendments associated with 'Excellent Infrastructure' goal (\$1.3 million ongoing and \$3.9 million one-time); \$4.2 million for amendments associated with the 'Quality of Life' goal (\$3.4 million ongoing and \$752,200 one-time); \$504,000 for amendments associated with the 'Business and Development' goal (\$398,800 ongoing and \$105,200 one-time); and \$3.0 million for amendments associated with the 'Well-Managed City' goal (\$1.7 million ongoing and \$1.3 million one-time). Additional details can be found in the Performance Measure section and in the department pages.
<b>Total Uses</b>	<b>\$324,400,706</b>	<b>Total 2016 General Fund Budget</b>

## General Fund Revenue

Figure 2 on the following page illustrates the sources of revenue within the General Fund. Sales tax revenue remains the backbone of Aurora's General Fund, accounting for 55 percent of total revenue. Use tax is a companion tax to sales tax and is associated with purchases of commodities and equipment. Over two-thirds of all General Fund revenue is dependent on purchases when use tax revenues (e.g. building materials use tax, automobile use tax, and equipment use tax) are included.

Table 2 provides a summary of General Fund sources of revenue and the anticipated growth in key categories. General Fund revenue, excluding transfers, is estimated to grow at a rate of 5.4 percent or \$16.1 million in 2016. The major component of revenue growth in 2016 comes from an \$8.4 million budgeted increase in sales tax over the 2015 projection. An additional \$4.8 million will be generated by an increase in property tax and a net \$1.8 million increase will be generated by revenue sources summarized in the other operating revenue category in Table 2, primarily other taxes (\$1.0 million) and external charges for service (\$1.0 million). Moderate but sustained growth in franchise fees and taxes and capital-related tax is also expected in 2016.

**Figure 2. 2016 General Fund Sources**



Excluding transfers, the projected 5.4 percent increase in 2016 follows a projected 6.5 percent (\$18.1 million) increase in 2015 over 2014 actual revenue.

**Table 2. Summary of Key General Fund Revenue Sources**

Sources of Funds	2014 Actual	2015 Projection	2016 Adopted	2014-2015 Change	2015-2016 Change
Sales Tax	\$ 153,056,690	\$164,450,372	\$172,804,392	7.4%	5.1%
Property Tax	25,213,420	25,213,420	30,012,306	0.0%	19.0%
Franchise Fees/Taxes	14,611,949	14,611,949	14,889,231	0.0%	1.9%
Auto Use Tax	15,027,985	16,711,120	16,711,120	11.2%	0.0%
Capital-Related Use Tax	19,428,680	20,905,259	21,323,365	7.6%	2.0%
Highway User's Fee/Taxes	10,741,790	11,064,044	11,196,813	3.0%	1.2%
Lodgers Tax	6,173,287	6,698,017	6,945,843	8.5%	3.7%
Fines & Forfeitures	6,040,711	6,161,527	6,192,333	2.0%	0.5%
Other Operating Revenue	29,621,878	32,159,308	34,003,619	8.6%	5.7%
<b>General Fund Revenue</b>	<b>279,916,390</b>	<b>297,975,016</b>	<b>314,079,021</b>	<b>6.5%</b>	<b>5.4%</b>
Transfers and Reserves	1,166,862	1,154,960	1,628,575	-1.0%	41.0%
Funds from Restricted Assets	(2,120,000)	-	-	-100.0%	N/A
<b>Total General Fund Revenue (including transfers)</b>	<b>\$278,963,252</b>	<b>\$299,129,976</b>	<b>\$315,707,596</b>	<b>7.2%</b>	<b>5.5%</b>

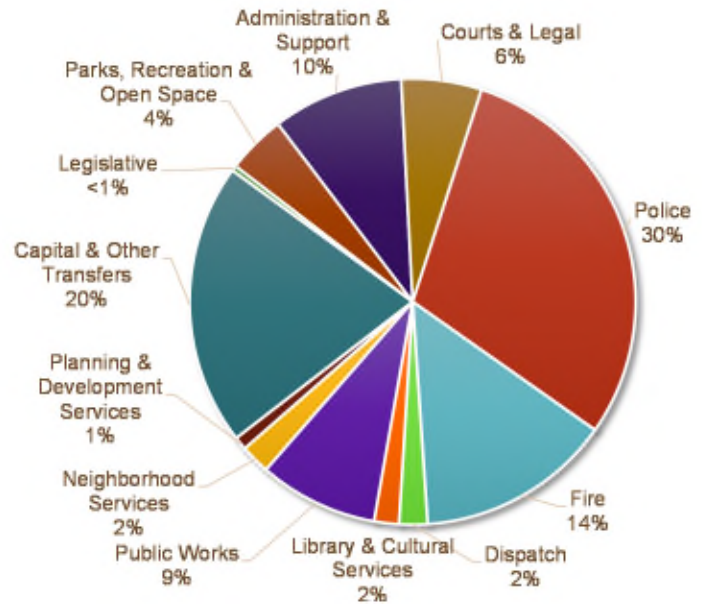
The revenue section starting on page D-1 provides more detail on the revenue outlook.

## General Fund Appropriations

General Fund appropriations for 2016 total \$324,400,706, an 11.3 percent increase from the \$291,514,209 original expenditure budget for 2015. The primary increase is a result of increased transfers out, primarily associated with the annual transfer to the Capital Projects Fund—housed in Non-Departmental. The change in personal services is abnormally low due to the movement of 63.00 FTE Public Safety Communications Dispatchers into the Enhanced E-911 Fund, offset with an increased transfer of the same amount. Maintaining public safety is a high priority, as reflected in the fact that it makes up the largest share of the General Fund budget. As Figure 3 illustrates, public safety functions, including Fire, Dispatch, Police and the Courts and Legal account for 52 percent of total General Fund appropriations.

Attachment 8 provides additional detail on the 2016 General Fund amendments.

**Figure 3. 2016 General Fund Uses**



## STAFFING – ALL FUNDS

The 2016 Adopted Budget includes an additional net 114.25 FTE versus the 2015 Original Budget, with 105.75 FTE added in all funds as part of the 2016 budget process and another 8.5 FTE added in supplementals. Table 3 breaks out all new positions added for 2016.

**Table 3. Net Positions Added in 2016**

General Fund		
Department	FTE Change	Position Description
City Attorney	1.00	Assistant City Attorney (Criminal)
	1.00	Senior Assistant City Attorney
City Council	1.00	Council Management Analyst
Communications	0.50	Printer
	1.00	Senior Cable TV Producer for Channel 8
	1.00	Senior Market and Branding Officer
Finance	2.00	Tax Auditors
	2.00	Baseline Marijuana Staffing

Table 3. Net Positions Added in 2016 (continued)

General Fund		
Department	FTE Change	Position Description
Fire	4.00	Additional Fire Fighters to Assist in Reducing Overtime
	5.00	Fire Fighter Staffing for Gaylord
	7.00	Medical Service Unit (MSU) Firemedics
Information Technology	2.00	Security Staffing
	1.00	Technical Adjustment Tech Support from Library
Internal Services	1.00	Volunteer Coordinator Move from Cultural Services Fund
	1.00	Employee Development Coordinator
Library and Cultural Services	4.00	Expanded Hours at Mission Viejo, MLK and Tallyn's Reach
	3.50	Ward IV Computer Center
	(1.00)	Technical Adjustment Tech Support to IT
Neighborhood Services	1.00	Homeless Coordinator
	1.00	Animal Services Veterinarian FTE Conversion
	1.00	Move Code Enforcement Officer from CDBG
	3.50	Move Abatement into General Fund
Parks, Rec and Open Space	1.00	Rail Line Landscaper
	1.00	Sports Park Operational Improvements
Police	5.00	Additional Police Officers
	4.00	Police Records Clerks
	4.00	Civilian Employees
	1.60	Net Transfers from Gifts and Grants Fund
	(1.50)	Net Transfers to Designated Revenue Fund
Public Defender	1.00	Deputy Public Defender I
Public Safety Communications	(63.00)	Transfer Staffing and Associated Costs to E-911 Fund
Public Works	1.00	Real Property Agent
	1.00	Public Safety Training Facility Manager
	2.00	Facility Maintenance Technicians for New Facilities
	(0.25)	Movement of 0.25 FTE to Development Review Fund
	3.00	2.0 Traffic Signal Technicians and 1.0 Traffic Specialist
	2.00	Transportation Projects and Engineering Support
<b>Net FTE Additions, General Fund</b>	<b>5.35</b>	

**Table 3. Net Positions Added in 2016 (continued)**

All Other Funds		
Fund	FTE Change	Position Description
Abatement Fund	(3.50)	Neighborhood Services: Move Abatement into General Fund
Community Development Fund	(1.00)	Neighborhood Services: Move Code Enforcement Officer from CDBG
Conservation Trust Fund	(10.05)	PROS: Move CTF-related FTE to Open Space Fund
Cultural Fund	(1.00)	Library & Cultural Services: Volunteer Coordinator Move from Cultural Services Fund
Designated Revenue Fund	2.00	Police: Victim Advocate FTE
	1.50	Police: Transfer from General Fund
Development Review Fund	15.00	Non-Departmental Unfunded Budget Authority
	6.00	Planning and Development Services: Planners
	5.25	Public Works: 3.0 Project Engineers, 2.0 Building Inspectors, Movement of 0.25 FTE from General Fund
Enhanced E-911 Fund	1.00	Public Safety Communications (PS Comm): Priority Dispatch Program Coordinator
	9.00	PS Comm: Third Dispatch Channel Telecommunicators
	63.00	PS Comm: Transfer Staffing and Associated Costs from General Fund
Fleet Management Fund	0.75	Fleet Vehicle Courier
Gifts and Grants Fund	(1.60)	Net Transfers from General Fund
Open Space Fund	10.05	PROS: Move CTF-related FTE from CTF
Recreation Fund	2.00	1.0 Sports Park Parks Worker, 1.0 FTE Recreation Specialist
Wastewater Fund	0.79	Aurora Water: Technical Adjustment between Water and Wastewater Fund
Water Fund	(0.79)	Aurora Water: Technical Adjustment between Water and Wastewater Fund
	1.00	Aurora Water Water Conservation Specialist Contingent Conversion
	1.00	City Attorney: Assistant City Attorney II
<b>Net FTE Additions, All Other Funds</b>	<b>100.40</b>	
<b>Net FTE Additions, All Funds</b>	<b>105.75</b>	

In addition to the new positions created for 2016, the following positions were created in 2015 supplementals and will be funded in the 2016 Budget:

- 1.5 FTE in the General Fund, including 0.5 FTE Public Defender Paralegal, and 1.0 FTE Parking and Mobility Manager, were added in the 2015 Spring Supplemental. In addition, a 1.0 FTE third DCM is expected to be requested in a future supplemental.

- 6.0 FTE in the Development Review Fund associated with Public Works staffing; and
- Net zero adjustment of 2.35 FTE in Aurora Water from the Wastewater Fund into the Water Fund.

Table 4 provides departmental detail on the staffing changes in the General Fund. Attachment 10 to this Executive Summary gives an overview of four years of staffing.

**Table 4. 2016 FTE Staffing Net Change - General Fund**

Department	Adds	Transfers/ Technical	2016 Net Positions Added	Supplemental Adjustments	2015-2016 Net Change
City Attorney	2.00	-	2.00	-	2.00
City Council	1.00		1.00		1.00
Communications	2.50	-	2.50	-	2.50
Finance	4.00	-	4.00	-	4.00
Fire	16.00	-	16.00	-	16.00
General Management	-	-	-	1.00	1.00
Information Technology	2.00	1.00	3.00	-	3.00
Internal Services	1.00	1.00	2.00	-	2.00
Library and Cultural Services	7.50	(1.00)	6.50	-	6.50
Neighborhood Services	2.00	4.50	6.50	-	6.50
Parks, Recreation and Open Space	2.00	-	2.00	-	2.00
Police	13.00	0.10	13.10	-	13.10
Public Defender	1.00	-	1.00	0.50	1.50
Public Safety Communications	-	(63.00)	(63.00)	-	(63.00)
Public Works	9.00	(0.25)	8.75	1.00	9.75
<b>Totals</b>	<b>63.00</b>	<b>(57.65)</b>	<b>5.35</b>	<b>2.50</b>	<b>7.85</b>

The total General Fund increases by a net of 7.85 FTE. This is a result of 63.00 FTE being added for the first time in 2016 (including 12.0 FTE that were added by Council at the October 3 Fall Budget Workshop) as well as 2.50 FTE being added as part of mid-year adjustments. These increases are offset by net 57.65 FTE transfer out to other funds, primarily associated with the movement of Public Safety Communications Dispatchers being moved from the General Fund to the E-911 Fund to satisfy a PUC requirement concerning the City's E-911 surcharge revenue. There are no position cuts for 2016.

Table 5 on the following page outlines staffing level changes for all funds in various phases of the budgeting process. The total of 105.75 positions will be added in all funds for 2016.

**Table 5. 2016 FTE Staffing Changes by Fund**

<b>Fund</b>	<b>2015 FTE Count</b>	<b>Adds</b>	<b>Transfers / Technical</b>	<b>Supp Adj</b>	<b>Net Change</b>	<b>2016 FTE Count</b>
Abatement	3.50	-	(3.50)	-	<b>(3.50)</b>	-
Community Development	23.20	-	(1.00)	-	<b>(1.00)</b>	22.20
Conservation Trust	21.77	-	(10.05)	-	<b>(10.05)</b>	11.72
Cultural Services	18.00	-	(1.00)	-	<b>(1.00)</b>	17.00
Designated Revenue	32.11	2.00	1.50	-	<b>3.50</b>	35.61
Development Review	76.75	26.00	0.25	6.00	<b>32.25</b>	109.00
Enhanced E-911	5.00	10.00	63.00	-	<b>73.00</b>	78.00
Fleet Management	44.00	0.75	-	-	<b>0.75</b>	44.75
General	1,990.50	63.00	(57.65)	2.50	<b>7.85</b>	1,998.35
Gifts and Grants	8.00	-	(1.60)	-	<b>(1.60)</b>	6.40
Golf Courses	38.00	-	-	-	-	38.00
Open Space	22.43	-	10.05	-	<b>10.05</b>	32.48
Parks Development	0.75	-	-	-	-	0.75
Recreation	75.80	2.00	-	-	<b>2.00</b>	77.80
Risk Management	10.00	-	-	-	-	10.00
Wastewater	145.37	-	0.79	(2.35)	<b>(1.56)</b>	143.81
Water	283.63	2.00	(0.79)	2.35	<b>3.56</b>	287.19
<b>Totals</b>	<b>2,798.81</b>	<b>105.75</b>	<b>0.00</b>	<b>8.50</b>	<b>114.25</b>	<b>2,913.06</b>

Table 6 on the following page shows the details of the staffing level by fund over time. Even with the additional FTE added in the 2016 budget, the total number of FTE in the General Fund declined 2.4 percent (48.85 FTE) since 2003. If not for the movement of 63.00 Public Safety Communications Dispatcher FTE to the E-911 Fund, the 2016 total would be slightly higher than the 2003 total. Note that the ratio of civil service to career service has changed considerably. Police Civil Service has grown 16.1 percent (93.45 FTE) and the Fire Civil Service has grown 11.7 percent (35.50 FTE) while Career Service FTE has dropped 15.3 percent (177.80 FTE). A portion of the career service decrease is explained with the Dispatcher move to the E-911 Fund, but even excluding that adjustment, Career Service FTE would be less by 9.9 percent (114.80 FTE).

The gradual increase in the General Fund starting in 2011 is contrasted with stronger growth in other funds, namely in the Water and Wastewater Funds, up 51.2 percent (146.00 FTE) for the same period. The Dispatcher move noted above is the primary cause of the 124.86 FTE increase in All Other FTE. See Attachment 10 for a four-year summary of staffing by fund.

**Table 6. FTE and FTE Changes, 2003-2016 (All Funds)**

Category/Fund	FTE Count (Actuals)							FTE Change, 2003-2016	
	2003	2005	2007	2009	2011	2013	2016*	Count	%
<b>General Fund</b>									
Police, Civil Service	580.00	603.00	635.00	640.00	649.25	660.85	673.45	<b>93.45</b>	16.1%
Fire, Civil Service	302.50	288.00	311.00	306.00	308.00	311.00	338.00	<b>35.50</b>	11.7%
Career Service	1,164.70	1,089.12	1,091.53	1,066.53	948.90	949.48	986.90	<b>(177.80)</b>	-15.3%
<b>Sub-total, General Fund</b>	<b>2,047.20</b>	<b>1,980.12</b>	<b>2,037.53</b>	<b>2,012.53</b>	<b>1,906.15</b>	<b>1,921.33</b>	<b>1,998.35</b>	<b>(48.85)</b>	<b>-2.4%</b>
<b>Non-General Funds</b>									
Police/Fire Civil (Non-GF)	2.50	1.00	2.00	2.00	8.75	11.50	8.55	<b>6.05</b>	242.0%
Wastewater/ Water Fund	285.00	329.00	403.00	426.00	422.00	422.00	431.00	<b>146.00</b>	51.2%
Development Review Fund	111.95	115.85	119.25	86.20	70.75	74.75	109.00	<b>(2.95)</b>	-2.6%
Golf Courses Fund	57.00	56.00	52.00	52.00	45.00	40.00	38.00	<b>(19.00)</b>	-33.3%
Recreation & Cultural Svcs Fund	90.80	86.30	86.00	85.75	79.20	71.20	94.80	<b>4.00</b>	4.4%
All other FTE	108.50	107.35	137.89	139.89	150.55	143.47	233.36	<b>124.86</b>	115.1%
<b>Sub-total, Non-General Funds</b>	<b>655.75</b>	<b>695.50</b>	<b>800.14</b>	<b>791.84</b>	<b>776.25</b>	<b>762.92</b>	<b>914.71</b>	<b>258.96</b>	<b>39.5%</b>
<b>Total</b>	<b>2,702.95</b>	<b>2,675.62</b>	<b>2,837.67</b>	<b>2,804.37</b>	<b>2,682.40</b>	<b>2,684.25</b>	<b>2,913.06</b>	<b>210.11</b>	<b>7.8%</b>

\*Budgeted.

## OTHER FUNDS

In addition to services funded by the General Fund, the City's budget includes funding for a variety of programs and services funded from various other special purpose and enterprise funds. Below is a summary of major changes in the operating budgets for the City's other major funds.

### **Water and Wastewater Funds – Operating Costs**

The Water and Wastewater Funds operate as enterprise funds in which revenues from user fees, development fees, and other charges for services must cover all capital and operating costs. The total operating budget for these funds will increase \$797,100 from the 2015 Original Budget. Significant budgetary factors addressed include the following:

- Increase of \$2.1 million in personal services costs between both funds including the addition of 2.0 FTE. The majority of the change is driven by the citywide compensation increase;
- Debt service reduced \$1.3 million in the Water Fund as a result of the elimination of the 1999 Sand Creek debt;
- Wastewater Fund utility sales revenue in 2016 assumes a 4.0 percent rate increase for sanitary sewer (Metro Wastewater pass-through) and a \$1/month increase in the monthly usage fee for storm drainage service. This increase is primarily due to a significant increase in storm drain projects including Second Creek Drainage Improvements, Westerly Creek future phases, Fitzsimons drainage improvements and several others.

### **Development Review Fund – Operating Costs**

The Development Review Fund is a special revenue fund, receiving revenue from review, permitting, and inspection activity. In 2016, the total revenue is projected to increase \$4.8 million (40.0 percent) over the 2015 Original Budget which is reflective of a continued increase in development activity following the recession. The strong development activity comes with an increased workload and has caused the significant issues with hiring and retaining of staff, which in turn affects development schedules.

Expenditures increase \$5.7 million including a \$2.5 million for the first year of a workflow system replacement project, \$750,000 for roof inspection contract assistance, \$550,000 for a comprehensive plan update and a net increase in personal services of \$1.9 million, which includes the addition of 11.25 FTE and another eight contingent positions. There are an additional 15.0 unfunded FTE in the fund as well, to provide hiring flexibility to quickly respond to workload levels in an effort to improve performance measures for services that impact customers.

### **Cultural Services Fund – Operating Costs**

The Cultural Services Fund is funded primarily through participant fees, as well as subsidies from the General Fund, donations and intergovernmental revenues. The 2016 budget will increase by \$482,100 from the 2015 Original Budget. The increase is largely attributable to a large one-time appropriation of AIPP fund balance to purchase art pieces for light rail stations, but will be partially offset by \$82,700 with the movement of the Volunteer Services Coordinator from the Cultural Services Fund to the General Fund.

### **Recreation Fund – Operating Costs**

The Recreation Fund is funded primarily through participant fees as well as subsidies from the General Fund. The 2016 budget will increase by \$597,400 over the 2015 Original Budget, due to pay increases and two new amendments related to the COMPASS program expansion and the addition of year-round fields at the Aurora Sports Park. These changes will result in an increase in the General Fund subsidy for 2016 of \$381,800 (9.1 percent).

### **Abatement Fund – Operating Costs**

The revenue and expenditures of the Abatement Fund will be folded into the General Fund for budgeting and accounting purposes.

### **Enhanced E-911 Fund – Operating Costs**

After a lengthy audit process, the Public Utilities Commission (PUC) approved an increase in the E-911 surcharge from \$0.70 to \$1.20, the first such increase since 2001. Along with the increase was a (PUC) mandated accounting adjustment, where the Public Safety Communication Dispatchers must be housed in the Enhanced E-911 Fund as opposed to the General Fund. The movement of 63.00 FTE is offset entirely by a subsidy payment from the General Fund. Other significant budgetary factors addressed include the following:

- The full-time opening of the third dispatch channel is being added, which will add 9.00 FTE at a cost of \$525,800.

### **Other Funds – Operating Costs**

- **Conservation Trust Fund.** Due to continued weakness in the Conservation Trust Fund (CTF) associated with lower than projected lottery revenue, 10.05 FTE are being moved from the CTF to the Open Space Fund.
- **Community Development Fund.** Expenditures and revenues in the Community Development Fund for 2016 are below 2015 Original Budget by \$618,300. This is primarily due to a decline in program income in the fund as the Neighborhood Stabilization Program nears completion and HOME revenues return to a more typical level after a period of historically high loan payoffs. Additionally, both the CDBG and HOME grant awards were reduced by a total of \$155,400.
- **Debt Service Fund.** There is no projected budget in the Debt Service Fund, as the final payment of the last remaining debt (2010 refunding) will occur in 2015.
- **Designated Revenues Fund.** In 2016, Designated Revenues Fund operating expenditures will increase by \$548,500 (7.4 percent) from the 2015 Original Budget largely due to Police Department adjustments, including an additional 2.0 Victim Advocates FTE and the transfer in of 1.5 more FTE from the General Fund.

- ***Fleet Management Fund.*** Expenses in the Fleet Management Fund will decrease \$599,500 (6.1 percent) as one-time costs, including the replacement of the City's fuel vending system, is not anticipated to recur. Also driving the decrease is a decline in fuel costs.
- ***Gifts & Grants Fund.*** Gifts & Grants Fund expenditures are projected to decrease \$525,200, due primarily to the transfer of 1.60 Police FTE into the General Fund and the elimination of budget for several grants including EMATT and HIDTA.
- ***Golf Courses Fund.*** Fund expenditures in 2016 increase \$57,200 (0.7 percent) over 2015 Original Budget as the fund initiates new debt payments on the Aurora Hills pump station and for additional golf carts. These expenditures are offset by operational adjustments made to lower the budgets for personal services and utilities.
- ***Risk Management Fund.*** Expenditures in the fund are increasing \$920,900 (11.1 percent) associated primarily with projected increases in risk claims, workers compensation and Incurred-But-Not-Reported (IBNR) adjustments. Also included in the increase is funding for employee wellness, AMC employee health clinic and the upgrade of the risk management information system.

## **CAPITAL IMPROVEMENT PROGRAM**

The Capital Improvement Program (CIP) provides funding over a five-year period for projects of \$25,000 or more that help the City provide for its facility and infrastructure needs. All such projects must have a long-term benefit of five years or more. The CIP section of the 2016 budget contains a list of funded programs.

The Capital Improvement Program budget is balanced; the budget identifies funding sources for all recommended projects for all five years of the plan. Annual capital appropriations from all City funds will reach \$151.0 million in 2016. A total of \$763.3 million in capital projects are budgeted or planned between 2016 and 2020 in all funds. The primary funds associated with the five-year CIP are:

- The Capital Projects Fund - \$197.5 million over five years;
- The Open Space Fund - \$14.8 million;
- The Conservation Trust Fund - \$10.6 million;
- The Enhanced E-911 Fund - \$14.8 million; and
- The Water and Wastewater Funds - \$524.1 million.

### **Capital Projects Fund**

The Capital Projects Fund (CPF) provides support for general government capital projects. Historically, the CPF received a transfer equal to 100 percent of all building materials and equipment use taxes plus 4.0 percent of all other General Fund revenues, less revenue from the

0.25 percent sales and use tax dedicated to the police officer staffing program. Subsequent Council decisions reduced the transfer by about \$6 million each year. This equates to a transfer of approximately one percent. As part of the 2013 Budget process, Council requested that staff begin to return the transfer back to the 4.0 percent mandate. Because of this, the 2016 transfer is set at 3.0 percent. This transfer will increase each subsequent year by one-half of a percent until the entire 4.0 percent amount is transferred in 2018.

The net change in the CPF five-year plan is an increase in expenditures of \$40.1 million, a 25.5 percent increase. Most of the increase went to street maintenance projects in Public Works. As Table 7 shows, with completion of most of the City's major facilities projects in recent years, the funding in the Capital Projects Fund is primarily dedicated to ongoing street maintenance, reconstruction, improvements and other capital maintenance projects.

**Table 7. Summary of Capital Projects Fund Projects, 2016-2020**

Project	Total Cost (in \$ millions)	Percent of Total
Street maintenance, reconstruction & improvements	\$90.00	45.6%
TIP, Major Traffic Improvements	31.6	16.0%
Building repair projects	18.3	9.3%
Fire Station Debt Service / Remodel	9.5	4.8%
Direct costs – Public Works design & engineering / transportation Project and Engineering Support	7.4	3.7%
Public safety debt service	7.5	3.8%
Traffic signal component replacement	6.5	3.3%
PROS Z-Zone Medians	4.3	2.2%
Police District 2 office space	4.1	2.1%
Colfax Improvements	2.5	1.3%
All other projects	2.3	1.2%
Aurora Hills Pump Station	2.1	1.1%
Direct costs – Purchasing Services	2.1	1.1%
IT System, Network, Telephone Projects	2.1	1.1%
Bike/Ped Improvements	2.0	1.0%
Art in public places	1.4	0.7%
TOD Development Support	1.4	0.7%
800 MHz radio system debt / infrastructure upgrade	1.3	0.7%
PROS Parks projects	1.1	0.6%
<b>Total</b>	<b>\$197.50</b>	

The CIP section of the 2016 Adopted Budget book contains detail concerning the Capital Projects Fund.

## **Water and Wastewater Capital Projects**

The Aurora Water Capital Improvement Program, which includes projects in the Water Fund and the Wastewater Fund, represents 68.6 percent of the City's planned five-year capital spending. The 2016 Budget includes updates to the plan to incorporate needs identified through the Treated Water Distribution System Master Plan update, the Wastewater Utility Plan, recent development trends and updated engineering estimates. Planned capital spending for Aurora Water amounts to \$524.1 million for the 2016-2020 period.

## **Other Capital Funds**

There are several funds associated with Parks, Recreation, and Open Space. The Open Space Fund, a combination of Arapahoe County Open Space (ArCo) projects and Adams County (AdCo) projects, includes \$14.8 million over the five-year plan, which is 1.9 percent of total capital spending. The Conservation Trust Fund, funded through lottery proceeds, has projects totaling \$10.6 million in the five-year plan (1.4 percent of total capital spending). The City continues its efforts to develop new parks, acquire open space, and improve parks and recreation infrastructure within the financial constraints imposed by reduced funding for both capital construction and operations. Among the parks and recreation projects included in the five-year CIP are Moorhead Recreation Center Improvements and Triple Creek Trail improvements. Most of the funding for these projects comes from the Arapahoe County Open Space Tax and the Conservation Trust Fund.

The Enhanced E-911 Fund provides for the acquisition, development, and maintenance of the equipment and communication systems related to 911 calls and the 800 MHz radio communication systems. New projects in the five-year capital plan include a computer aided dispatch upgrade and a priority dispatch module. During the period 2016-2020, \$14.8 million is projected to be spent.

## **SUMMARY INFORMATION**

There are additional summary tables following these pages:

- Attachment 1 - Citywide revenues, expenditures, and FTE levels;
- Attachment 2 - Total revenues, total uses, and total funds available by fund;
- Attachment 3 - Total operating and capital expenditures by fund from 2013 through 2016;
- Attachment 4 - Comparison of the 2015 Original Budget to the 2015 Projection. The original budget was the budget as originally adopted by City Council excluding any subsequent modifications;
- Attachment 5 - General Fund expenditures and appropriations by department;
- Attachment 6 - Major changes in fund balances for all funds in 2015 and 2016;
- Attachment 7 - Significant base budget changes in various City funds;

- Attachment 8 - 2016 additions, reductions, and new revenue by department in the General Fund;
- Attachment 9 - Amendments for all other operating funds;
- Attachment 10 - Staffing levels by fund;
- Attachment 11 - Five-year Capital Improvement Plan (2016-2020) along with information on appropriations for 2013 through 2015; and
- Attachment 12 - Capital amendments by department and fund.

## Attachment 1

### Budget in Brief

Department	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>Revenues by Source:</b>					
Taxes	230,560,649	248,229,932	244,922,354	260,368,089	274,159,714
Other Revenues	38,530,593	34,633,918	39,879,902	39,009,329	38,684,266
License and Permits	10,299,054	14,046,097	13,052,865	18,154,173	18,156,581
Intergovernmental	45,519,195	39,833,052	34,762,086	41,026,457	36,682,091
Charges for Services	200,018,474	232,091,380	221,919,203	215,529,497	220,349,816
Fines and Forfeitures	10,801,735	10,661,486	10,830,231	10,401,524	10,646,098
Operating Transfers	41,257,236	41,327,303	39,753,867	47,304,470	59,971,867
Sale of Assets	375,452	312,807	355,000	518,539	289,000
<b>Total Revenues</b>	<b>\$577,362,388</b>	<b>\$621,135,975</b>	<b>\$605,475,508</b>	<b>\$632,312,078</b>	<b>\$658,939,433</b>
<b>Operating Expenditures by Category:</b>					
Salaries and Benefits	234,453,120	242,348,667	260,024,228	260,329,198	277,612,046
Supplies and Services	115,507,637	120,818,645	136,272,256	133,330,175	144,476,081
Interfund Charges	15,160,938	15,837,320	17,237,135	17,150,491	17,418,755
Debt Related	62,911,728	63,988,655	33,633,322	63,083,902	32,214,151
Capital Related	5,180,819	8,540,272	8,937,490	8,126,126	9,030,713
Transfers Out	48,633,616	52,084,591	49,598,199	56,223,360	68,461,626
<b>Total Operating Expenditures</b>	<b>\$481,847,858</b>	<b>\$503,618,150</b>	<b>\$505,702,630</b>	<b>\$538,243,252</b>	<b>\$549,213,372</b>
<b>Operating Expenditures by Function:</b>					
Administrative Services	35,866,519	39,339,464	42,634,632	42,273,949	44,453,626
Community Services	156,473,021	159,463,690	169,162,523	170,635,603	183,841,105
Council/Appointees	18,351,529	19,290,187	20,596,981	21,831,376	22,623,084
General Management	5,039,296	6,205,035	6,888,444	6,810,726	7,519,538
Non-Departmental (Transfers)	58,915,579	59,798,187	56,897,361	65,675,356	73,543,611
Operations	207,201,914	219,521,587	209,522,689	231,016,242	217,232,408
<b>Total Operating Expenditures</b>	<b>\$481,847,858</b>	<b>\$503,618,150</b>	<b>\$505,702,630</b>	<b>\$538,243,252</b>	<b>\$549,213,372</b>
<b>Capital Improvement Program</b>	<b>\$69,131,186</b>	<b>\$137,503,212</b>	<b>\$120,788,595</b>	<b>\$104,554,475</b>	<b>\$150,986,331</b>
<b>Total Expenditures</b>	<b>\$550,979,044</b>	<b>\$641,121,362</b>	<b>\$626,491,225</b>	<b>\$642,797,727</b>	<b>\$700,199,703</b>
<b>FTE by Function:</b>					
Administrative Services	178.5	177.5	181.0	181.0	189.8
Community Services	1,348.5	1,367.7	1,399.1	1,399.1	1,448.6
Council/Appointees	195.0	195.8	198.8	199.3	204.3
General Management	42.1	43.9	47.4	47.4	50.9
Non-Departmental (Transfers)	0.0	0.0	0.0	0.0	15.0
Operations	920.2	959.6	972.6	979.6	1,004.6
<b>Total FTE</b>	<b>2,684.3</b>	<b>2,744.4</b>	<b>2,798.8</b>	<b>2,806.3</b>	<b>2,913.1</b>

## Attachment 2

### 2016 Summary of Total Ending Funds (Budgetary Basis)

(Includes both reserved/designated and unreserved/undesignated funds available)

<b>Fund Name</b>	<b>2016 Beg Funds</b>	<b>Revenues</b>	<b>Transfers In</b>	<b>Total Uses *</b>	<b>Net</b>	<b>2016 End Funds</b>
Abatement Fund	293,155	-	-	293,155	(293,155)	-
Capital Projects Fund	13,016,046	4,107,847	44,493,170	41,803,857	6,797,160	19,813,206
Community Development Fund	-	4,024,919	186,109	4,211,028	-	-
Conservation Trust Fund	129,637	3,193,279	-	2,998,284	194,995	324,632
Cultural Services Fund	809,254	1,129,360	1,517,665	2,977,820	(330,795)	478,459
Debt Service (GO) Fund	131,000	(131,000)	-	-	(131,000)	-
Debt Service (SID) Fund	-	352,789	-	352,789	-	-
Designated Revenues Fund	6,076,255	5,549,697	1,050,000	7,999,358	(1,399,661)	4,676,594
Development Review Fund	13,484,442	16,717,520	-	15,820,343	897,177	14,381,619
Enhanced E-911 Fund	5,427,416	5,295,333	6,048,142	11,082,817	260,658	5,688,074
Fleet Management Fund	441,846	8,798,235	185,245	9,178,531	(195,051)	246,795
General Fund	54,672,523	314,079,022	1,628,574	324,400,706	(8,693,110)	45,979,413
Gifts & Grants Fund	2,158,704	5,757,662	-	5,051,204	706,458	2,865,162
Golf Courses Fund	995,889	8,273,520	150,000	8,654,747	(231,227)	764,662
Open Space Fund	444,060	7,502,712	-	7,756,492	(253,780)	190,280
Parks Development Fund	4,054,803	418,319	-	83,622	334,697	4,389,500
Recreation Fund	209,196	5,805,855	4,577,962	10,389,461	(5,644)	203,552
Risk Management Fund	3,455,229	9,137,611	135,000	9,216,379	56,232	3,511,462
Wastewater Fund	24,183,776	66,873,185	-	83,710,175	(16,836,990)	7,346,786
Water Fund	47,533,277	132,081,701	-	154,218,935	(22,137,234)	25,396,043
<b>Total</b>	<b>\$177,516,506</b>	<b>\$598,967,566</b>	<b>\$59,971,867</b>	<b>\$700,199,703</b>	<b>(\$41,260,270)</b>	<b>\$136,256,236</b>

\* Total Uses include transfers out.

## Attachment 3 Expenditure Summary: All Funds

<b>Fund Name</b>	<b>2013 Operating</b>	<b>2013 Capital</b>	<b>2013 Actual</b>	<b>2014 Operating</b>	<b>2014 Capital</b>	<b>2014 Actual</b>
<b>Non-General Fund</b>						
Abatement Fund	586,523	-	586,523	424,118	-	424,118
Capital Projects Fund	-	23,951,505	23,951,505	-	44,959,595	44,959,595
Community Development Fund	6,108,019	-	6,108,019	5,496,318	-	5,496,318
Conservation Trust Fund	1,758,403	1,253,000	3,011,403	1,473,070	2,070,000	3,543,070
Cultural Services Fund	2,115,726	-	2,115,726	2,412,015	-	2,412,015
Debt Service (GO) Fund	6,542,864	-	6,542,864	6,555,565	-	6,555,565
Debt Service (SID) Fund	477,344	-	477,344	545,987	-	545,987
Designated Revenues Fund	6,259,287	-	6,259,287	6,973,408	-	6,973,408
Development Review Fund	8,078,653	-	8,078,653	8,882,208	-	8,882,208
Enhanced E-911 Fund	1,640,072	2,638,000	4,278,072	1,762,531	1,686,000	3,448,531
Fleet Management Fund	8,922,680	-	8,922,680	8,998,369	-	8,998,369
Gifts & Grants Fund	5,733,958	5,758,974	11,492,932	4,669,309	1,661,779	6,331,088
Golf Courses Fund	7,708,465	494,395	8,202,860	7,953,753	357,500	8,311,253
Open Space Fund	3,284,841	2,724,163	6,009,004	4,023,069	2,627,500	6,650,569
Parks Development Fund	76,437	61,050	137,487	78,016	-	78,016
Recreation Fund	9,468,598	-	9,468,598	9,528,908	-	9,528,908
Risk Management Fund	7,994,801	-	7,994,801	9,159,466	-	9,159,466
Surplus & Deficiency Fund	505,163	-	505,163	-	-	-
Wastewater Fund	64,537,434	16,332,253	80,869,687	44,707,522	30,810,433	75,517,955
Water Fund	78,335,736	15,917,846	94,253,582	105,937,915	53,330,405	159,268,320
<b>Total Non-General Fund</b>	<b>\$220,135,004</b>	<b>\$69,131,186</b>	<b>\$289,266,190</b>	<b>\$229,581,547</b>	<b>\$137,503,212</b>	<b>\$367,084,759</b>
General Fund	261,712,854	-	261,712,854	274,036,603	-	274,036,603
<b>Total Budget</b>	<b>\$481,847,858</b>	<b>\$69,131,186</b>	<b>\$550,979,044</b>	<b>\$503,618,150</b>	<b>\$137,503,212</b>	<b>\$641,121,362</b>

## Attachment 3 Expenditure Summary: All Funds

<b>Fund Name</b>	<b>2015 Operating</b>	<b>2015 Capital</b>	<b>2015 Projection</b>	<b>2016 Operating</b>	<b>2016 Capital</b>	<b>2016 Adopted</b>
<b>Non-General Fund</b>						
Abatement Fund	427,387	-	427,387	293,155	-	293,155
Capital Projects Fund	-	41,834,393	41,834,393	-	41,803,857	41,803,857
Community Development Fund	4,482,368	-	4,482,368	4,211,028	-	4,211,028
Conservation Trust Fund	1,053,685	3,025,000	4,078,685	1,098,284	1,900,000	2,998,284
Cultural Services Fund	2,884,830	-	2,884,830	2,977,820	-	2,977,820
Debt Service (GO) Fund	2,229,379	-	2,229,379	-	-	-
Debt Service (SID) Fund	485,633	-	485,633	352,789	-	352,789
Designated Revenues Fund	9,345,612	-	9,345,612	7,999,358	-	7,999,358
Development Review Fund	10,777,150	-	10,777,150	15,820,343	-	15,820,343
Enhanced E-911 Fund	3,476,303	1,516,215	4,992,518	7,768,917	3,313,900	11,082,817
Fleet Management Fund	9,759,395	-	9,759,395	9,178,531	-	9,178,531
Gifts & Grants Fund	4,727,722	1,921,661	6,649,383	5,051,204	-	5,051,204
Golf Courses Fund	7,940,278	500,000	8,440,278	8,304,747	350,000	8,654,747
Open Space Fund	4,237,963	6,017,500	10,255,463	4,458,992	3,297,500	7,756,492
Parks Development Fund	81,377	-	81,377	83,622	-	83,622
Recreation Fund	9,866,176	-	9,866,176	10,389,461	-	10,389,461
Risk Management Fund	8,550,220	-	8,550,220	9,216,379	-	9,216,379
Surplus & Deficiency Fund	-	-	-	-	-	-
Wastewater Fund	47,102,013	9,008,000	56,110,013	52,902,583	30,807,592	83,710,175
Water Fund	110,229,580	40,731,706	150,961,286	84,705,453	69,513,482	154,218,935
<b>Total Non-General Fund</b>	<b>\$237,657,071</b>	<b>\$104,554,475</b>	<b>\$342,211,546</b>	<b>\$224,812,666</b>	<b>\$150,986,331</b>	<b>\$375,798,997</b>
General Fund	300,586,181	-	300,586,181	324,400,706	-	324,400,706
<b>Total Budget</b>	<b>\$538,243,252</b>	<b>\$104,554,475</b>	<b>\$642,797,727</b>	<b>\$549,213,372</b>	<b>\$150,986,331</b>	<b>\$700,199,703</b>

## Attachment 4

### 2015 Original To Projection Variance

Fund Name	<u>2015 Original</u>		2015 Original	<u>2015 Projection</u>		2015 Projection	Project/Orig Variance
	Operating	Capital		Operating	Capital		
Non-General Fund							
Abatement Fund	447,073	-	447,073	427,387	-	427,387	(19,686)
Capital Projects Fund	-	40,264,902	40,264,902	-	41,834,393	41,834,393	1,569,491
Community Development Fund	4,829,297	-	4,829,297	4,482,368	-	4,482,368	(346,929)
Conservation Trust Fund	1,774,249	3,025,000	4,799,249	1,053,685	3,025,000	4,078,685	(720,564)
Cultural Services Fund	2,495,699	-	2,495,699	2,884,830	-	2,884,830	389,131
Debt Service (GO) Fund	2,245,750	-	2,245,750	2,229,379	-	2,229,379	(16,371)
Debt Service (SID) Fund	572,295	-	572,295	485,633	-	485,633	(86,662)
Designated Revenues Fund	7,450,891	-	7,450,891	9,345,612	-	9,345,612	1,894,721
Development Review Fund	9,920,359	-	9,920,359	10,777,150	-	10,777,150	856,791
Enhanced E-911 Fund	2,303,684	965,000	3,268,684	3,476,303	1,516,215	4,992,518	1,723,834
Fleet Management Fund	9,778,011	-	9,778,011	9,759,395	-	9,759,395	(18,616)
Gifts & Grants Fund	5,576,453	-	5,576,453	4,727,722	1,921,661	6,649,383	1,072,930
Golf Courses Fund	8,097,500	500,000	8,597,500	7,940,278	500,000	8,440,278	(157,222)
Open Space Fund	3,717,346	6,017,500	9,734,846	4,237,963	6,017,500	10,255,463	520,617
Parks Development Fund	81,377	-	81,377	81,377	-	81,377	-
Recreation Fund	9,792,040	-	9,792,040	9,866,176	-	9,866,176	74,136
Risk Management Fund	8,295,437	-	8,295,437	8,550,220	-	8,550,220	254,783
Wastewater Fund	49,259,018	22,124,755	71,383,773	47,102,013	9,008,000	56,110,013	(15,273,760)
Water Fund	87,551,931	47,891,438	135,443,369	110,229,580	40,731,706	150,961,286	15,517,917
Total Non-General Fund	\$214,188,410	\$120,788,595	\$334,977,005	\$237,657,071	\$104,554,475	\$342,211,546	\$7,234,541
General Fund	291,514,220	-	291,514,220	300,586,181	-	300,586,181	9,071,961
Total Budget	\$505,702,630	\$120,788,595	\$626,491,225	\$538,243,252	\$104,554,475	\$642,797,727	\$16,306,502

## Attachment 5 General Fund Expenditures

<b>Department</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Original</b>	<b>2015 Projection</b>	<b>2016 Adopted</b>
City Attorney	5,278,889	5,543,534	5,854,381	5,905,966	6,246,501
City Council	948,490	1,066,557	1,069,061	1,065,151	1,264,792
Civil Service Commission	790,414	740,158	764,304	808,948	820,945
Communications	2,113,428	2,702,679	2,833,365	2,788,852	3,190,773
Court Administration	7,184,776	7,478,263	8,154,792	9,244,049	9,239,124
Finance	5,129,738	6,255,420	6,852,494	6,929,197	7,417,895
Fire	39,461,711	41,209,807	44,054,601	44,823,847	45,947,524
General Management	2,232,855	2,438,784	2,877,375	2,844,171	3,142,038
Information Technology	7,123,979	7,542,523	8,813,014	8,488,672	9,281,863
Internal Services	4,954,071	5,556,455	6,504,143	6,421,134	6,964,452
Judicial	2,131,807	2,171,171	2,325,482	2,359,482	2,456,331
Library & Cultural Services	3,946,786	4,207,756	4,721,107	4,667,994	5,825,201
Neighborhood Services	3,486,534	4,037,424	4,787,038	4,769,781	6,964,305
Non-Departmental	48,086,681	49,780,093	50,489,071	57,918,676	66,474,775
Parks, Recreation & Open Space	11,517,176	12,047,090	13,379,380	13,073,745	13,864,843
Planning & Development Services	2,128,082	2,451,810	2,817,035	3,409,751	3,090,491
Police	86,293,408	87,099,778	92,174,774	92,322,673	96,530,576
Public Defender	677,306	749,345	762,751	776,781	945,144
Public Safety Communications	5,818,885	6,224,797	6,527,747	6,432,616	6,667,729
Public Works	22,407,838	24,733,159	25,752,305	25,534,695	28,065,404
<b>Total General Fund Expenditures</b>	<b>\$261,712,854</b>	<b>\$274,036,603</b>	<b>\$291,514,220</b>	<b>\$300,586,181</b>	<b>\$324,400,706</b>

## Attachment 6

### Major Changes in Funds Available (in Excess of \$1.0 Million)

Significant Decreases in 2015 Funds Available		
Fund	Decrease	Comments
<b>Debt Service General Obligation</b>	\$ (1,396,279)	Primarily due to the use of funds available for final payment of the 2010 Series General Obligation bonds.
<b>Designated Revenue</b>	\$ (1,269,733)	Projected decrease primarily due to operations at Tallyn's Reach Library no longer offset by intergovernmental revenues, as well as the HD upgrades in TV Services drawing down funds.
<b>General</b>	\$ (1,456,207)	Primarily due to a one-time transfer of funds to CPF, offset by marijuana revenue.
<b>Gifts and Grants</b>	\$ (1,320,582)	Largely the result of capital project spending in PROS.
<b>Open Space</b>	\$ (2,738,825)	Projected to decrease by \$2.7 million (86.0 percent) due to larger than normal capital expenditures planned in 2015.
<b>Water</b>	\$ (21,113,393)	Primarily associated with debt service prepay.

Significant Increases in 2015 Funds Available		
Fund	Increase	Comments
<b>Capital Projects</b>	\$ 3,052,386	Primarily due to the transfer in of funds for projects spent in future years, notably street medians.
<b>Development Review</b>	\$ 5,777,158	Due to an increase in permit activity.
<b>Wastewater</b>	\$ 9,574,502	This increase in funds available is due to a lapse in capital projects.

Significant Planned Drawdowns of Funds Available in 2016		
Fund	Drawdown	Comments
<b>Designated Revenue</b>	\$ (1,399,661)	Planned decrease in funds available primarily due to operations at Tallyn's Reach Library as they continue to be funded by fund balance, combined with increased budgeted incentive payments.
<b>General</b>	\$ (8,693,110)	Primarily due to a transfer out of funds to the Capital Projects Funds.
<b>Wastewater</b>	\$ (16,836,990)	Primarily due to a planned use of funds available for capital projects.
<b>Water</b>	\$ (22,137,234)	Primarily due to a planned use of funds available for capital projects.

Significant Planned Increases in Funds Available in 2016		
Fund	Increase	Comments
<b>Capital Projects</b>	\$ 6,797,160	Primarily due to the transfer in of funds for projects in future years, notably major intersection traffic improvements.

## Attachment 7

### Significant Base Budget Adjustments, Non-General Fund

<b>Fund</b>	<b>Item</b>	<b>Amount</b>	<b>Description</b>
<b>Community Development</b>	One-Time Expenditures	\$ (3,120,500)	Removal of 2015 adjustments to align CDBG, HOME, and NSP budgets to anticipated funding. New amendments adjust appropriation to 2016 projected levels.
<b>Cultural Services Fund</b>	Mandated/Other Adj	\$ 493,700	This adjustment increases appropriation to purchase art pieces for RTD light rail stations along the Aurora Line.
<b>Debt Service (GO)</b>	One-Time Expenditures	\$ (2,245,800)	All debt service obligations from the fund will be completed in 2016 with the final payment of the 2010 Series bonds.
<b>Debt Service (SID)</b>	Mandated/Other Adj	\$ (219,500)	Adjustment to special improvement district budgets primarily related Dam East fence.
<b>Development Review</b>	Mandated/Other Adj	\$ 398,700	Increased overhead transfer out to the General Fund; allocated admin adjustment.
	Personal Svcs Adj	\$ 222,300	Increase contingent and overtime budgets for citywide pay increase of 2.25 percent.
<b>Fleet Management</b>	Mandated/Other Adj	\$ (599,400)	Fleet fuel expenditure adjustment.
	One-Time Expenditures	\$ (300,000)	Replace the City's fuel management systems at the City's three main fueling facilities.
<b>Gifts and Grants</b>	Mandated/Other Adj	\$ (347,300)	Primarily due to the lapse of closed gifts and grants for Police activities.
<b>Recreation</b>	Personal Svcs Adj	\$ 360,000	Increase contingent and overtime budgets for citywide pay increase of 2.25 percent.
<b>Risk Management</b>	Mandated/Other Adj	\$ 690,100	Adjust budget to accommodate anticipated increases in liability claims in 2016.
<b>Wastewater</b>	Mandated/Other Adj	\$ 3,059,700	Citywide mandated cost adjustments, including purchased sewer/stormwater costs.
	Personal Svcs Adj	\$ 506,900	Increase contingent and overtime budgets for citywide pay increase of 2.25 percent.
<b>Water</b>	Mandated/Other Adj	\$ (3,654,000)	Decrease primarily due to right-sizing of budget in relation to historical actuals. Decreases are primarily found in debt interest, electricity, and purchased water/storage costs.
	Personal Svcs Adj	\$ 977,000	Increase contingent and overtime budgets for citywide pay increase of 2.25 percent.
	One-Time Expenditures	\$ (388,700)	Purchase of new vehicles; change out hydrant and pressure reducing valve; specification book update and water modeling.

## Attachment 8 General Fund Amendments

<b>New Amendments</b>		
<b>Department</b>	<b>Description</b>	<b>Amount</b>
<b>City Attorney</b>	Add 1.0 FTE Assistant City Attorney I; add 1.0 FTE Senior Assistant City Attorney (Police); eliminate funding for Council Special Projects Assistant contract position	\$ 175,065
<b>City Council</b>	Add 1.0 FTE Council Management Analyst; support to Aurora Chamber for activities related to the military; compensation market study adjustment for City Council staff; additional City Council travel budget; eliminate Metro North Chamber membership and dues	152,675
<b>Civil Service Commission</b>	Civil Service staff compensation adjustments	44,646
<b>Communications</b>	Add 1.0 FTE Senior Market and Branding Officer; add 1.0 FTE Senior Cable TV Producer; add 0.5 contingent Graphic Artist; add 0.5 FTE Printer position	254,345
<b>Finance</b>	Add 2.0 FTE Tax Auditors; add 2.0 FTE to achieve baseline staffing for Marijuana Enforcement Division	160,650
<b>Fire</b>	Add 7.0 FTE Medical Service Unit fire medics and administrative vehicle; add 5.0 FTE Highpointe/Gaylord Fire Station staffing for half a year; add 4.0 FTE Fire Fighters; reduce Fire budget for payment to Rocky Mountain Fire Academy payment; rail incident response equipment and training; replacement of outdated thermal imaging cameras	1,126,046
<b>Information Technology</b>	Add 1.0 contingent Service Desk Call Taker; add 2.0 FTE Security personnel; learning management software; technical adjustment to move 1.0 FTE Technology Support Specialist from Library and Cultural Services to Information Technology	629,892
<b>Internal Services</b>	Move 1.0 FTE Coordinator from the Cultural Services Fund to the General Fund to create employee community outreach and engagement program; add 1.0 FTE Coordinator to expand and improve employee development programs; add contingent employee funding to address low-level administrative tasks; restore employee tuition and reimbursement program	310,362
<b>Judicial</b>	Wellness Court; courtroom technology	81,000
<b>Library &amp; Cultural Services</b>	Expand Hoffman Heights Computer and Reading Center footprint; expand library operational hours; radio frequency identification tagging for materials; upgrade library patron record software; Ward IV Computer Center at Havana and Iliff; technical adjustment to move 1.0 FTE Technology Support Specialist from Library and Cultural Services to Information Technology	1,009,264
<b>Neighborhood Services</b>	Homelessness project leverage funds from the Marijuana Reserve; add 1.0 FTE Homeless Coordinator; Animal Services Veterinarian FTE conversion; Code Toughbook laptops; move 1.0 FTE Code Enforcement Officer from CDBG to General Fund; move Abatement Fund operations into General Fund	2,222,242

**Attachment 8 -  
General Fund Amendments**

<b>New Amendments (Continued)</b>		
<b>Department</b>	<b>Description</b>	<b>Amount</b>
<b>Non-Departmental</b>	Add 0.75 FTE Fleet Vehicle Courier; Tallyn's Reach Municipal Center break room remodel; cameras for Aurora Municipal Center; market salary compensation adjustments; employee community outreach and engagement program; employee wellness incentives; enhanced programming for Aurora children in need; Memorial Day event at Colorado Freedom Memorial; MLK 30th anniversary commemoration event; move Abatement Fund operations into General Fund; improvements to support tournaments and other uses at Aurora Sports Park; upgrade of risk management information system; upgrade to web-based fleet inventory management system; transfer marijuana funds for transportation projects; transfer marijuana funds for debt service for SE Recreation Center; transfer marijuana funds for NEXUS reserve; reduce dental insurance costs, increase vacancy savings target	7,697,744
<b>Parks, Recreation &amp; Open Space</b>	Annual maintenance for z-zone street medians; landscape components along light rail line; operation improvements to support tournaments and other uses at the extended Aurora Sports Park; Portland Loos maintenance	225,065
<b>Planning &amp; Development Services</b>	Add 2.0 FTE Planners; add 4.0 FTE Planners (convert contingent employees); Colfax Economic Enrichment Program (CEEP); retail/TOD marketing program; zoning code implementation; challenge grant for AEDC staff	478,995
<b>Police</b>	Add 5.0 FTE Police Officers and equipment; Add 4.0 civilian employees for various administrative duties to free up police officers for active duty; add 4.0 FTE Police Records Technicians; additional funds for police staffing/academy; Police equipment replacement funding; District 2 and 3 body-worn cameras; Major Crimes investigations call-out vehicle replacement; transfer in three 0.20 FTE from Gifts and Grants Fund; transfer out 0.50 FTE Youth Program Manager to Designated Revenue Fund; transfer out 1.0 FTE Patrol Officer IV to the Photo Red Light program in the Designated Revenues Fund; transfer in 1.0 FTE Sergeant from Gifts and Grants Fund; travel for background investigators; upgrade 1.0 FTE Captain to Commander	2,533,248
<b>Public Defender</b>	Add 1.0 FTE Deputy Public Defender; compensation market study adjustment for Public Defender staff; continuing legal education funding; increase on-call Attorney funding; ongoing funds for technology and supplies	120,947
<b>Public Works</b>	Add 1.0 FTE Public Safety Training Center (CAPSTC) Manager; add 1.0 FTE Real Property Agent; enhance maintenance of building environment; contract for geotechnical testing services; design-build project management certification and training; facilities program adjustments for new facilities; Parking and Mobility Enterprise startup costs; technical FTE adjustment to move 0.25 FTE out to Development Review Fund; traffic systems operations and maintenance; convert two contingent Project Engineers to FTE to manage transportation projects and engineering support (costs charges to Capital Projects Fund)	1,469,770
<b>Total Amendments</b>		<b>\$ 18,691,956</b>

**Attachment 8 -  
General Fund Amendments**

<b>New Revenues</b>		
<b>Department</b>	<b>Description</b>	<b>Amount</b>
<b>Finance</b>	Add 2.0 FTE Tax Auditors	\$ 200,000
<b>Neighborhood Services</b>	Move Abatement Fund operating revenue into General Fund	445,045
<b>Non-Departmental</b>	Move Abatement Fund funds available into General Fund	293,155
<b>Total New Revenue</b>		<b>\$ 938,200</b>
<b>Total Net Amendments</b>		<b>\$ 17,753,756</b>

## Attachment 9

### Amendments in Other Operating Funds

<b>Fund</b>	<b>Description</b>	<b>Budget</b>	<b>Revenue</b>	<b>Net</b>
<b>Abatement</b>	Move Abatement Fund operations into General Fund, offset by increased transfer of remaining funds available to General Fund	\$ (151,890)	\$ -	\$ (151,890)
<b>Community Development</b>	Appropriation for anticipated CDBG, HOME and NSP-funded programs; move 1.0 FTE Code Enforcement Officer from CDBG to General Fund	2,429,716	-	2,429,716
<b>Conservation Trust</b>	Market salary compensation adjustments; transfer 10.05 FTE from Conservation Trust Fund (CTF) to the Open Space Fund	(723,645)		(723,645)
<b>Cultural Services</b>	Move 1.0 FTE Volunteer Coordinator to General Fund	(82,723)	(78,447)	(4,276)
<b>Designated Revenues</b>	Wellness Court; market salary compensation adjustments; add 2.0 FTE Victim Advocates; move in professional services from expiring AGRIP grant program; transfer in 0.50 FTE Youth Program Manager from General Fund; transfer in 1.0 FTE Patrol Officer to Photo Red Light program; transfer of marijuana funds for NEXUS reserve	503,363	680,000	(176,637)
<b>Development Review</b>	Budget authority for 15.0 FTE in the Development Review Fund; market salary compensation adjustments; update workflow system; Comprehensive Plan update; add 2.0 FTE Planners; convert contingent employees compensation to additional 4.0 FTE Planners; add two contingent Planners; add 2.0 FTE Project Engineers; add 1.0 FTE Engineer for light rail related projects; add two contingent Engineers; add 2.0 FTE Building Inspectors; add four contingent Permit Counter call center staff; roof inspection contract; technical FTE adjustment to transfer in 0.25 FTE from General Fund; new and replacement vehicles	5,296,531	-	5,296,531
<b>Enhanced E-911</b>	Text-to-911 answering system; add 1.0 FTE Priority Dispatch Program Coordinator; add 9.0 FTE Telecommunicator I position to staff District 3 dispatch channel; transfer in Public Safety Communications staffing and associated costs from General Fund	5,351,986	4,711,380	640,606
<b>Fleet Management</b>	Add 0.75 FTE Fleet Vehicle Courier; upgrade to web-based fleet inventory management system; market salary compensation adjustments	230,320	185,245	45,075
<b>Gifts &amp; Grants</b>	Transfer out three 0.20 FTE to General Fund; transfer 1.0 FTE Sergeant to General Fund	(184,991)	-	(184,991)
<b>Golf Courses</b>	Market salary compensation adjustments	38,119	-	38,119
<b>Open Space</b>	Market salary compensation adjustments; transfer in 10.05 FTE from Conservation Trust Fund	756,292	-	756,292

**Attachment 9 -  
Amendments in Other Operating Funds**

<b>Fund</b>	<b>Description</b>	<b>Budget</b>	<b>Revenue</b>	<b>Net</b>
<b>Recreation</b>	Enhanced programming for Aurora children in need; Memorial Day event at Colorado Freedom Memorial; MLK 30th anniversary commemoration event; operations improvements to support tournaments and other uses at Aurora Sports Park	408,546	408,546	-
<b>Risk Management</b>	Employee wellness incentives; ongoing operation of AMC employee clinic; upgrade of risk management information system; market salary compensation adjustments	287,209	280,000	7,209
<b>Wastewater</b>	Technical adjustment to adjust FTE and operating allocations between funds; purchase new vehicles; purchase excavator-mounted Slashbuster brush cutter attachment; market salary compensation adjustments	237,705	-	237,705
<b>Water</b>	Add 1.0 FTE Assistant City Attorney II (Water) offset by a reduction in outside legal services; technical adjustment to adjust FTE and operating allocations between fund; purchase new vehicles; convert one Water Conservation Specialist to 1.0 FTE; build Spinney Mountain operations storage building; market salary compensation adjustments	141,606	-	141,606
<b>Total Net Amendments</b>		<b>\$14,538,144</b>	<b>\$ 6,186,724</b>	<b>\$ 8,351,420</b>

## Attachment 10

### Staffing Summary by Fund

<b>Fund</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Original</b>	<b>2015 Projection</b>	<b>2016 Adopted</b>
Abatement Fund	5.50	3.50	3.50	3.50	0.00
Community Development Fund	21.20	22.20	23.20	23.20	22.20
Conservation Trust Fund	16.77	21.77	21.77	21.77	11.72
Cultural Services Fund	15.00	17.00	18.00	18.00	17.00
Designated Revenues Fund	28.91	32.11	32.11	32.11	35.61
Development Review Fund	74.75	74.75	76.75	82.75	109.00
Enhanced E-911 Fund	5.00	5.00	5.00	5.00	78.00
Fleet Management Fund	44.00	44.00	44.00	44.00	44.75
General Fund	1,921.33	1,946.60	1,990.50	1,992.00	1,998.35
Gifts & Grants Fund	5.50	7.50	8.00	8.00	6.40
Golf Courses Fund	40.00	38.00	38.00	38.00	38.00
Open Space Fund	18.34	22.43	22.43	22.43	32.48
Parks Development Fund	0.75	0.75	0.75	0.75	0.75
Recreation Fund	56.20	75.80	75.80	75.80	77.80
Risk Management Fund	9.00	9.00	10.00	10.00	10.00
Wastewater Fund	148.18	143.77	145.37	143.02	143.81
Water Fund	273.82	280.23	283.63	285.98	287.19
<b>Grand Total</b>	<b>2,684.25</b>	<b>2,744.41</b>	<b>2,798.81</b>	<b>2,806.31</b>	<b>2,913.06</b>

## Attachment 11

### 2013-2020 Capital Improvement Program Summary

Fund\Department	2013 Actual	2014 Actual	2015 Projected Budget	Five-Year Plan					Total Cost 2016 - 2020
				2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Capital Projects Fund</u></b>									
Aurora Water	0	0	0	50,000	0	0	0	0	50,000
Finance	125,316	126,827	189,543	143,871	148,187	152,633	157,212	161,928	763,831
Fire	0	-12	1,375,000	1,460,000	2,000,000	2,000,000	2,000,000	2,000,000	9,460,000
Information Technology	2,086,000	376,000	426,000	1,762,762	426,000	426,000	426,000	426,000	3,466,762
Internal Services	384,176	371,408	439,121	399,416	411,398	423,740	436,453	449,546	2,120,553
Non-Departmental	323,920	591,686	2,766,312	4,388,624	1,755,792	1,769,485	2,794,861	2,036,294	12,745,056
Parks, Recreation & Open Space	31,104	2,423,543	1,880,000	3,295,000	890,000	890,000	890,000	1,500,000	7,465,000
Planning & Development Services	2,468,270	100,000	0	0	0	0	0	0	0
Public Works	18,532,719	40,970,143	34,758,417	30,304,184	37,024,024	36,741,840	27,859,688	29,541,633	161,471,369
<b>Total Capital Projects Fund</b>	<b>23,951,505</b>	<b>44,959,595</b>	<b>41,834,393</b>	<b>41,803,857</b>	<b>42,655,401</b>	<b>42,403,698</b>	<b>34,564,214</b>	<b>36,115,401</b>	<b>197,542,571</b>
<b><u>Conservation Trust Fund</u></b>									
Parks, Recreation & Open Space	1,253,000	2,070,000	3,025,000	1,900,000	1,950,000	1,900,000	2,437,500	2,447,500	10,635,000
<b>Total Conservation Trust Fund</b>	<b>1,253,000</b>	<b>2,070,000</b>	<b>3,025,000</b>	<b>1,900,000</b>	<b>1,950,000</b>	<b>1,900,000</b>	<b>2,437,500</b>	<b>2,447,500</b>	<b>10,635,000</b>
<b><u>Enhanced E-911 Fund</u></b>									
Information Technology	2,638,000	1,686,000	1,516,215	3,313,900	2,239,400	2,414,400	4,089,400	2,764,400	14,821,500
<b>Total Enhanced E-911 Fund</b>	<b>2,638,000</b>	<b>1,686,000</b>	<b>1,516,215</b>	<b>3,313,900</b>	<b>2,239,400</b>	<b>2,414,400</b>	<b>4,089,400</b>	<b>2,764,400</b>	<b>14,821,500</b>
<b><u>Gifts &amp; Grants Fund</u></b>									
Neighborhood Services	-298,358	0	0	0	0	0	0	0	0
Parks, Recreation & Open Space	6,281,584	1,565,759	1,539,661	0	0	0	0	0	0
Planning & Development Services	-239,752	99,000	382,000	0	0	0	0	0	0
Public Works	15,500	-2,980	0	0	0	0	0	0	0
<b>Total Gifts &amp; Grants Fund</b>	<b>5,758,974</b>	<b>1,661,779</b>	<b>1,921,661</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Golf Courses Fund</u></b>									
Parks, Recreation & Open Space	494,395	357,500	500,000	350,000	350,000	250,000	250,000	250,000	1,450,000
<b>Total Golf Courses Fund</b>	<b>494,395</b>	<b>357,500</b>	<b>500,000</b>	<b>350,000</b>	<b>350,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,450,000</b>

## Attachment 11 2013-2020 Capital Improvement Program Summary

Fund\Department	2013 Actual	2014 Actual	2015 Projected Budget	Five-Year Plan					Total Cost 2016 - 2020
				2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Open Space Fund</u></b>									
Parks, Recreation & Open Space	2,724,163	2,627,500	6,017,500	3,297,500	2,707,500	2,932,500	2,995,000	2,840,000	14,772,500
<b>Total Open Space Fund</b>	<b>2,724,163</b>	<b>2,627,500</b>	<b>6,017,500</b>	<b>3,297,500</b>	<b>2,707,500</b>	<b>2,932,500</b>	<b>2,995,000</b>	<b>2,840,000</b>	<b>14,772,500</b>
<b><u>Parks Development Fund</u></b>									
Parks, Recreation & Open Space	61,050	0	0	0	0	0	0	0	0
<b>Total Parks Development Fund</b>	<b>61,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Wastewater Fund</u></b>									
Aurora Water	16,332,253	30,810,433	9,008,000	30,807,592	41,001,505	51,323,352	42,974,203	25,832,490	191,939,142
<b>Total Wastewater Fund</b>	<b>16,332,253</b>	<b>30,810,433</b>	<b>9,008,000</b>	<b>30,807,592</b>	<b>41,001,505</b>	<b>51,323,352</b>	<b>42,974,203</b>	<b>25,832,490</b>	<b>191,939,142</b>
<b><u>Water Fund</u></b>									
Aurora Water	15,917,846	53,330,405	40,731,706	69,513,482	75,079,963	65,028,297	57,260,058	65,278,672	332,160,472
<b>Total Water Fund</b>	<b>15,917,846</b>	<b>53,330,405</b>	<b>40,731,706</b>	<b>69,513,482</b>	<b>75,079,963</b>	<b>65,028,297</b>	<b>57,260,058</b>	<b>65,278,672</b>	<b>332,160,472</b>
<b>Total Capital Improvement Program</b>	<b>69,131,186</b>	<b>137,503,212</b>	<b>104,554,475</b>	<b>150,986,331</b>	<b>165,983,769</b>	<b>166,252,247</b>	<b>144,570,375</b>	<b>135,528,463</b>	<b>763,321,185</b>

Capital Improvement Program appropriations are considered spent in the year that they are appropriated on a budget basis. However, on an accounting basis any unspent appropriation carries forward to the next year. Typically, when a project is completed or there is a change in scope associated with a project, surplus budget is lapsed to fund balance. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

## Attachment 12

### Capital Amendment Summary by Fund and Department

Fund\Department	2015 Projected Budget	Five-Year Plan					Total Cost 2016 - 2020
		2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Capital Projects Fund</u></b>							
Aurora Water	0	50,000	0	0	0	0	50,000
Finance	0	142	146	152	157	162	759
Fire	-185,000	-2,500,000	2,000,000	2,000,000	2,000,000	2,000,000	5,500,000
Information Technology	0	-163,238	-1,500,000	-1,500,000	-1,500,000	-1,500,000	-6,163,238
Internal Services	0	-864	-890	-917	-943	-972	-4,586
Non-Departmental	-1,400,000	2,403,770	72,131	69,028	1,095,078	336,511	3,976,518
Parks, Recreation & Open Space	600,000	3,265,000	850,000	850,000	850,000	1,460,000	7,275,000
Public Works	2,120,741	7,836,556	13,826,963	11,623,562	2,668,357	4,275,359	40,230,797
<b>Total Capital Projects Fund</b>	<b>\$1,135,741</b>	<b>\$10,891,366</b>	<b>\$15,248,350</b>	<b>\$13,041,825</b>	<b>\$5,112,649</b>	<b>\$6,571,060</b>	<b>\$50,865,250</b>
<b><u>Conservation Trust Fund</u></b>							
Parks, Recreation & Open Space	0	-50,000	0	100,000	400,000	2,447,500	2,897,500
<b>Total Conservation Trust Fund</b>	<b>\$0</b>	<b>(\$50,000)</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$400,000</b>	<b>\$2,447,500</b>	<b>\$2,897,500</b>
<b><u>Enhanced E-911 Fund</u></b>							
Information Technology	551,215	288,900	-185,600	-185,600	1,614,400	2,764,400	4,296,500
<b>Total Enhanced E-911 Fund</b>	<b>\$551,215</b>	<b>\$288,900</b>	<b>(\$185,600)</b>	<b>(\$185,600)</b>	<b>\$1,614,400</b>	<b>\$2,764,400</b>	<b>\$4,296,500</b>
<b><u>Golf Courses Fund</u></b>							
Parks, Recreation & Open Space	0	-150,000	-150,000	-150,000	-150,000	250,000	-350,000
<b>Total Golf Courses Fund</b>	<b>\$0</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>\$250,000</b>	<b>(\$350,000)</b>
<b><u>Open Space Fund</u></b>							
Parks, Recreation & Open Space	0	-450,000	-1,000,000	-400,000	-1,450,000	2,840,000	-460,000
<b>Total Open Space Fund</b>	<b>\$0</b>	<b>(\$450,000)</b>	<b>(\$1,000,000)</b>	<b>(\$400,000)</b>	<b>(\$1,450,000)</b>	<b>\$2,840,000</b>	<b>(\$460,000)</b>
<b><u>Wastewater Fund</u></b>							
Aurora Water	-3,753,980	-4,359,970	17,182,660	33,002,651	24,732,013	25,832,490	96,389,844
<b>Total Wastewater Fund</b>	<b>(\$3,753,980)</b>	<b>(\$4,359,970)</b>	<b>\$17,182,660</b>	<b>\$33,002,651</b>	<b>\$24,732,013</b>	<b>\$25,832,490</b>	<b>\$96,389,844</b>

## Attachment 12

### Capital Amendment Summary by Fund and Department

Fund\Department	2015 Projected Budget	Five-Year Plan					Total Cost 2016 - 2020
		2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Water Fund</u></b>							
Aurora Water	-4,258,092	3,529,895	4,591,156	-7,844,814	-29,490,726	65,278,672	36,064,183
<b>Total Water Fund</b>	<b>(\$4,258,092)</b>	<b>\$3,529,895</b>	<b>\$4,591,156</b>	<b>(\$7,844,814)</b>	<b>(\$29,490,726)</b>	<b>\$65,278,672</b>	<b>\$36,064,183</b>
<b>Total Funding Changes</b>	<b>(\$6,325,116)</b>	<b>\$9,700,191</b>	<b>\$35,686,566</b>	<b>\$37,564,062</b>	<b>\$768,336</b>	<b>\$105,984,122</b>	<b>\$189,703,277</b>





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*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

# **Profile of Aurora**



## 2016 Profile of Aurora

This section presents information about the City of Aurora, including City organizational charts.

The Aurora-in-Brief section provides general City demographic, economic, and community overview information. Additional charts and graphs are included to provide more information on specific characteristics of the City. In addition, maps displaying City infrastructure are included. Sources for these documents include: the City of Aurora Planning and Development Services, Information Technology, Public Works, and Finance Departments, the US Census Bureau's 2014 American Community Survey (One-Year Estimates), Aurora Public Schools, and Cherry Creek School District.

The organizational charts depict the overall structure of the City and the four functional groupings of City departments and offices. The organizational chart information is depicted using the following categories:

- City of Aurora;
- City Manager's Office;
- Public Safety Group;
- Development Group; and
- Operations Group.

# Aurora in Brief

The City of Aurora covers 154 square miles, establishes the eastern border of the metro-Denver area, and includes portions of Adams, Arapahoe, and Douglas Counties. The City has 80.8 square miles of developed

land and 73.2 square miles of undeveloped land; it is a city with room to grow. Aurora has a semi-arid, four-season climate with mild temperatures and more than 300 days of sunshine a year.

## DEMOGRAPHICS

**Population:** 351,200 (2015 Clarion est.)  
Up 26,122 (8.03%) over 2010 Census

**Housing Units:** 135,972 (2015 Clarion est.)  
Up 4,932 (3.8%) from 2010 Census

Age		Income/Employment		Education		Industrial Sectors	
Median Age	33.4	<b>Income</b>		Percent of Aurora's population 25 years and older with at least a:		<b>Largest industries</b>	
<b>% Between Ages</b>		• Per Capita	\$24,732			Services; Trade (wholesale and retail); and Construction	
• 19 and Under	29.6%	• Median Household	\$52,275	• High School Diploma (or eqv.)	86.5%	<b>Product Types</b>	
• 20-34 years old	22.7%			• Bachelor's Degree	27.1%	Software and systems; manufacturing; health care; financial services	
• 35-64 years old	37.8%	<b>Total Employment</b>	163,500	• Graduate Degree	8.3%		
• 65 years and over	9.8%						

## QUALITY OF LIFE

### Home Values and Costs (2014)

Median home value	\$179,300
Median gross apartment rent (per month)	\$983

### Public Schools

Aurora is served by two major public school districts: Aurora Public Schools (APS) and the Cherry Creek School District (CCSD).

School Type	APS	CCSD*
Preschool	4	-
Elementary	25	24
Middle	6	8
High	5	4
Non-Traditional	21	-
<b>TOTAL</b>	<b>61</b>	<b>36</b>

\*Schools located in City of Aurora only.

## TAXES

**Colorado  
Personal Income Tax  
4.63%**

**Colorado  
Corporate Income Tax  
4.63%**

### 2014 Sales and Use Tax Rates (by County)

County	Aurora	State	Other	Total
Adams	3.75%	2.90%	1.85%	8.50%
Arapahoe	3.75%	2.90%	1.35%	8.00%
Douglas	3.75%	2.90%	2.10%	8.75%

## TRANSPORTATION

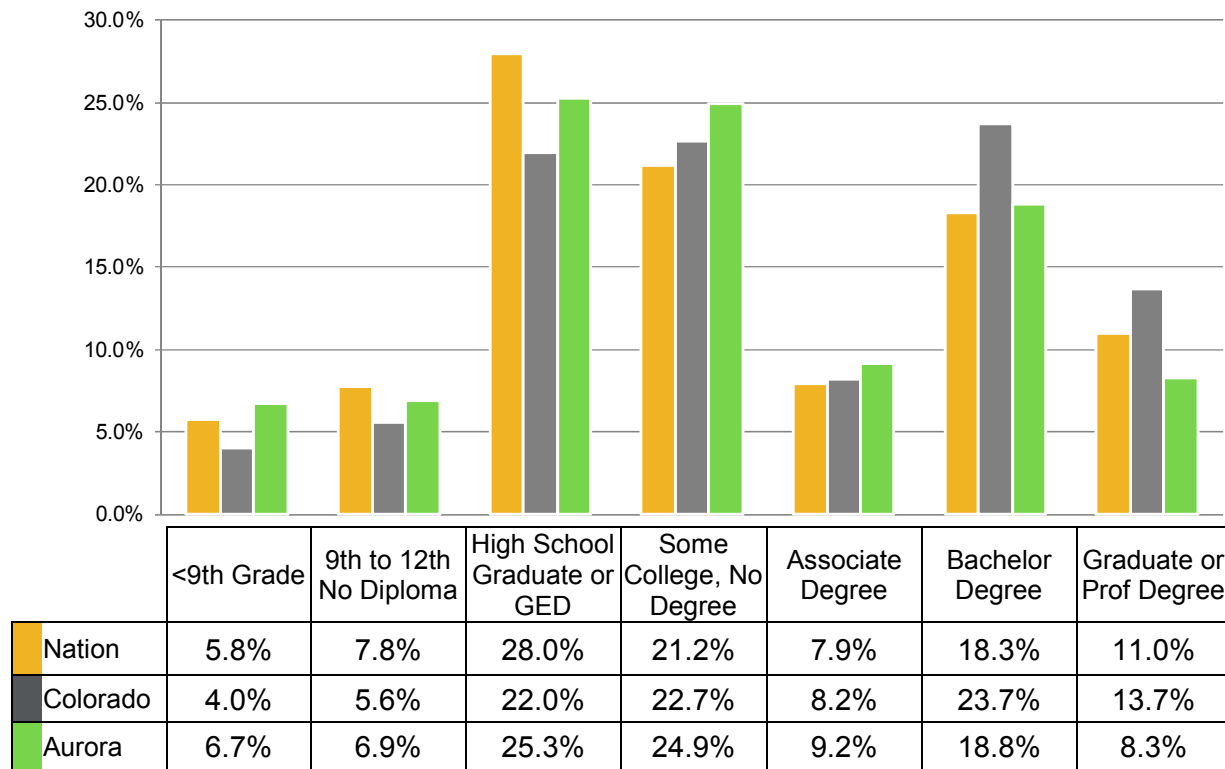
### City Roadway Miles

- |                          |                        |
|--------------------------|------------------------|
| • 135 miles of collector | • 163 miles of major   |
| • 800 miles of local     | • 38 miles of minor    |
| • 203 miles of private   | • 83 miles of highways |

**Total: 1,422 Miles**

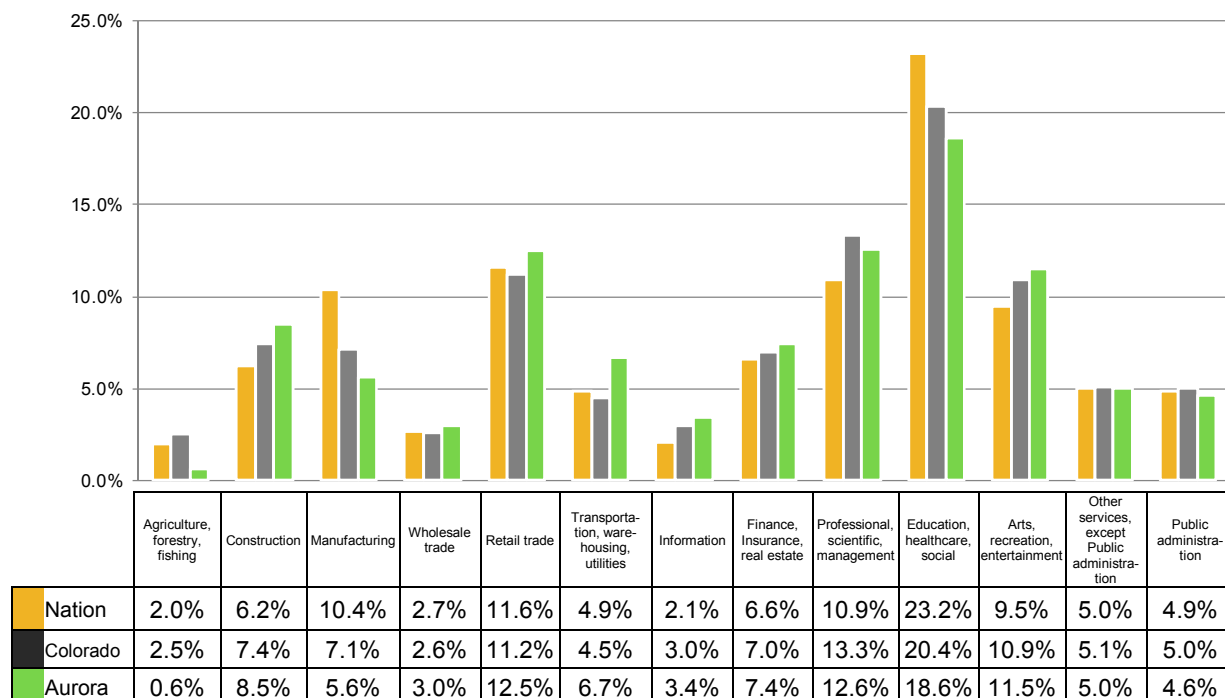
## Educational Attainment

Source: 2014 American Community Survey One-Year Estimates, US Census Bureau



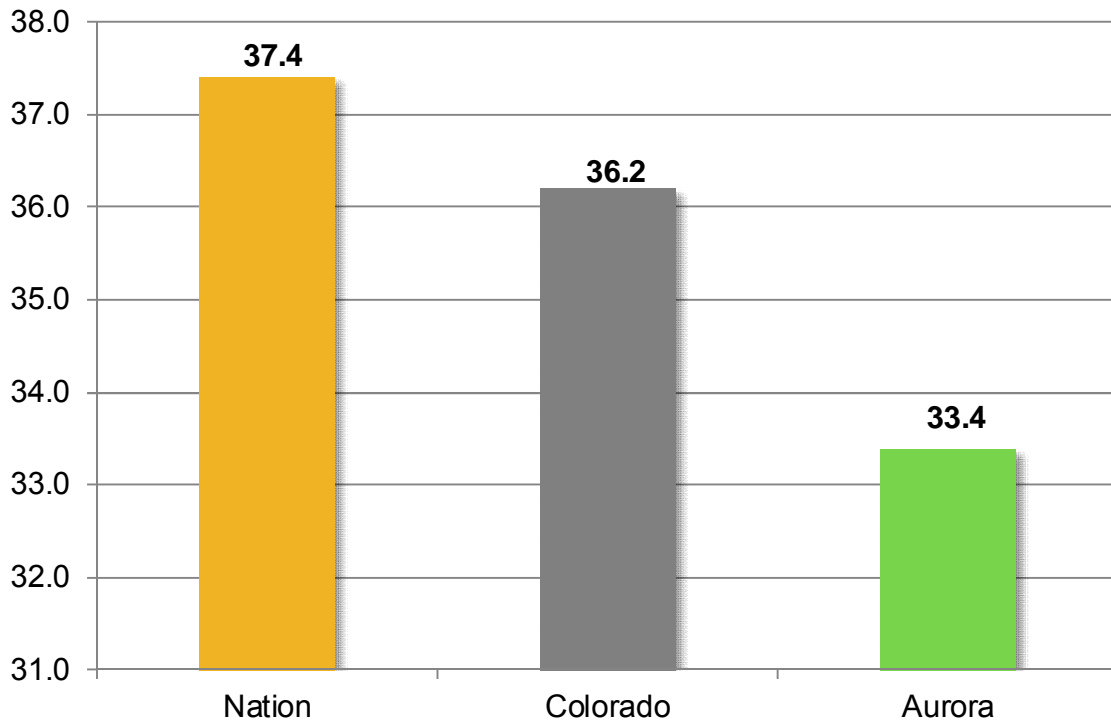
## Workforce by Industry

Source: 2014 American Community Survey One-Year Estimates, US Census Bureau



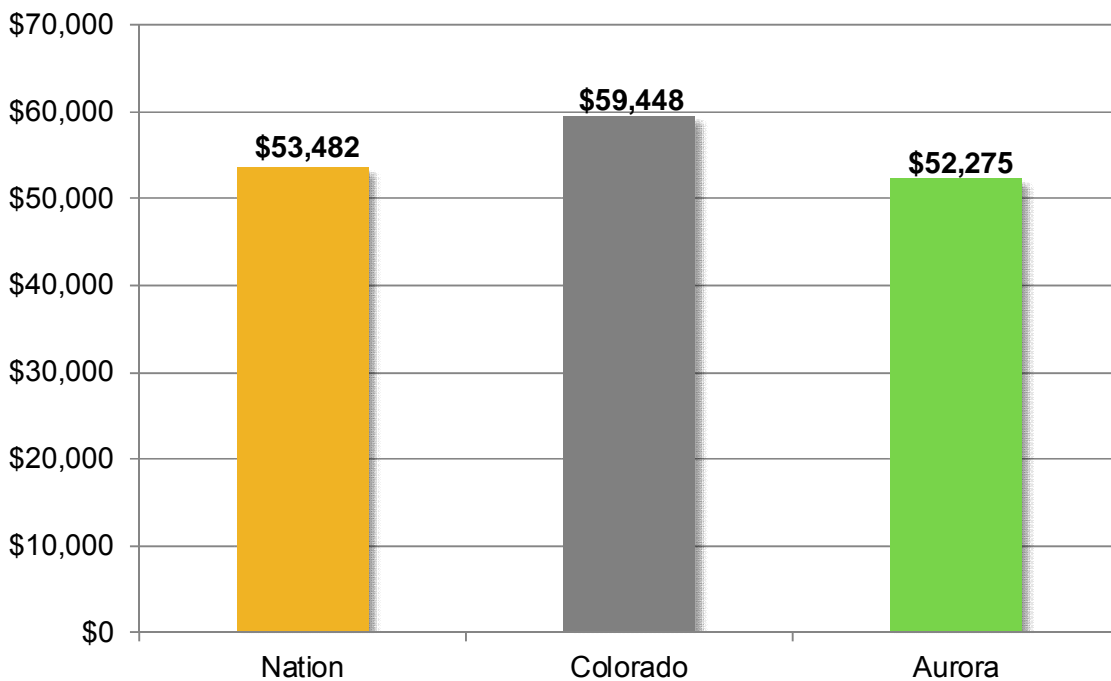
### Median Age

Source: 2014 American Community Survey One-Year Estimates, US Census Bureau



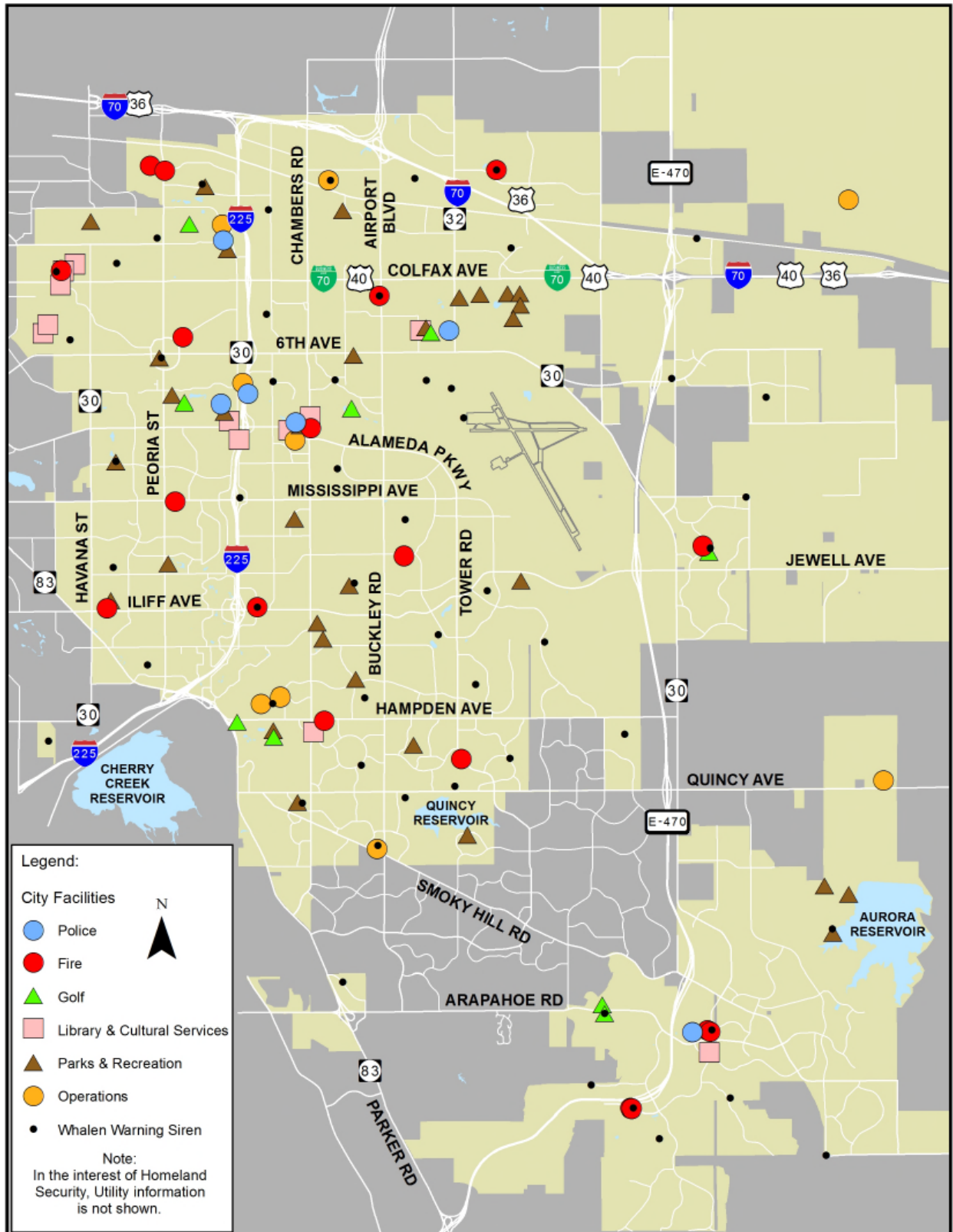
### Median Household Income

Source: 2014 American Community Survey One-Year Estimates, US Census Bureau



## City Facilities

Source: City of Aurora Public Works Department



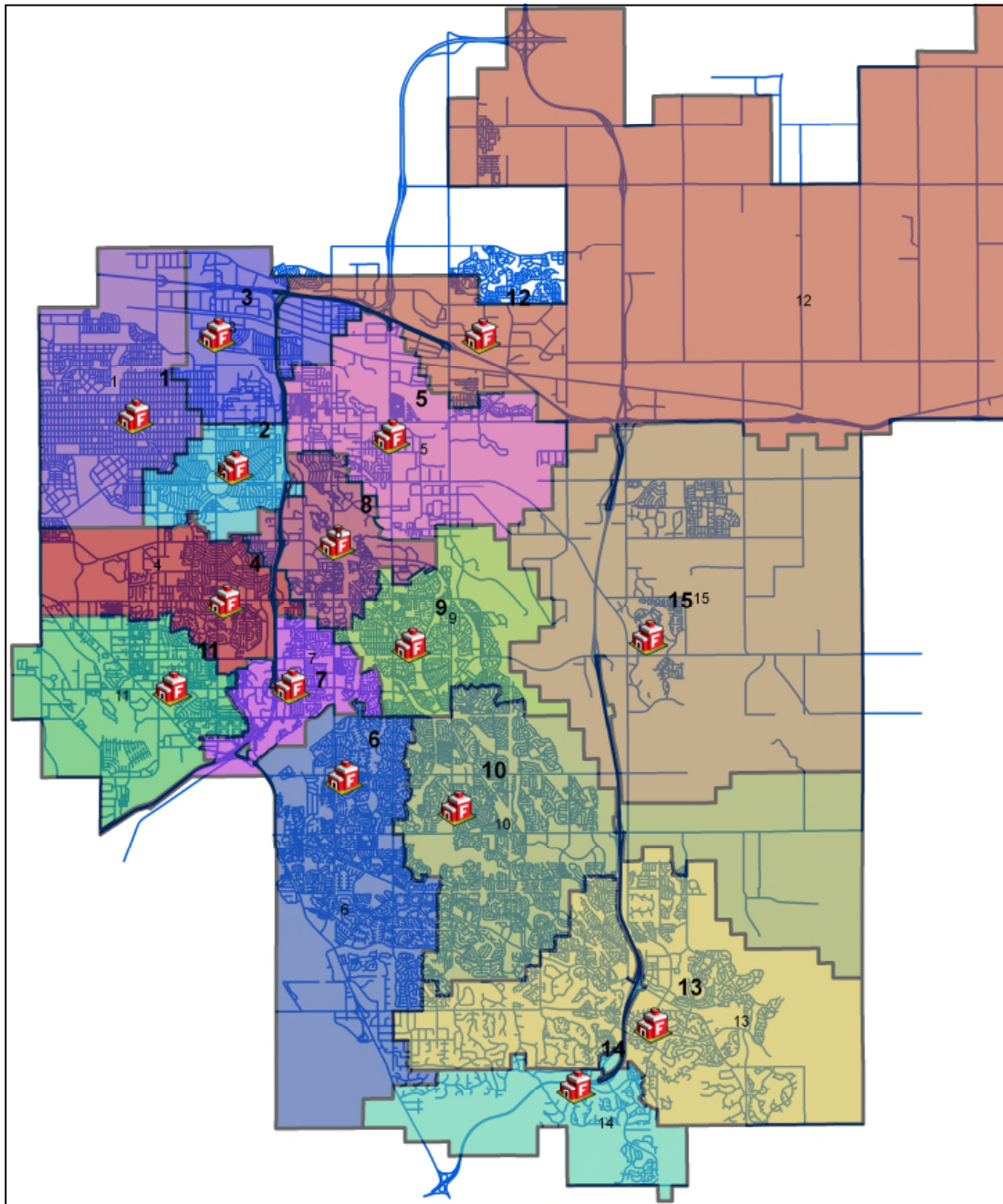
## Parks, Recreation, and Open Space - Sites and Facilities

Source: City of Aurora PROS Department



## Fire Stations and Coverage Areas

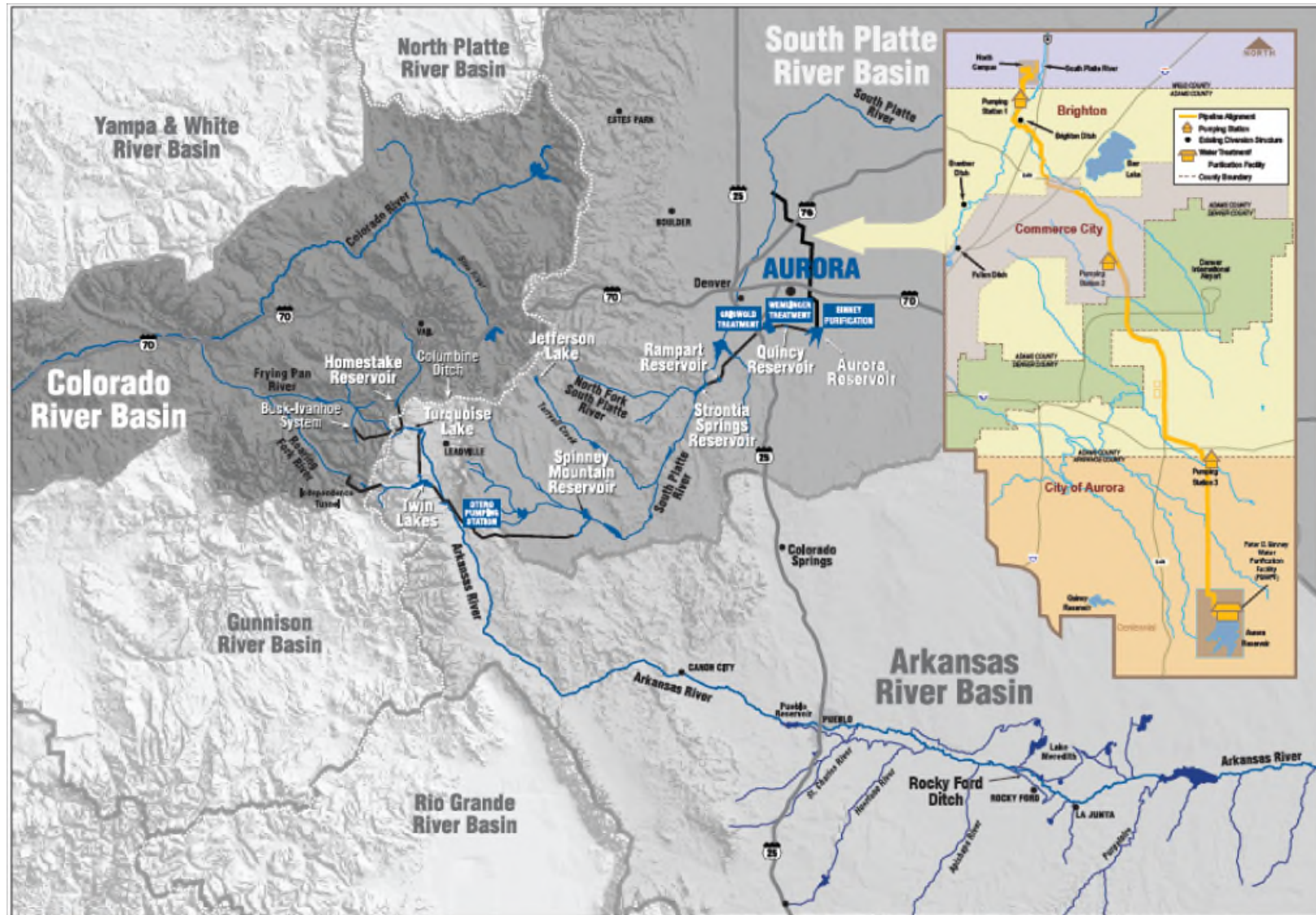
Source: City of Aurora Fire Department



Fire Station Locations		
#1 – 9801 E. 16th Ave.	#6 – 15585 E. Hampden Cir.	#11 – 2291 S. Joliet St.
#2 – 12600 E. Hoffman Blvd.	#7 – 2290 S. Blackhawk St.	#12 – 19491 E. 34th St.
#3 – 3172 N. Peoria St.	#8 – 250 S. Chambers Rd.	#13 – 23911 E. Arapahoe Rd.
#4 – 1110 S. Quentin St.	#9 – 17200 E. Mexico Ave.	#14 – 22298 E. Aurora Pkwy.
#5 – 1339 N. Airport Blvd.	#10 – 3951 S. Reservoir Rd.	#15 – 1680 S. Catawba Cir.

## Raw Water Supply

Source: Aurora Water



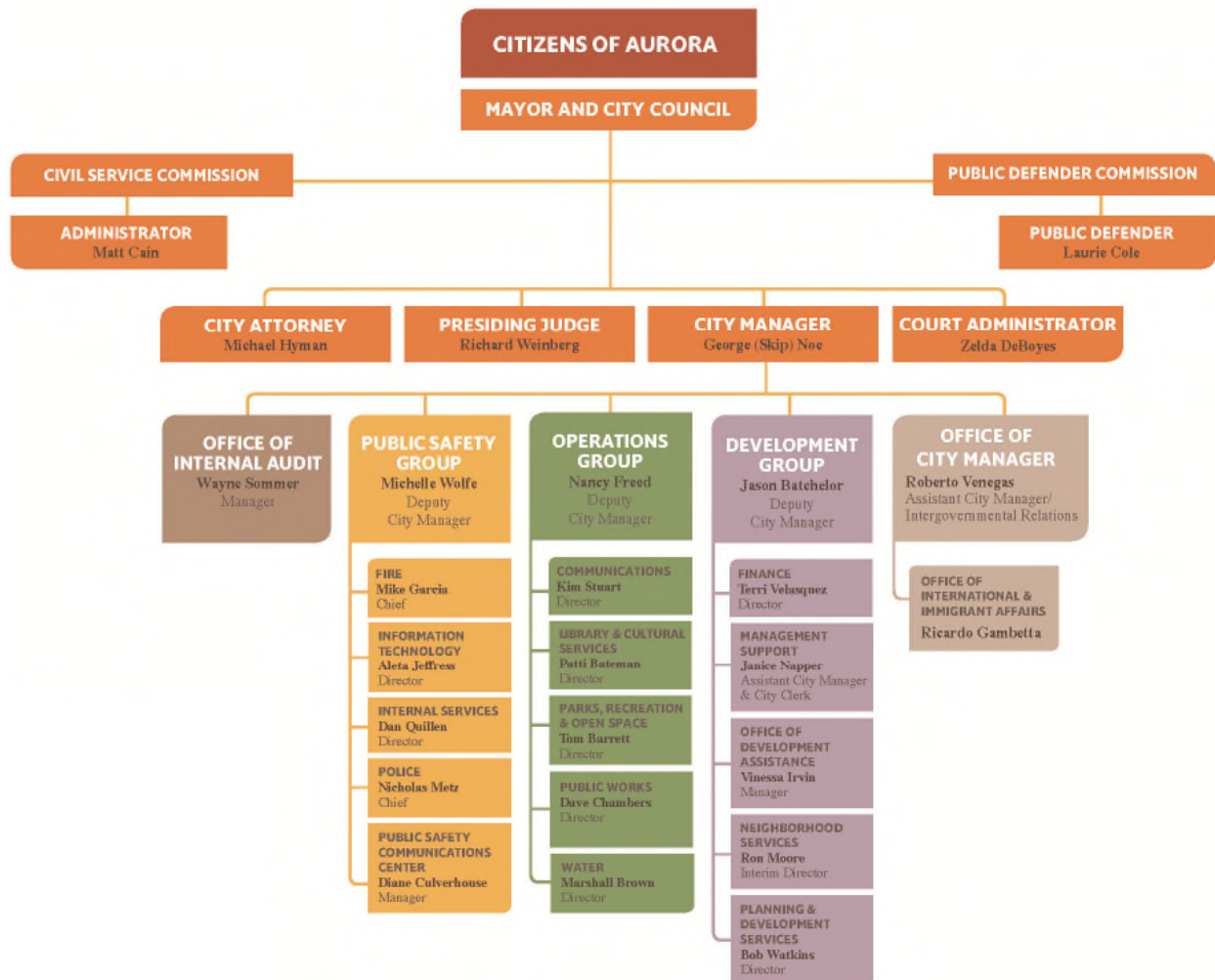
# City of Aurora

## SUMMARY

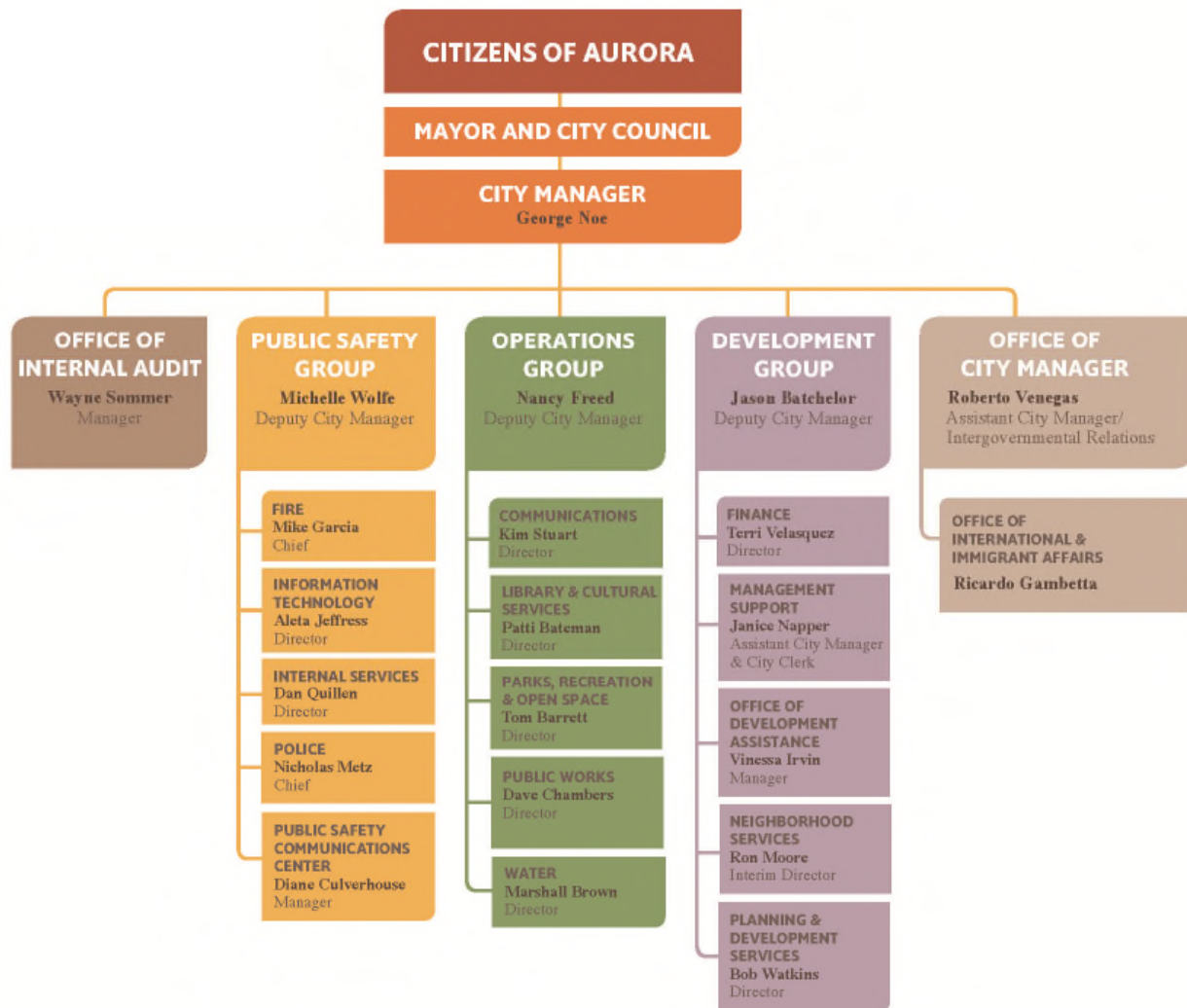
The City Council institutes policies that ensure city operations meet the needs of Aurora citizens. To carry out this mission, the City is structured into four organizational units:

- Council Appointees;
- City Manager's Office
- Public Safety Group
- Development Group; and
- Operations Group.

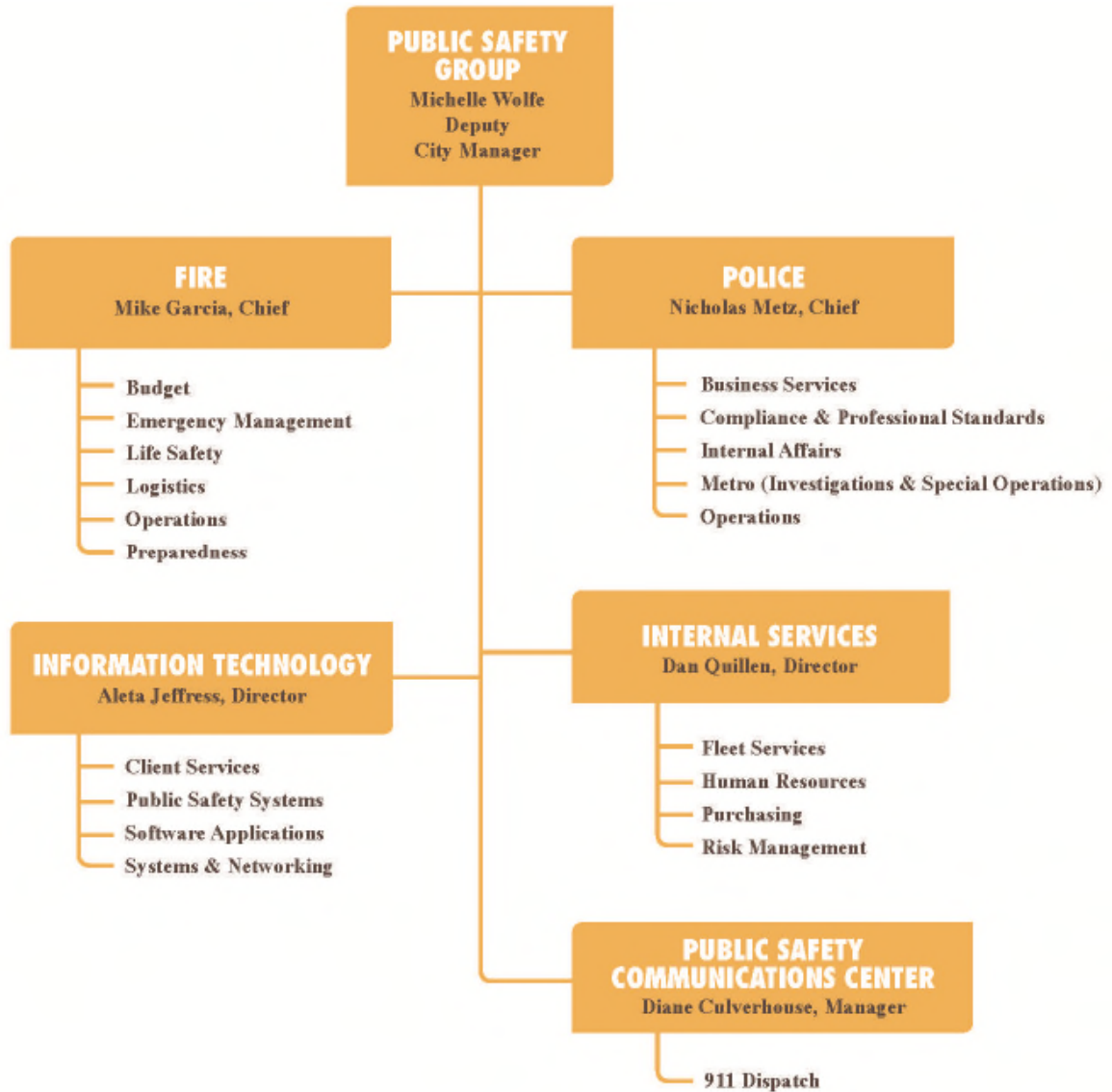
Organizational units are composed of departments, commissions, and other offices. These units are made up of divisions, which are comprised of numerous programs.



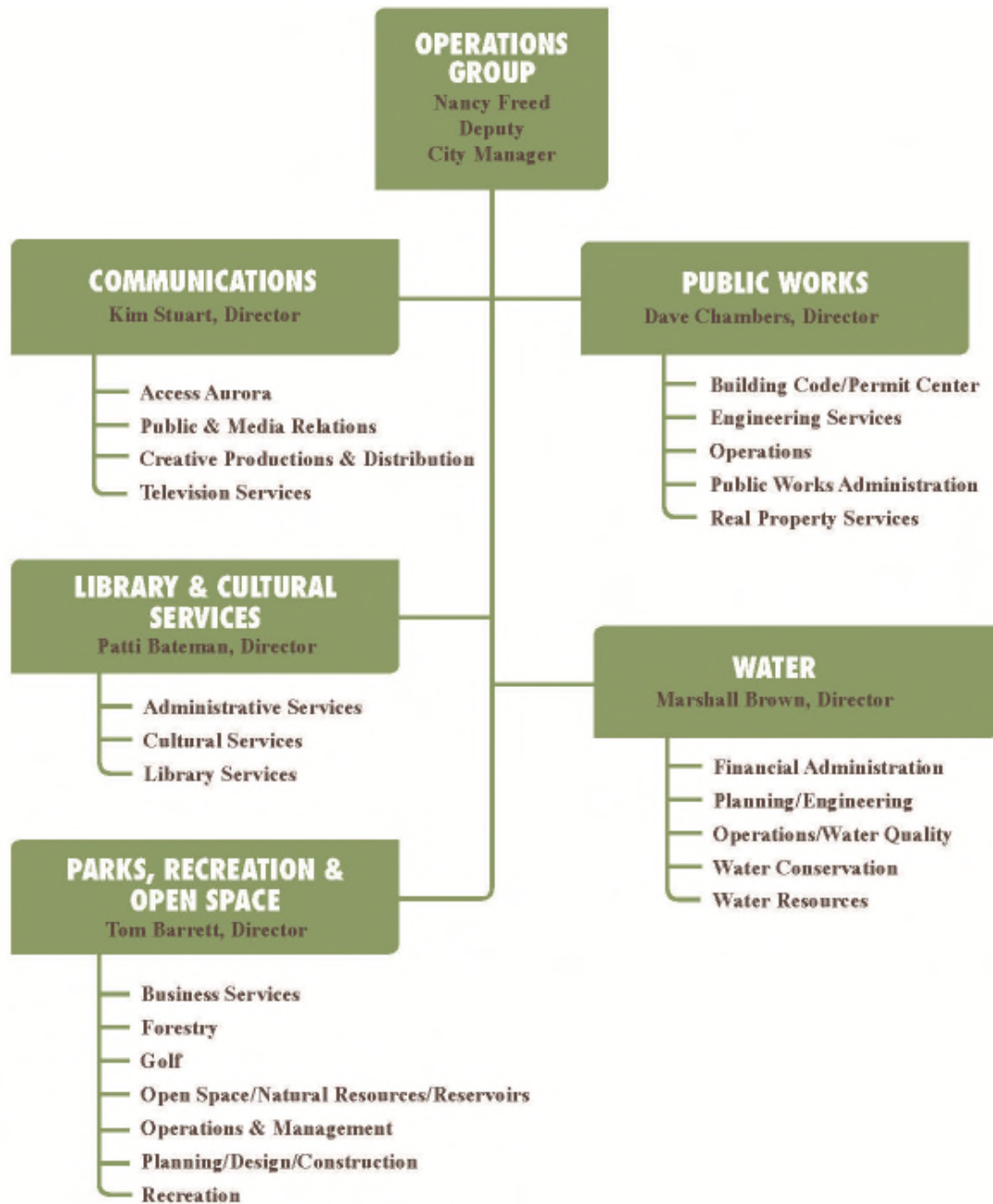
# City Manager Organizational Structure



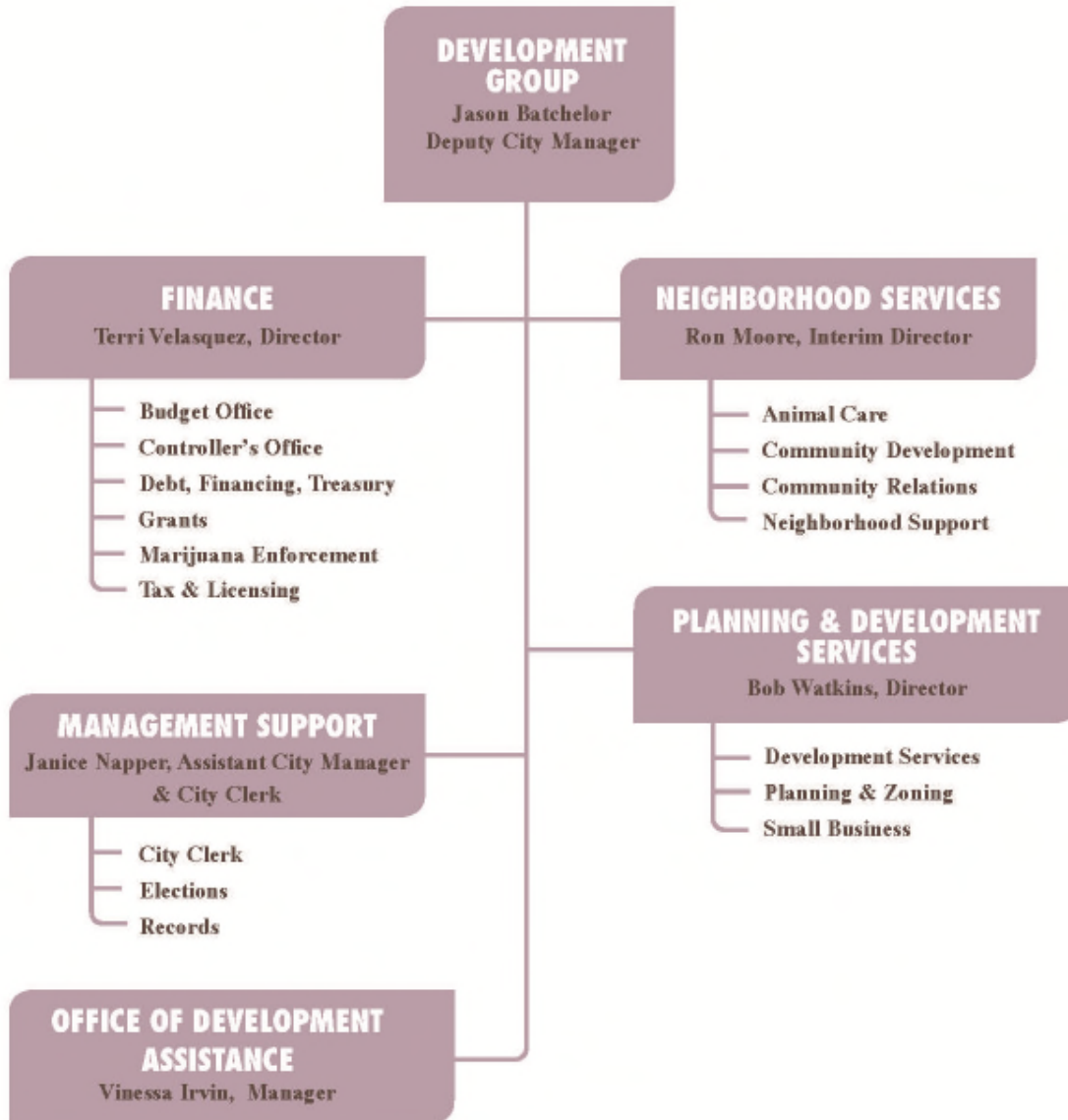
# Public Safety Group



# Operations Group



# Development Group







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*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

# **General Fund Revenues**

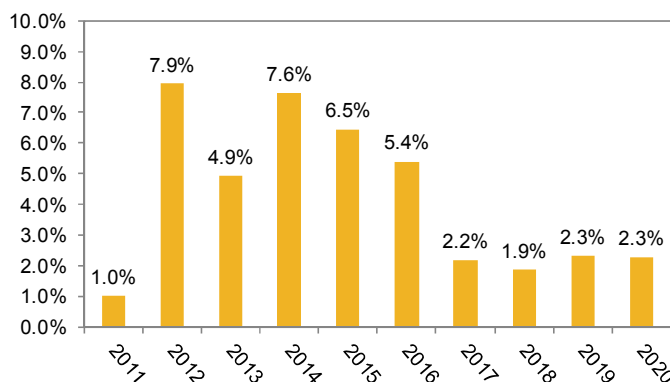


## 2016 General Fund Revenue Overview

The City of Aurora General Fund revenue estimates are developed for the budget by the Office of Budget & Financial Planning (OBFP). In the months leading up to the budget process, several sources of historical and forecast data are considered and evaluated. The OBFP projects revenues for the budget using a combination of historical trends, current knowledge, and an assessment of expected trends and events that will affect future revenues. To ensure that all known and anticipated factors are considered, the underlying assumptions are assessed by both internal and external specialists during the budget process. Within the City, departmental staff and members of executive management review these projections while external input is primarily gathered at one-on-one meetings with local economists.

The U.S. economy has made significant progress recovering from the Great Recession. The nation has added jobs at the fastest pace since the 1990s which has boosted confidence to levels not seen in eight years, resulting in increased household consumption. This, in turn, has helped the market withstand economic headwinds from slowing foreign demand and reduced oil production. While the recession's employment losses have been fully restored and the national unemployment rate has fallen to 2004 levels, the number of discouraged workers and persons employed part-time for economic reasons remains higher than full employment would suggest. The national economy is expected to continue to improve over the second half of 2015 and into 2016. Colorado's economy is growing faster than the national average. While low oil prices have negatively impacted job growth in oil and gas related industries, employment gains have occurred in most other sectors. Most growth in the state has been driven by the Denver Metro area, which includes Aurora. The region's robust labor market has bolstered disposable income and consumer spending.

**Figure 1. Total General Fund Revenue (% change)**



General Fund revenue for Aurora has grown at a healthy pace consistent with state economic improvements. Sales and use tax collections represent two-thirds of General Fund revenue and are the main driver of growth in 2015. A significant portion of the growth-to-date is attributed to cyclical industries such as the auto, construction, and technology industries. Considering historical figures and the cyclical nature of these revenues sources, growth is projected to slow before peaking, becoming less

of a driving factor beyond 2015. In addition to its reinforcement from established revenue streams, General Fund revenue growth has been supported by gradually increasing collections from the new retail marijuana industry.

Local forecasts for growth in employment, personal income, and consumer spending remain optimistic and will result in moderate revenue increases in 2016 before growth rates return to more sustainable levels in 2017 and beyond. The short range revenue projection includes conservative

economic assumptions espoused by many local and national experts, as well as the City's recent historical collection trends.

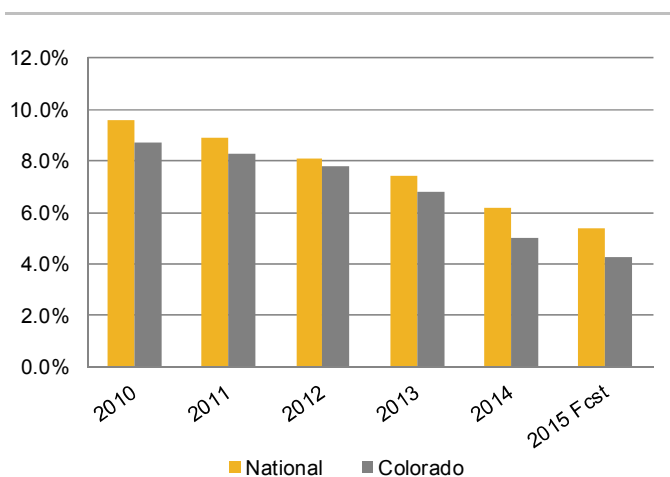
Using state projections and a comparison of local and state economic indicators, a long-range revenue projection has also been developed. Figure 1 summarizes the General Fund revenue percentage change from year to year over 10 years, with 2011 through 2014 reflecting actual revenues received followed by projected collections for 2015 through 2020. The following discussion provides a summary of economic assumptions, with an analysis of national and state economic trends and their influence on the Aurora economy. A review of Aurora's General Fund revenue performance and projections follows.

The figures and narratives published in this document reflect the 2016 budget as adopted by City Council and the status of the 2015 projection at the time the 2016 budget was adopted. The 2015 projection incorporates the inevitable changes that occur each year after the prior year budget is adopted. The OBFP General Fund revenue by source is detailed following this discussion in Revenue Attachment A.

## ECONOMIC OUTLOOK

The data presented in this section comes from several different sources including the Colorado Legislative Council June 2015 Forecast, the Office of State Planning and Budgeting June 2015 Forecast, the National Bureau of Labor Statistics, the National Bureau of Economic Analysis, the Colorado Department of Revenue, the Colorado Department of Local Affairs, and Development Research Partners' Metro Denver Economic Reports. These sources provide historical data and/or forecasts, serving as the basis of the majority of the opinions and forecasts of economic variables referenced throughout this section. The historical and forecast economic data is summarized in Revenue Attachment B.

**Figure 2. Unemployment**



The economic outlook remains positive for the nation and Colorado specifically. Employment gains and falling unemployment rates combined with low gas prices have bolstered consumer confidence and stimulated consumer spending nationwide. This has helped the economy expand despite headwinds from weak global economic growth and a strengthening U.S. dollar which is weighing on export oriented industries. In 2014, Colorado continued to grow faster than most other states, ranking fifth in real GDP growth. Both the nation and state experienced the

strongest employment growth rates in over a decade, increasing 1.9 percent and 3.5 percent respectively. A healthy Colorado labor market has continued to add jobs and reduced the

unemployment rate to 4.5 percent as of June 2015. The state's labor market is now nearing full levels of employment.

Looking forward, economists expect the economy to expand through 2015 and 2016. Continued improvements in the labor market and historically low household debt burdens will spur further growth in consumer spending. Although the contraction in the oil and gas industry is expected to slow state employment gains through the remainder of 2015, Colorado's diverse economy will offset this negative impact and support growth through the forecast period.

While the economic outlook for Colorado and the nation as a whole remains generally positive, adverse conditions persist and may cause economic growth to decelerate. Risks to the current expansion include:

- The impact of weakening global growth and the ensuing appreciation of the U.S. dollar on exports;
- The Federal Reserve's pace of raising interest rates and the effect on credit markets and inflation;
- The possible inability of China to counter financial market instability and its impact on the global market;
- The impact of declining oil prices on employment and personal income growth.

Despite the risks outlined above, there is also a potential upside to the forecast. For example, employment and wage growth may occur at a faster rate than anticipated, leading to stronger domestic demand and higher economic growth.

## SUMMARY OF KEY ECONOMIC TRENDS

- The national economy continues to strengthen. Employment gains and improvements in both housing and stock markets have increased domestic demand, offsetting the weakness in net exports. At the local level, Aurora General Fund collections through June 2015 are 9.3 percent higher than during the same months in 2014, mainly attributable to strong sales and use tax collections. This follows three years of strong revenue growth, averaging 6.8 percent annually. The year-end projection for 2015 assumes a 6.5 percent increase in General Fund revenue, followed by 5.4 percent growth in 2016 before slowing to 2.2 percent in 2017.
- Employment figures, which represent Aurora residents working in and outside the City, increased 3.5 percent in 2014 and subsequently, Aurora's unemployment rate dropped to an average 5.6 percent, from 7.4 percent in 2013. The number of employed residents continued to grow through the first half of 2015, resulting in an unemployment rate of 4.9 percent in June 2015 compared to state unemployment of 4.5 percent. Further improvements are expected through the forecast period as the economic expansion continues.
- Aurora's employers have created a significant number of jobs since the end of the recession, boosting employment figures by 17.0 percent between 2010 and 2014. Over

half of the post-recession job growth occurred in the professional and business services, education and health services, and government sectors. The City's largest single employer continues to be Buckley Air Force Base, followed by University of Colorado Anschutz Medical Campus and Aurora Public Schools.

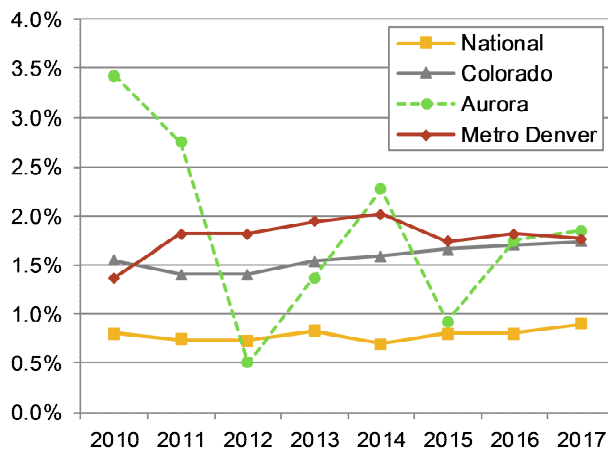
- State wage and salary income grew by 6.3 percent in 2014 and is projected to grow at a slower rate of 5.4 percent in 2015 before slightly accelerating to 5.9 percent in 2016. While historically exhibiting slower increases, Aurora wage and salary growth has in recent history been driven by employment gains in higher paying industries, allowing the City to keep pace with metro area growth rates.
- Retail sales in the metro region increased 7.9 percent in 2014, slightly higher than the state increase of 7.6 percent. Through the first quarter of 2015, retail sales in the metro region increased by 8.8 percent. For the state, full year growth of 5.6 percent is expected in 2015, followed by an increase of 7.3 percent in 2016.
- Housing construction in Aurora peaked in 2005 with 2,382 permits issued and bottomed out at 425 permits in 2009. By 2014 permits issued had increased to 829, falling short of the 2005 peak by 65.2 percent. Improvement in the overall economy and the housing market in particular are expected to drive the number of permits up to 970 in 2015, 1,050 permits in 2016 and 1,100 permits in 2017.
- The budgeted property tax collection for 2016 incorporates a 19.0 percent increase over 2015, reflecting substantial increases in the City property re-evaluation. Property tax revenue for 2017 is expected to increase 1.0 percent, accounting for additional base properties typically seen in non-reassessment years. Collections in 2016 will exceed 2009 peak levels by 10.9 percent.

## ECONOMIC TRENDS

### Population

The United States population is characterized by slow growth rates, increases in average age, and growing racial and ethnic diversity. In 2014, the national population reached 319.2 million. Following an average annual 0.9 percent increase from 2000 through 2010, slow growth rates of 0.7 percent and 0.8 percent have occurred since. While unstable economic conditions in the recent past have contributed to a suppression of immigration and births, the U.S. Census Bureau suggests population growth will continue to slow in the long term due to lower net migration, decreasing birth rates, and an aging population. Despite the trend, immediate growth rates are expected to increase slightly as the current economic expansion has improved general optimism and encouraged more couples to have children, leading to growth of 0.8 percent in 2015 and 2016 and 0.9 percent in 2017.

At the state level, Colorado's population is growing at more than twice the national rate. In 2014, state estimates assume 84,000 people were added, reaching a total population of 5.4 million. This represented a 1.6 percent increase over 2013 and made Colorado's growth rate the fourth fastest

**Figure 3. Population (% change)**

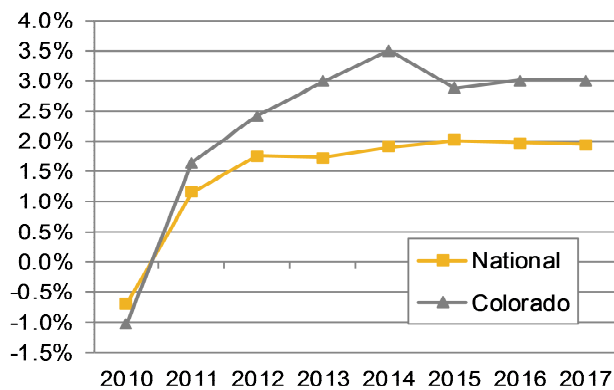
nationwide. More than 60 percent of the 2014 population growth was a result of migration. The state ranks 44th for its number of native residents as only 42.9 percent of the population was born locally. This is far below the national average of 58.7 percent. Colorado's high net migration is attributable to the state's above average economic performance through and after the recession. The state is expected to maintain its rapid growth through the forecast period, rising 1.7 percent annually between 2015 and 2017. Population growth in the Denver Metro area has exceeded statewide increases since 2011, driven by a strong local

economy. As other parts of the state begin to show accelerated economic improvement, population increases in the Denver metro area will mirror state growth, rising 1.7 percent in 2015 and 1.8 percent in 2016 and 2017.

In 2010, the decennial US Census report listed Aurora's population at 325,000. Adjustments to the population data resulted in an increase of 3.4 percent over the 2009 population estimate. In subsequent years, the City's population estimates continued to grow. In 2013, growth occurred at 1.4 percent, well above national averages and in line with statewide growth. In 2014, population growth rose by 2.3 percent, following the averages experienced in the Denver Metro area. In 2015, however, population is estimated at 351,200, increasing by only 0.9 percent. This is likely due to the type of estimate, which is a point-in-time estimate. As favorable economic conditions in the Denver Metro area continue to attract migrants, projections for Aurora assume growth rates at the metro area level, increasing 1.8 percent in 2016 and 1.9 percent in 2017.

## Employment

The United States labor market has shown considerable improvements since the end of the recession. After peaking at 9.6 percent in 2010, the national unemployment rate has steadily declined to 5.3 percent in June 2015. Although unemployment is now approaching pre-recession levels, the broader underemployment rate, which includes discouraged employment seekers and those working part-time for economic reasons, indicates a persistent lack of employment opportunities. Between December 2013 and December 2014, the United States added an average of 260,000 jobs each month which restored all jobs lost during the recession. However, stronger growth is necessary to employ a growing population. Through the first half of 2015, employment gains have been seen in most industries. Gains have been slightly offset by losses in mining and logging, which has been affected by the drop in oil prices. Modest growth is projected through the forecast period which will bring the national unemployment rate down to 4.9 percent in 2017. Longer-term forecasts suggest employment growth will be restrained by slower population growth and a declining labor force participation rate as the baby boomer generation leaves the workforce.

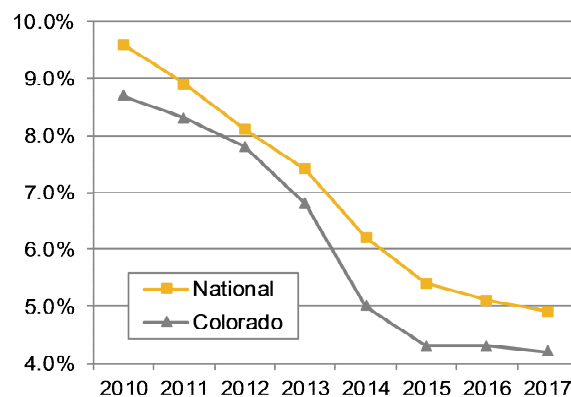
**Figure 4. Employment (% change)**

Colorado's labor market has improved faster than the nation, with stronger year-over-year employment gains and lower unemployment rates. In 2014, the state maintained its rank as a top 10 state for job growth, increasing 3.5 percent over 2013. This represented the fastest growth rate since 2000 and brought state unemployment down to 5.0 percent. Through April 2015, Colorado has continued to add jobs in most industries compared to the same months in 2014. The largest gains have been recorded in health care and social assistance, construction, and accommodation and food services.

Although the decline in oil prices and subsequent job losses in oil and gas related industries have slowed the pace of employment growth in Colorado, the state's diverse economy has mitigated negative impacts on the overall labor market. In fact, recent unemployment figures are indicative of a healthy job market approaching full employment. Through 2015, Colorado job growth is projected to continue outpacing the nation with the addition of 70,700 jobs and an average unemployment rate of 4.3 percent. Although moderate employment growth is expected through the forecast period, the unemployment rate is expected to remain near its present level as the state's healthy economy continues to attract migrants.

Employment in the Denver Metro area has continued to outpace national and state growth rates with unemployment falling to an average 4.8 percent in 2014 and 4.3 percent as of June 2015. While the gap is decreasing, Aurora's unemployment rate is higher than the metro area despite their close proximity. Aurora's relatively high unemployment rate during the recession was driven by a high percentage of citizens employed in the construction and financial / real estate industries, both of which were hit particularly hard. Peaking at 10.6 percent in 2010, the local unemployment rate dropped to an average 5.6 percent in 2014 and has continued to fall to 4.9 percent in June 2015.

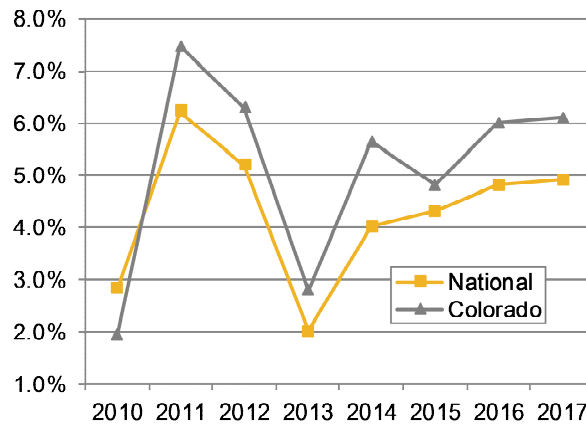
Employment growth in Aurora has been driven by the continued expansion at Fitzsimmons, the opening of one new school, and by new and expanding businesses throughout the City. The impact of lower oil prices on job growth in Aurora is expected to be minimal as the City lacks significant oil production. As the economy continues to improve and state employment growth is expected to continue to outperform the nation as a whole, the local unemployment rate is anticipated to remain below national figures throughout the forecast period.

**Figure 5. Unemployment Rate**

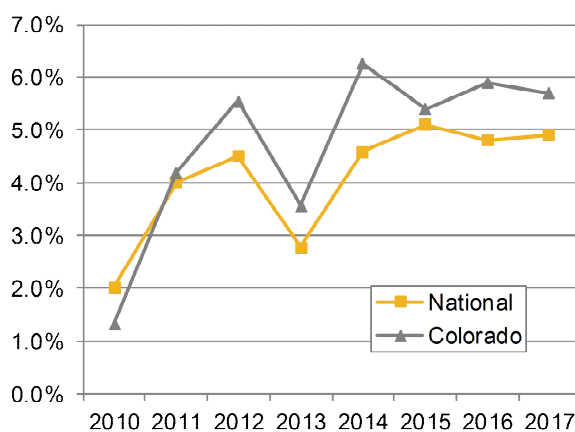
## Income

Labor market improvements have driven personal income growth since the end of the recession, though annual real disposable income growth rates still remain below historical averages. Increases of 6.2 percent in 2011 and 5.2 percent in 2012 were followed by a slow 2.0 percent growth in 2013. This slowdown is primarily attributable to changes in federal tax policies, which reduced disposable income in 2013 and caused a shift of taxable employee pay of bonuses back to 2012 when tax cuts were still in place. Wages and salaries, the largest component of personal income, follows a similar pattern. Continued improvements in the labor market resulted in 4.6 percent growth in wages and salaries in 2014, helping boost personal income by 4.0 percent. Although personal income has grown since the end of the recession, 2014 inflation-adjusted median household income remains 6.5 percent below 2007 figures. This suggests that overall, living standards have not yet returned to pre-recession levels as income gains have primarily gone to households in higher income brackets. Through the forecast period, personal income is expected to continue its rise as more jobs are added and gradually increasing interest rates bring higher returns on household investments. Personal income is expected to increase 4.3 percent in 2015, followed by 4.8 percent growth in 2016.

**Figure 6. Personal Income (% change)**



**Figure 7. Wage and Salary Income (% change)**



Both Colorado personal income and wage and salary growth have outperformed national averages since 2011. The state has been adding jobs at a faster pace than the nation as a whole, helping boost statewide personal income by 5.6 percent in both 2014 and through the first quarter of 2015. The 2014 growth rate ranks third in the nation. Although employment gains will continue to bolster personal income through the forecast period, the rate of growth is projected to slow slightly in 2015 as fewer oil and gas developments will restrain stronger job and personal income growth.

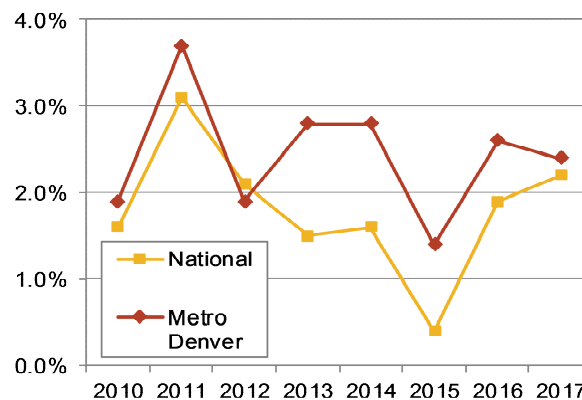
Nevertheless, growth rates are projected to continue to outpace the nation as a whole, increasing 4.8 percent in 2015 and 6.0 percent in 2016. Likewise, wages and salaries are expected to slow in 2015 before rebounding in 2016, growing 5.4 percent and 5.9 percent in 2015 and 2016 respectively.

Personal income in the Denver Metro area, which trends closely with the nation and the state, increased 6.7 percent in 2014, up from a 2.1 percent growth rate in 2013. Historically, personal income growth rates in Aurora remained below those experienced in the metro area as a relatively high portion of employees in Aurora work in highly competitive, lower paying industries. In recent years, however, job and wage growth in Aurora has largely occurred in higher paying industries such as professional and business services and government. This includes significant employment gains in the health care sector as a result of new development at Fitzsimons. At the same time, economic momentum has supported robust employment growth in lower paying and more discretionary industries. This has helped the City to mirror income growth in the Denver Metro area. Aurora employment, and subsequently personal income, is expected to continue growing at a modest pace through the forecast period as the Fitzsimons expansion continues and favorable economic conditions encourage businesses to open and expand.

## Inflation

The Consumer Price Index (CPI), also known as inflation, is the primary measure of changes in prices paid by consumers for goods and services. The Federal Reserve aims to keep nationwide inflation at roughly 2 percent, which is considered ideal to promote its goals of maximum employment, stable prices, and moderate long-term interest rates. In the past two years and through the first half of 2015, however, inflation has remained below the 2 percent target. Despite the Federal Reserve's expansionary monetary policy which has increased the money supply and made credit available at low rates, inflation only reached 1.5 percent in 2013 and 1.6 percent in 2014. Higher savings rates than seen before the recession, brought on in part by stagnant wages and political uncertainty, constrained demand for goods and services and kept inflation low. Inflationary pressure has remained low in 2015. Price increases for goods and services have been hovering around zero percent, largely attributable to low energy prices. Nationally, economists expect prices to grow 0.4 percent in 2015. Slowly increasing inflationary pressure is expected as the economy strengthens and energy prices stabilize, resulting in a projected 1.9 percent increase in 2016 and 2.2 percent in 2017.

Figure 8. Inflation (CPI) (% change)



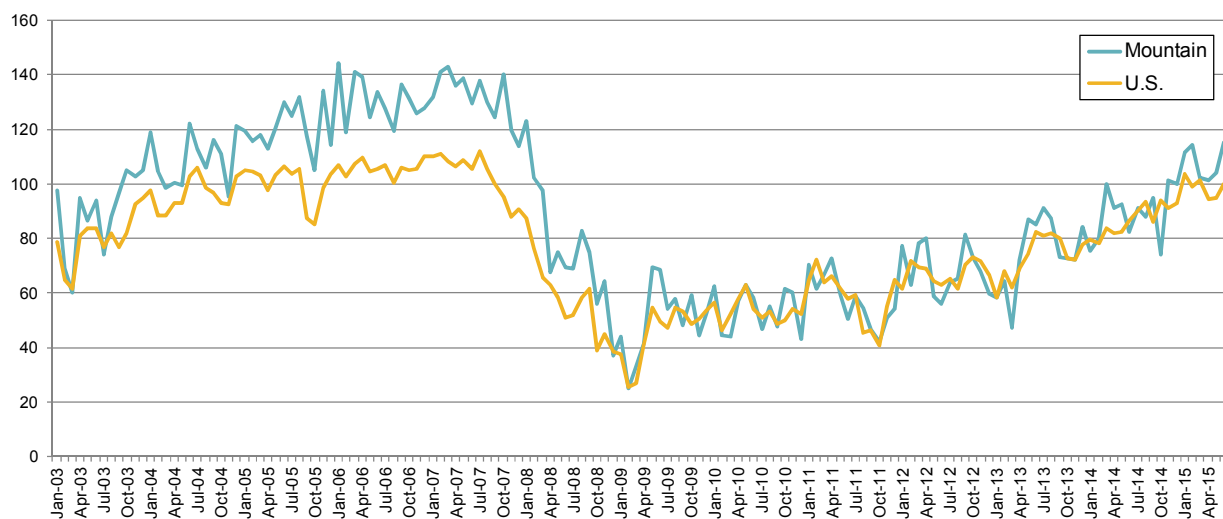
Inflation in the Denver-Boulder area has exceeded the national rate since 2013, primarily driven by stronger increases in housing costs which have continued their upward trend in 2015. Through June 2015, inflation in the metro area has increased 1.0 percent. While shelter costs have grown 5.5 percent and food prices have risen 1.5 percent, increases in local prices of goods and services were largely offset by significant decreases in energy costs. According to the Colorado Legislative Council, local inflation will continue to outpace the nation as housing costs continue to rise and general price pressure will offset declines in energy prices, resulting in inflation of 1.4 percent in

2015 and 2.6 percent in 2016 for the metro area. The metro area inflation rate is assumed to be the rate Aurora's citizens will experience.

### Consumer Spending and Retail Sales

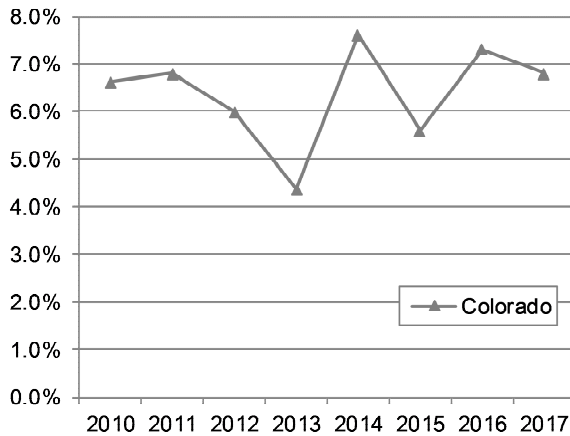
The Conference Board's Consumer Confidence Index (CCI) is an indicator based on consumers' perceptions of current and future business, employment, and income conditions. Job growth across the nation drives personal income and remains the catalyst for increased consumer confidence and spending. Accordingly, improvements in the labor market, rising home prices, and an improving stock market have increased both actual and perceived wealth and supported consumer confidence and spending in Colorado and across the nation. In June 2015, the national Consumer Confidence Index rose to 99.8, a 15.5 percent increase over June 2014. During the same period, the Mountain Region Index grew by 39.4 percent to 115.0, reflecting the state's stronger economic performance. However, recent economic developments such as stock market volatility and perpetually declining oil prices could prove unsettling to consumers and cause reluctant spending in the near future.

**Figure 9. Consumer Confidence Index**



Source: The Conference Board

Rising consumer confidence typically coincides with increasing consumer spending, which accounts for more than two-thirds of economic growth in the United States. Since 2010, both consumer confidence and Colorado retail sales have steadily increased. Retail sales rose no less than 6.0 percent between 2010 and 2012. This was followed by 4.4 percent growth in 2013 as the expiration of payroll tax reductions and federal spending cuts likely restrained stronger economic growth. In 2014, state retail sales accelerated due to significant employment and income gains, growing by 7.6 percent over the year prior. Consumer spending has continued through April 2015, though at slower rates than experienced in 2014 as sales at gas stations have seen significant decreases due to dropping oil prices. Savings on gas were expected to translate into stronger discretionary consumer spending. However, consumers have chosen to save more of the extra income while opting for higher-valued, less fuel-efficient vehicles instead. Sustained employment and income growth is expected to boost retail sales in Colorado through the forecast period,

**Figure 10. Colorado Retail Sales (% change)**

increasing 5.6 percent in 2015, 7.3 percent in 2016 and 6.8 percent in 2017.

Growth rates in retail sales for the Denver Metro region trend above state growth. In 2013, retail sales grew 5.2 percent over 2012, followed by 7.9 percent growth in 2014. Through the first quarter of 2015, employment and income growth pushed retail sales in the metro area up 8.8 percent over the same period in 2014.

While Aurora monitors taxable sales with great attention to detail, the City does not track retail sales in accordance with data

reported at the state level. Taxable sales include retail sales as well as sales tax revenues from non-retail sectors such as utilities and broadcasting / telecommunications. Sales tax collections in Aurora experienced significant growth in the past three years, growing 8.2 percent in 2012, 5.5 percent in 2013 and 7.4 percent in 2014. The positive trend has continued through the first half of 2015 with taxable sales up 8.9 percent. Continuing collection patterns of 2014, nearly half of the year-to-date growth has been driven by businesses outside the top taxpayers, and by increased demand for one-time, or cyclical, purchases in the technology and construction industries in particular. This can be credited in part to pent-up demand and new commercial construction activities in the City, as well as to an exceptionally high number of roofing replacements following 2014's destructive hailstorms. In addition, sales tax collections from the City's top taxpayers exhibited a notable 6.9 percent increase, with most industries experiencing growth over 2014. This growth was bolstered by revenue collections from the new retail marijuana industry. The year-end projection assumes that collections from one-time, or cyclical, purchases will slow over the second half of the year while marijuana-related revenues will accelerate as new stores open, resulting in 7.4 percent overall growth in 2015. Continued improvements in the labor market increasing household spending and a growing number of operating marijuana stores are expected to push 2016 taxable sales 5.1 percent higher than 2015.

**Table 1. Aurora Taxable Sales by Category**

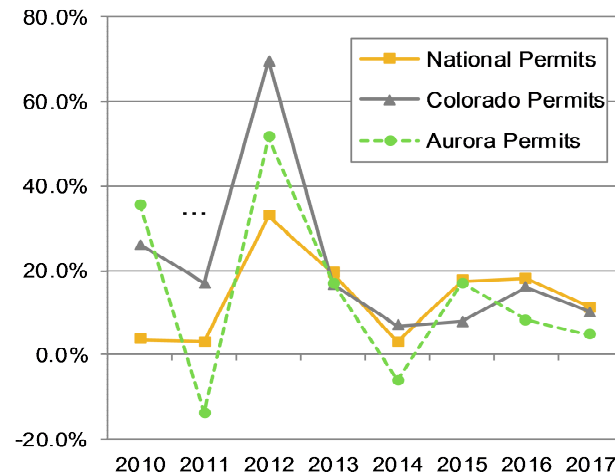
(June year-to-date – 2015 compared to 2014)

Category	% Change	Contribution to Total Sales Tax
<b>Total Reported Sales Tax</b>	<b>8.9%</b>	
General merchandise stores	5.0%	14.9%
Eating and drinking places	9.3%	13.6%
Electronic, Telecom and appliance stores	-1.4%	8.0%
Utilities	-2.9%	7.1%
All other (Top Taxpayers, incl. marijuana)	26.7%	6.1%
Building materials and garden equipment	7.5%	5.7%
Motor vehicle and parts dealers	10.8%	5.1%
Grocery stores	12.9%	2.5%
Beer, wine, and liquor stores	8.9%	2.5%
Clothing and clothing accessories	10.1%	2.5%
Sporting goods, hobby, book & music	1.3%	1.8%
Furniture and home furnishings	8.5%	1.3%
Non Top Taxpayers	14.7%	29.1%

## Housing Market and Construction

Following a 71.8 percent decline from 2005 to 2009, the number of residential housing permits issued in the United States has experienced year-over-year growth since 2010, reaching 1.0 million in 2014. Through April 2015, year-to-date permits have grown yet another 5.7 percent compared to the same period in 2014. Improvements in the labor market combined with low mortgage rates and a limited supply of existing homes for sale have increased demand for new housing and average home prices. Nevertheless, the housing market recovery has been uneven nationwide. Home prices in many states remain below pre-recession peaks and the number of distressed homes remains high in comparison to the total number of homes on the market. Continued economic improvements and an increasing number of household formations are projected to boost 2015 residential housing permits 17.6 percent over last year, followed by increases of 18.1 percent in 2016 and 11.1 percent in 2017. Despite these increases, the number of residential permits issued in 2017 will remain 23.8 percent below 2005.

**Figure 11. Housing Construction**



Colorado's real estate market continues to outperform the nation with home prices increasing in all regions of the state, albeit at varying rates. With a limited number of homes on the market, increased demand for new housing and growing home prices have been brought on by above-average population growth and low interest rates. According to the Colorado Association of Realtors, Colorado's median single-family home price reached \$310,000 in May 2015, up 12.7 percent from May 2014. While a balanced housing market is achieved when homes on the market satisfy the demand for six months, homes in the state were sold on average in less than three months in May 2015. However, home price appreciation is expected to ease as higher prices have prompted an influx of existing homes on the market and have supported new residential construction activity. After four years of double-digit growth rates, the number of new housing permits issued increased 7.0 percent in 2014 over 2013. As the state population continues to grow and vacancy rates remain low, residential construction permits are projected to increase 7.9 percent in 2015, 16.1 percent in 2016, and 10.1 percent in 2017. Despite this growth, residential building permits issued are not expected to reach early 2000's levels through the forecast period. Skilled labor shortages and a lack of buildable lots in desirable locations continue to be a constraint for stronger growth.

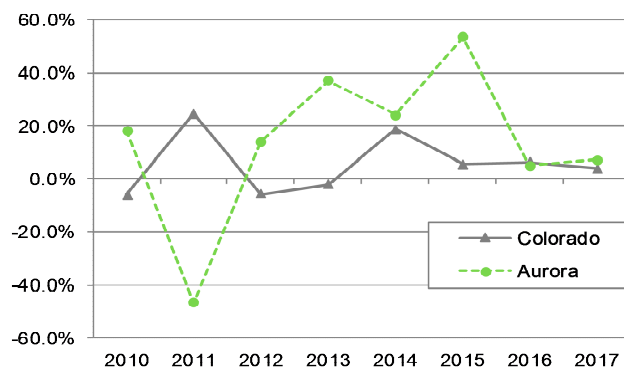
According to the Case-Shiller home price index, residential real estate values in the Denver Metro area exceeded pre-recession peak levels by 13.5 percent in December 2014, following three years of significant price increases. The upward trend has continued in 2015. Home values in June 2015 were 10.2 percent higher than in June 2014, ranking the Denver Metro area first among the 20 major U.S. metropolitan areas measured by this index. Although the strongest demand in new

residential housing remains concentrated in high-income urban areas, Aurora residential building permits have improved moderately since bottoming out at 425 permits in 2009. In 2014, the City issued 829 residential building permits. Through June 2015, permits increased 9.7 percent compared to the same months in 2014. The local real estate market is expected to grow throughout the forecast period. Expectations are based on growth in population and personal income in addition to housing development near new light rail stations and significant decreases in foreclosure filings for existing homes. The 2015 year-end estimate is approximated at 970 permits, a 17.0 percent increase over 2014. Modest rates of increase are assumed for the forecast period, 8.2 percent in 2016 and 4.8 percent in 2017.

### Commercial Market and Construction

Following a three-year decline, the value of nonresidential construction permits in Colorado increased 24.7 percent in 2011. This increase is due mostly to large-scale healthcare construction projects. The rather high level of construction activity didn't repeat in 2012 and 2013, resulting in a decrease of 5.9 percent in 2012 and 2.2 percent in 2013. Excluding growth from the healthcare projects, Colorado's nonresidential construction exhibited an increase of 21.1 percent in 2013. The expansion continued in 2014 with the value of new construction increasing by 18.8 percent. This was driven by large projects in downtown Denver including the Union Station redevelopment and the addition of office space. A shortage of skilled construction workers remains a barrier for stronger growth, however. As vacancy rates for office and industrial space remain low, nonresidential construction in the state is expected to continue growing by 5.4 percent in 2015 and 6.2 percent in 2016.

**Figure 12. Nonresidential Building (% change)**



Aurora has seen three years of nonresidential construction growth, ending 2014 with an increase of 24.1 percent over 2013. Retail vacancy has declined significantly since the end of the recession and stood at 5.3 percent in the second quarter of 2015. This is slightly above 2014 figures but a notable improvement to the five-year average of 7.8 percent. Office vacancy decreased to 11.7 percent and industrial vacancy declined to 5.8 percent. As the economy continues to expand, limited property supply will increase commercial

construction activity. The projection for 2015 non-residential permit values in Aurora includes 53.6 percent growth, driven by a healthy mix of new industrial, retail, and restaurant / hotel construction. This is expected to be followed by an increase of 5.0 percent in 2016 and 7.0 percent in 2017. Growth in 2016 and beyond will be supported by new commercial development along the Aurora Line light rail stations, including additional development brought on by the construction of the Gaylord Rockies Resort and Conference Center.

## AURORA REVENUE PROJECTIONS

City Council's decision to enter the retail marijuana industry has resulted in new revenue sources to the City. First, each approved business entity must remit new application and annual permit fees. These fees generate revenue to offset the cost of the Marijuana Enforcement Division and are budgeted accordingly. Alternatively, the 2015 Original Budget excluded anticipated collections of sales and excise tax from the emerging retail industry. The City collects the voter approved 5.75 percent municipal sales tax, as well as an allocation from the state for collections of the state 10.0 percent sales tax rate. The state allocates 15.0 percent of state sales tax collections to local governments. Aurora also collects a 5.0 percent excise tax from cultivation facilities, charged on the sale of unprocessed retail marijuana. Revenue estimates for the 2015 projection, the 2016 budget and throughout the forecast period include collections of marijuana sales and excise tax and are a factor in growth rates in effected revenue streams. On Revenue Attachment A, sales tax is included in the "Sales Tax" category, Aurora's portion of the state-collected sales tax is included in the "Intergovernmental Revenue" category and excise tax is included in the "Other Taxes" category.

The following section provides a General Fund revenue outlook followed by commentary on specific revenue projections. Revenue amounts and their associated percent changes are shown in Revenue Attachment A at the end of this section.

### Revenue Outlook

Total General Fund revenue (excluding transfers) has increased \$12.8 million (9.3 percent) over 2014 through the first half of 2015. Collections of sales and use tax account for 78 percent of this favorable variance. Based on recent revenue collections, current economic conditions, and future expectations, the revised full-year projection for 2015 incorporates an \$18.1 million (6.5 percent) increase over 2014.

Over the first six months of 2015, sales tax revenues exceeded 2014 by \$6.7 million (8.9 percent). Significant increases in sales tax collections have been experienced in most industry categories, reflecting improvements in the labor market and positive judgments about the local economy. However, growth in sales tax revenue is not likely to continue at the level seen during the first half of 2015 as the double-digit growth rates experienced as the local economy has accelerated cannot be expected to continue over the second half of 2014. In addition, a significant portion of the additional revenue is credited to cyclical revenue sources to include collections from auto sales, building materials, and businesses in the technology and construction industries. Following several years of growth, these cyclical revenue streams are expected to peak and then taper over the second half of 2015, revealing healthy growth in consumer spending through the remainder of the year driven by improved economic conditions.

As of June 2015, 11 marijuana stores had generated City sales tax revenue of \$749,400. The City expects the number of operating retail marijuana stores to increase to 18 by the end of 2015, generating a projected \$2.1 million in sales tax revenue for the year. Excluding this revenue, City sales tax collections are expected to increase a strong \$9.3 million, or 6.1 percent over 2014.

Through June 2015, auto use tax revenues surpassed 2014 by \$1.6 million (23.4 percent), with increasing demand for more expensive SUVs and trucks being fueled by increases in personal income, low gas prices, and favorable interest rates for auto loans. Following an extended five-

year period of growth, however, the local market has become increasingly saturated and growth rates are expected to decelerate through the second half of 2015.

Capital-related use tax collections through June 2015 were \$1.6 million (17.5 percent) higher than 2014. This is primarily the result of strong growth in building permits issued for improvements on existing structures. A significant number of these permits were a result of three significant hailstorms over the summer of 2014. Through the second half of the year, capital-related use tax revenue is expected to stabilize.

Notable increases have also been seen in audit and miscellaneous revenues. Through June 2015, audit revenue collections surpassed 2014 by \$1.4 million (176.3 percent). Significant one-time collections were realized with the completion of large audits in early 2015. Smaller amounts are expected through the remainder of the year. Miscellaneous revenue collections through June 2015 were \$701,300 (133.3 percent) higher than 2014, predominately due to a mineral lease signed with ConocoPhillips and increases in fleet auction proceeds. The 2015 projection assumes that these types of one-time revenues will not recur at this level in the second half of the year.

With declines in natural gas prices being passed to customers, franchise fees and taxes were behind 2014 collections by \$203,100 (3.6 percent). Modest energy rate increases are expected to be in effect during the second half of 2015, offsetting some of the negative impact experienced from declined natural gas prices.

### 2016 Revenue Estimate

General Fund revenue, excluding transfers, is estimated to grow at a healthy rate of 5.4 percent, or \$16.1 million in 2016. Sales tax is \$7.0 million of this increase (excluding marijuana); \$4.8 million will be generated by increases in property tax collections; \$2.8 million is forecast from taxes applied to retail marijuana sales; and the remaining \$1.5 million across all other revenue sources. The following summarizes an account of the major changes by four broad operating revenue categories:

- **Sales Tax (excluding marijuana).** The sales tax budget estimate for 2016 is 4.3 percent or \$7.0 million higher than 2015 projected revenues. This estimate is reflective of a strengthened economy, where job growth will result in upward pressure on wages and support comfortable levels of household consumption.
- **Property Tax.** The 2016 forecast for property tax collections incorporates significant increases in property values seen during recent years. Based on preliminary numbers from each county, property tax is forecast to increase 19.0 percent or \$4.8 million over the 2015 projection.
- **Marijuana Sales and Excise Taxes.** The 2016 budget estimate for marijuana sales and excise taxes is \$2.8 million higher than the 2015 projection. Sales tax accounts for \$1.4 million of this increase, the state sales tax share (other intergovernmental revenue) is forecast to grow by \$383,400, and excise tax (other revenues) is expected to increase \$1.0 million. This estimate assumes the gradual opening of 24 stores and 10 cultivation facilities by the end of 2016.
- **Other Operating Revenue.** The 2016 budget estimate for the total of all other operating sources of revenue is projected to grow 1.4 percent, or \$1.5 million over 2015. This

growth is predominately driven by increases in external charges for services associated with the transfer of abatement revenue to the General Fund and the new contract for city ambulance services.

## Key Revenue Sources

Seven key revenue sources comprise 87 percent of the General Fund sources. The following discussion focuses on these top seven revenue sources: sales tax, property tax, franchise fees and taxes, auto use tax, capital-related use tax, highway user's taxes and fees, and lodger's tax. Table 2 summarizes these General Fund sources for 2014 through 2016.

**Table 2. Sources of Funds**

Sources of Funds	2014 Actual	2015 Projection	2016 Adopted	2014-2015 Change	2015-2016 Change
Sales Tax	\$153,056,690	\$164,450,372	\$172,804,392	7.4%	5.1%
Property Tax	25,213,420	25,213,420	30,012,306	0.0%	19.0%
Franchise Fees/Taxes	14,611,949	14,611,949	14,889,231	0.0%	1.9%
Auto Use Tax	15,027,985	16,711,120	16,711,120	11.2%	0.0%
Capital-Related Use Tax	19,428,680	20,905,259	21,323,365	7.6%	2.0%
Highway User's Fees/Taxes	10,741,790	11,064,044	11,196,813	3.0%	1.2%
Lodger's Tax	6,173,287	6,698,017	6,945,843	8.5%	3.7%
All Other Operating Revenue	35,662,589	38,320,835	40,195,952	7.5%	4.9%
<b>General Fund Revenue</b>	<b>\$279,916,390</b>	<b>\$297,975,016</b>	<b>\$314,079,022</b>	<b>6.5%</b>	<b>5.4%</b>
Funds from Restricted Assets	(2,120,000)	-	-	-100.0%	n/a
Transfers and Reserves	1,166,862	1,154,960	1,628,575	-1.0%	41.0%
<b>Total General Fund Sources (including transfers)</b>	<b>\$278,963,252</b>	<b>\$299,129,976</b>	<b>\$315,707,597</b>	<b>7.2%</b>	<b>5.5%</b>

## Sales Tax

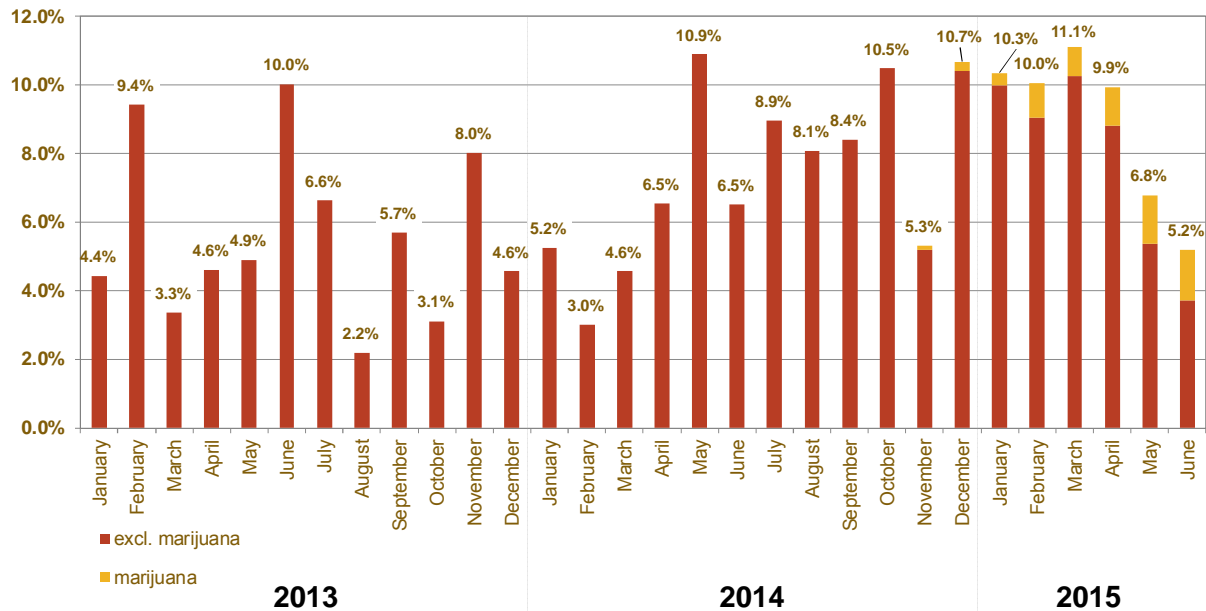
A general sales tax of 3.75 percent is levied on all retail sales plus leases and rentals of tangible property on the basis of the purchase or rental price. Food, fuel, drugs, prosthetic devices, and cigarettes are exempted from sales tax. Sales tax is the largest operating revenue stream, contributing 55 percent of total General Fund revenues. The City receives sales tax the month after the tax is paid to the retailer (e.g. January receipts are based on sales in December).

In 2014, sales tax collections ended the year \$10.6 million (7.4 percent) higher than 2013. Roughly half of this increase can be attributed to the non-top taxpayers category, primarily related to the technology and construction industry. These taxpayers have either intermittent taxable sales or regularly remit sales tax at a level below the top 100 threshold. The long and deep recession has created extensive pent-up demand for infrastructure upgrades and capital spending, likely contributing to this growth in collections which started in 2012. Additionally, the eminent increase in interest rates may have shifted later investments to an earlier year.

Sales tax receipts through the first half of 2015 were \$6.7 million (8.9 percent) higher than 2014,

resulting in a year-to-date increase of \$5.3 million (7.0 percent) over the 2015 budget. Figure 13 shows each month of 2015 has posted a strong increase compared to the same month of 2014. Month-to-month sales tax collections have experienced positive growth rates for more than three years.

**Figure 13. Sales Tax Percent Change from Prior Year by Month**



As experienced in 2014, non-top taxpayers continue to account for close to half of the sales tax revenue growth over the prior year. As seen in Table 3, this category has grown 14.7 percent over the first half of the year, compared to top taxpayer growth of 6.9 percent which has been increasingly influenced by marijuana sales tax collections. Revenue generated by non-top taxpayers has continued to be driven by businesses in the technology and construction industries. Within the top taxpayers, most categories have posted significant gains over 2014. Eating and drinking places account for \$958,200 of this increase while marijuana sales tax collections add \$749,400 to the positive variance over 2014. Notable increases were also seen in building materials, auto dealers and parts, and discount stores. These increases offset declines in electronics/computers and utilities.

Table 3. Top Taxpayers by Industry Category

Industry Category	2015 YTD June	2014 YTD June	\$ Variance	% Change
Eating & Drinking Places	\$ 11,306,925	\$ 10,348,702	\$ 958,223	9.3%
Discount Stores	9,787,235	9,465,412	321,823	3.4%
Utilities	5,855,838	6,032,739	(176,902)	(2.9%)
Telecommunication/Cellular	5,254,179	5,246,031	8,147	0.2%
Building Materials	4,689,369	4,362,473	326,896	7.5%
Auto Dealers and Parts	4,200,110	3,792,188	407,922	10.8%
Department Stores	2,604,607	2,336,921	267,686	11.5%
Grocery Stores	2,083,031	1,844,568	238,463	12.9%
Beer, Wine, and Liquor Stores	2,069,254	1,899,707	169,548	8.9%
Clothing and Clothing Accessories	2,036,009	1,850,039	185,970	10.1%
Sport Goods, Hobby, Books, Music	1,476,264	1,457,680	18,584	1.3%
Electronics/Computers	1,355,489	1,458,667	(103,178)	(7.1%)
Furniture and Home Furnishings	1,039,911	958,500	81,411	8.5%
Other Top Taxpayers	4,325,296	4,006,250	319,046	8.0%
<b>TOTAL TOP TAXPAYERS (excl. marij.)</b>	<b>\$58,083,518</b>	<b>\$55,059,877</b>	<b>\$3,023,642</b>	<b>5.5%</b>
Marijuana Stores (5.75% sales tax)	749,447	-	749,447	n/a
<b>TOTAL TOP TAXPAYERS (incl. marij.)</b>	<b>\$58,832,966</b>	<b>\$55,059,877</b>	<b>\$3,773,089</b>	<b>6.9%</b>
Non Top Taxpayers	24,138,349	21,044,549	3,093,800	14.7%
Less Sales Tax Incentives	1,554,595	1,361,414	193,181	14.2%
<b>TOTAL REPORTED SALES TAX</b>	<b>\$81,416,719</b>	<b>\$74,743,011</b>	<b>\$6,673,708</b>	<b>8.9%</b>

The OBFP expects that over the remainder of 2015 sales tax growth will continue a positive trend, averaging 6.0 percent. To arrive at this estimate, total sales tax collections were divided into five components and projected independently. Sales tax collected from utilities, auto sales, non-top taxpayers, and marijuana were broken out to arrive at “baseline” sales tax collections. These baseline sales are assumed to be the portion more consistently driven by ongoing consumer spending. Table 4 shows the 2015 projection by each component.

Table 4. 2015 Sales Tax Projection Components

Year	Baseline	Auto	Non-Top Taxpayers	Utilities	Marijuana	Total
1st Half 2014	45,234,950	3,792,188	19,683,135	6,032,739	-	74,743,011
2nd Half 2014	47,132,967	4,357,338	21,573,416	5,205,962	43,996	78,313,678
Total 2014	\$92,367,917	\$8,149,525	\$41,256,550	\$11,238,701	\$43,996	\$153,056,690
1st Half 2015	48,027,571	4,200,110	22,583,754	5,855,838	749,447	81,416,719
2nd Half 2015	49,929,056	4,446,537	21,973,321	5,382,864	1,301,875	83,033,653
Total 2015	\$97,956,627	\$8,646,647	\$44,557,075	\$11,238,701	\$2,051,322	\$164,450,372
1st Half % Chg	6.2%	10.8%	14.7%	-2.9%	n/a	8.9%
2nd Half % Chg	5.9%	2.0%	1.9%	3.4%	2859.1%	6.0%
<b>Total 2015 % Chg</b>	<b>6.1%</b>	<b>6.1%</b>	<b>8.0%</b>	<b>0.0%</b>	<b>4562.6%</b>	<b>7.4%</b>
<b>Total 2016 % Chg</b>	<b>6.0%</b>	<b>0.0%</b>	<b>2.0%</b>	<b>1.7%</b>	<b>68.0%</b>	<b>5.1%</b>

\* Sales tax incentive payments have been removed from non-top taxpayers figures

Baseline sales are expected to increase by 5.9 percent over the second half of the year, a rate slightly lower than the 6.2 percent increase experienced in the first half. This is based on the assumption that growth in the labor market and increasing wages will continue to boost consumer spending.

Auto sales have continued to increase through June 2015 with 10.8 percent growth over 2014, and are projected to stabilize over the rest of the year, resulting in total year-end growth of 6.1 percent over 2014 for the auto component. See the auto use tax discussion on page D-20 for more details regarding auto industry assumptions.

The non-top taxpayers component has increased 14.7 percent over the first six months of 2015, primarily driven by demand for both technology and construction related products in relation to the overall construction activity in the City, as well as lingering pent-up demand as a result of the recession. As pent-up demand winds down, sales tax revenue collections from non-top taxpayers are likely to decelerate as well. Year-end projections for non-top taxpayers equate to an 8.0 percent increase compared to 2014.

As declines in natural gas prices have materialized in energy bills, utility sales tax collections have decreased by 2.9 percent during the first half of 2015 compared to the same months in 2014. Milder winter temperatures than in the prior year have also contributed to this decline. A multi-year electricity rate increase approved by the PUC in early 2015 will augment utility collections through the second half of the year, offsetting the decline seen through June and ending 2015 equal to 2014.

Marijuana sales tax revenue is expected to gradually increase through 2015 and 2016 as store openings continue. Through June 2015, \$749,400 in marijuana sales tax has been collected from 11 stores. With 18 marijuana stores expected to be open by the end of 2015, the OBFP projects year-end collections of \$2.1 million. The resulting full-year revised sales tax projection for 2015 is 7.4 percent growth over 2014.

For 2016, steady levels of growth will lead to an estimated 5.1 percent growth over 2015, a rate of growth above the local projected inflation rate of 2.6 percent. As seen in Table 4, the estimate by component is as follows:

- Baseline taxable sales will increase 6.0 percent as personal income strengthens, driving consumer confidence and increased household consumption;
- Auto sales tax collections will remain flat, due to a saturation of pent-up demand and an increase in used car supply leading to reduced vehicle prices;
- Collections from non-top taxpayers are expected to increase 2.0 percent as the impact of one-time collections will lessen due to stabilized growth in construction activity within the City;
- Sales tax generated by utilities will increase 1.7 percent, driven by a natural gas and electricity base rate increase, combined with a return to warmer summer weather driving up energy prices and usage.
- Sales tax revenue from the retail marijuana industry is forecast to increase 68.0 percent, or \$1.4 million, assuming 24 stores open by the end of 2016.

Future years are forecast to see modest sales tax growth rates with 2.9 percent in 2017, followed by a slight correction in 2018 at 1.5 percent and two years of 2.9 percent growth in 2019 and 2020.

These projections are based on the assumption that the economy will stabilize following a long recovery from the Great Recession. The projection data assumes that the local economy will slow, but not go into recessionary period over the five-year forecast period. A severe national recession would pose a risk to this projection as the local economy may also be overcome in this case. Sales tax collections from retail marijuana are forecast to remain flat beyond 2017. Other states may follow and authorize retail marijuana, increasing the legal supply in the U.S. and weaken marijuana-related tourism in Colorado. Other uncertainties include reactions to legalization by the federal government and a subsiding hype surrounding its permissible use.

### Property Tax

Property tax is applied to all real and business-related personal property within the City of Aurora and is the second largest revenue source at nine percent of total General Fund revenue. Applying the City's mill levy to the assessed valuation determines the tax. Each odd year, property valuations are reassessed and are used to determine the collections of property taxes for the following two years. Total valuation changes in even years typically reflect an increase or decrease in base properties included in the assessment. In 2000, the City passed a permanent three-mill property tax reduction that also effectively exempts the General Fund from the Taxpayer's Bill of Rights (TABOR) spending limits. TABOR is a voter-approved constitutional provision that limits growth in certain revenue streams to a combination of regional inflation and property valuation growth. The primary revenue stream still affected by TABOR is property tax.

For 2015, the general levy is set at 8.605 mills. There are also additional levies not accounted for in the General Fund totaling 0.281 mills dedicated to voter-approved bonds for Public Safety, Library, and Parks. Revenue is collected and debt service is paid from the Debt Service Fund. Property tax collections in any particular year are the result of certified county valuations that are finalized at the prior year-end. Through the first half of 2015, property tax revenues are \$279,200 lower than 2014 solely due to the timing of payments. Based on the 2014 certified assessments reported from the Arapahoe, Adams and Douglas counties, 2015 collections are expected to finish the year equal to 2014.

Using preliminary data from each county, property tax collections are forecast to see a substantial rise of 19.0 percent in 2016, generating \$4.8 million additional revenue compared to 2015. This increase includes the re-evaluation of properties and the change in base properties included in the City property valuation. While the previous two assessment cycles were characterized by declining residential property values, 2015 certified assessments reflect the Denver Metro area's strong real estate market with residential property values having experienced significant percentage increases over the past three years. As property tax bills rise sharply, the 2016 forecast incorporates a discount for appeals from property owners reluctant to pay the higher amounts. A 1.0 percent increase in property tax collections is expected for 2017 over 2016, accounting for an increase in base properties offset by refunds related to delayed 2016 appeal results. The forecast for 2018 incorporates modest assumptions regarding valuation changes as property prices are expected to continue rising, though at slower rates than seen in recent years. The 2018 estimated increase in the property valuation and corresponding revenue is for a 5.0 percent increase, followed by 1.0 percent growth rates in the years beyond.

## Automobile Use Tax

All motor vehicles, trailers, and semi-trailers purchased outside the City by Aurora residents are subject to the payment of use tax at the rate of 3.75 percent. Auto use tax revenue equates to five percent of total General Fund revenue. Sales of new and used vehicles to Aurora residents within the City by licensed vendors are reflected in the general sales tax.

Auto use tax revenues have enjoyed a period of strong growth since the end of the recession, growing by an average of 11.3 percent annually over the past five years. This positive trend has continued in 2015. Collections of auto use tax over the first six months of 2015 exceeded 2014 year-to-date revenues by \$1.6 million or 23.4 percent, with ongoing demand being fueled by increases in personal income, low interest rates, and low gas prices. This increase is expected to diminish over the second half of the year, based on predictions that the local auto market, and subsequently auto use tax revenue, will peak and then slow after five years of significant growth. The 2015 year-end projection equates to an 11.2 percent increase over 2014.

**Figure 14. Auto Sales and Sales and Use Tax Trending, US and Aurora – % Change**



The relationship between total Aurora auto-related revenue and total U.S. car sales, as seen in Figure 14, is considered in estimating auto revenue projections. Total Aurora auto-related revenue includes sales tax and auto use tax and typically trends closely with total nationwide auto sales. Although experts agree that increases seen in recent years are not sustainable, they are divided on the question of when auto sales will start to decline. While improved household income will be conducive for continued growth, several factors are expected to trigger a decline in auto use tax collections. This includes satisfied pent-up demand following six years of growth with 2015 approaching record numbers for U.S. auto sales, longer financing terms prolonging the time during which buyers remain absent from the market, and increases in used auto supply causing lower vehicle prices. With low interest rates having become the new norm, slow increases in interest rates may also contribute to a decrease in demand for vehicles. In addition, gradually increasing

gas prices in the out-years are likely to result in a return from higher-valued trucks and SUVs to more fuel efficient, lower-priced vehicles, thus leading to lower revenue for the City. The OBFP conservatively projects auto use tax collections will remain flat in 2016 before declining in 2017 and 2018, likely to be followed by modest increases in 2019 and 2020 as historical data suggests.

### **Other Use Tax and Building Materials Use Tax (Capital Related Use Tax)**

Other use tax and building materials use tax (BMUT) are both levied at 3.75 percent. Other use tax is applied to any tangible personal property purchased, leased, or rented (not subject to the City general sales tax) regardless of whether the property is purchased inside or outside of the City. This tax is applicable primarily to business capital assets and supplies. BMUT is applied to the value of all materials, fixtures, and supplies used in constructing a building or improving property within the City, with fifty percent of the permit value being taxable. Combined, these revenue streams contribute seven percent of General Fund revenue. Collections are predominantly generated by activities relating to one-time construction projects and because of the one-time nature, are dedicated primarily to capital improvement projects such as streets, parks, facilities, and other major investments in infrastructure. These construction related revenue sources fluctuate dramatically from year to year, trending with construction activity in the City.

The demand for housing in the Denver Metro area remains high. According to the Case Shiller Home Price Index, Denver residential real estate prices are up 10.2 percent in June 2015 over June 2014. The combination of labor market improvements, population growth, increasing home prices, and sustained low interest rates have continued to drive demand for housing. Additional demand continues to be supported by a growing number of household formations as the improving economy and job growth allows young people to find employment and leave their parents' homes. These positive housing conditions have supported recent improvements in residential building activity in Aurora. In addition, economic growth and increases in the population have encouraged businesses to expand and invest in new locations. In Aurora, the value of permits issued for commercial development has increased 29.1 percent through June 2015. Nevertheless, a construction labor shortage in the metro area has continued in 2015 and remains a constraint on stronger growth.

Following three years of growth, capital-related use tax revenue continues to increase through the first half of 2015, growing by \$1.6 million (17.5 percent) over the same period last year. Although the value of new commercial and residential construction permits combined has increased by 12.0 percent through June 2015, most growth remains attributable to a 51.6 percent year-to-date increase in the value of permits issued for improvements on existing structures. Improvement projects are associated in part with a series of destructive hailstorms in 2014, but are also due to significant reinvestment activities as the expanding economy has boosted confidence among consumers and businesses. The 2015 year-end projection includes a 7.6 percent increase in capital-related use tax. This estimate assumes revenues from roofing projects will remain slightly below the exceptionally strong growth seen in late 2014 associated with prior year's hailstorms. Concurrently, new construction is expected to continue its recent momentum.

For 2016, economists expect construction activity in the state to grow. With improving economic conditions increasing demand for both new construction and redevelopment activities in Aurora, capital-related use tax collections are forecast to surpass 2005 peak receipts by 1.5 percent in 2016. The 2016 budget estimate equates to a 2.0 percent increase over 2015 with future years forecast to

see modest capital-related use tax growth rates of 3.0 percent in 2017 and 2018 before decelerating to 2.0 percent in 2019 and remaining flat in 2020. This forecast assumes slow growth in new residential and commercial construction activity, supported by new development along the RTD Aurora Line light rail which is scheduled to open in late 2016. Revenues from improvements on existing structures are expected to plateau and then decline as roofing projects subside.

### Franchise Fees and Taxes

Franchise fees and taxes are levied on businesses that deliver public utility services, including natural gas, electricity, telephone, and cable television service. Franchise fees and taxes, set by ordinance and renegotiated periodically, are a significant source of revenue for the City, generating five percent of General Fund revenue. Companies pass on the cost of franchise fees and taxes to customers in the form of a municipal charge.

This revenue stream follows the ups and downs of local energy prices as natural gas and electricity generate approximately 70 percent of the collections. Accordingly, cold winter temperatures in 2014 led to increased demand for natural gas and ultimately, higher revenue for the City. Revenue growth in 2014 was also supported by an electricity rate increase, resulting in collections of \$424,500 over 2013. Franchise fees and taxes through June 2015 are below 2014 year-to-date collections by \$203,100 (3.6 percent), driven down by significantly lower natural gas prices than seen in the previous winter. In addition, winter temperatures were milder than in the prior year, which reduced natural gas usage. According to the U.S. Energy Information Administration (EIA), natural gas prices are expected to remain relatively stable through 2015. Franchise fees and taxes are projected to slightly grow over the second half of 2015, ending the year equal to 2014. This estimate is based on increases in electricity rates and is supported by growth in telephone and cable services at a three-year average of 1.5 percent and 2.3 percent respectively. For 2016, the OBFP estimates that franchise fees and taxes revenue will be 1.9 percent higher than 2015, driven by modest growth in natural gas and electricity prices as Xcel Energy has sought multi-year rate increases. Future years are forecast to grow at 2.8 percent.

### Highway Users Tax

The State Highway Users Tax Fund (HUTF) was created to account for state highway revenue and is comprised of revenue generated mainly by motor fuel excise taxes (per-gallon-of-gas basis) and certain annual vehicle license and registration fees. HUTF distributions are made per statute to the Colorado Department of Transportation, counties, and municipalities. Distribution to individual municipalities is based on a formula that takes into account the previous year's number of vehicles registered and the number of center line miles of streets, relative to the same data in other municipalities. Generally, distributions are weighted 80 percent on registrations and 20 percent on streets. To mitigate the declining purchasing power of the revenues generated by the state motor fuel taxes, Senate Bill 09-108 Funding Advancements for Surface Transportation and Economic Recovery (FASTER) became effective June 1, 2009. The legislation increased/created fees, fines, and surcharges to generate increased revenues for statewide transportation improvements. Revenues generated from the Road Safety Surcharge, Class A Personal Property Registrations, rental car surcharges, and late vehicle registration fees are credited to the HUTF and are distributed accordingly. HUTF transfer revenue to Aurora comprises four percent of the General Fund revenue.

With rising gas prices and more fuel efficient vehicles leading to decreased demand for fuel, highway user's taxes and fees remained relatively stable in 2012 and 2013, increasing 0.9 percent and 1.2 percent respectively. In 2014, collections grew by 3.3 percent, driven by increased fuel sales due to a strengthened economy. Through June 2015, highway user's taxes and fees are \$217,600 or 5.1 percent higher than the same period in 2014. This increase is primarily credited to increased fuel usage as a result of lower gas prices and improved household incomes. At the same time, significant growth in vehicle sales has continued through the first half of 2015 with strong demand for higher-valued trucks and SUVs driving up collections of vehicle license and registration fees. The year-end projection for 2015 equates to a 3.0 percent increase over 2014. Sustained low gas prices and improvements in personal income are expected to support continued growth in highway user's taxes and fees in the 2016 forecast, resulting in a projected 1.2 percent increase over 2015. The OBFP projects minimal growth of 0.5 percent for years beyond 2016. Increases in gas prices are likely to slow growth in fuel usage while increasing interest rates for auto loans and saturated demand for vehicle replacements are expected to diminish the number of new vehicle registrations.

### **Lodger's Tax**

Lodger's tax comprises 2.0 percent of total General Fund sources. A lodger's tax of 8.0 percent is imposed on the cost of lodging within the City. This tax is imposed in lieu of the City's general sales tax and excludes any other goods, services, or commodities subject to sales tax. At the direction of City Council, 12.5 percent of the prior year's first \$5.0 million in lodger's tax receipts and 50.0 percent of the portion which exceeds \$5.0 million may be dedicated to Visit Aurora, a visitor's promotion program established to promote tourism in Aurora.

In 2014, lodger's tax revenue increased for the fifth consecutive year with strong growth of 19.9 percent over 2013. This is due in part to Visit Aurora's efforts to boost lodging in the City since 2012 combined with increased travel spending thanks to a strengthening economy. Through the first half of 2015, collections exceeded 2014 year-to-date revenues by \$528,200 (20.3 percent). This increase is largely driven by revenue proceeds from Woolley's, Aurora's first four-star hotel at DIA which opened in May 2014. In addition, severe winter weather on the east coast, which delayed flights out of Denver, and two big gaming conventions in early 2015 contributed significantly to the strong year-to-date increase. Slower revenue growth is projected through the second half of 2015, with lodgers tax collections ending the year 8.5 percent higher than 2014. This is attributable in part to smaller revenue increases from Woolley's, as revenues will be compared to 2014 collections. Additionally, large revenue increases in the summer of 2014 were strongly supported by international lacrosse tournaments held at the Aurora Sports Park. Thus, increases at last year's levels should not be expected. The OBFP estimates growth rates of 3.7 percent in 2016 and 3.0 percent in 2017, assuming Woolley's will need four-years to reach guest occupancy rates typically seen at hotels in this area while conservative growth rates are projected for well-established hotels.

### **Other Operating Revenue**

The following revenue sources represent a share of the "All Other Operating Revenue" portion of General Fund sources and have been included to highlight significant changes and to provide a brief synopsis of more consistent revenue streams. Revenue sources with inherently large

fluctuations are not included in this section. For example, those sources which are heavily influenced by internal policies unrelated to economic conditions.

Employment growth in the City is evident in the year-to-date increase in occupational privilege tax (OPT) collections. Through June 2015, OPT revenues were \$398,400 (24.1 percent) higher than 2014, though a portion of this increase is attributable to significant one-time receipts from delinquent taxes. Most job growth has been in the professional, scientific, and technical services; admin/support and waste management/remediation services; and retail trade industries. As the economy is expected to continue its current expansion, further improvements in the labor market are anticipated through the remainder of 2015. The year-end projection equates to a 10.7 percent increase over 2014, followed by 2.0 percent growth in 2016 and increases of 1.5 percent in the out-years.

Audit revenue collections through June were \$1.4 million (176.3 percent) higher than 2014 year-to-date revenues. This increase is associated with the completion of large audits in the beginning of 2015 and is not expected to repeat in the second half of the year. With smaller amounts projected for the remainder of 2015, audit revenues are expected to end the year 19.6 percent over 2014. The 2016 budget estimate includes the addition of two auditors. Nevertheless, the OBFP projects audit revenues will decrease 17.0 percent compared to 2015 as large one-time collections cannot be expected each year. Augmented by the increase in audit staff, moderate growth of 6.6 percent is expected in 2017.

Other significant one-time collections have been realized in 2015 such as the mineral lease signed with ConocoPhillips. This, along with strong fleet auction proceeds, has driven miscellaneous revenues up through June by \$701,300 (133.3 percent) over 2014. As there is no expectation of additional significant revenues aside from those already budgeted, year-end growth of 60.4 percent is projected for 2015. The forecast for 2016 assumes miscellaneous revenues will return to 2014 levels, resulting in a 40.5 percent decline compared to 2015.

Other taxes are expected to see a significant rise in 2016. Historically, this revenue stream has largely represented collections from penalties and interest. Beginning in July of 2015, excise tax generated by marijuana cultivation facilities for the sale of unprocessed retail marijuana plants will be added, driving revenue growth through 2016 and 2017. Excise tax is projected to reach \$194,500 in 2015 and is forecast to rise to \$1.2 million in 2016 and \$1.6 million in 2017. Future years are expected to remain flat. The forecast assumes five cultivation facilities will be open in 2015, 10 in 2016 and 11 in 2017. This is in addition to modest increases expected for penalties and interest.

External charges for services are expected to increase \$1.0 million in 2016, partially driven by the closure of the Abatement Fund as its revenues will be incorporated in the General Fund. Increases will also be seen with the new contract for private ambulance services in the City. Modest growth rates associated with fee escalations are expected for future years.

A complete list of General Fund actual and projected revenue, 2012 through 2020, can be found in Revenue Attachment A.

## General Fund Sources of Revenue and Percent Changes

General Fund Total Dollars	2012 Actual	2013 Actual	2014 Actual	2015 Projection	2016 Adopted	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast
General Sales Tax	\$ 135,113,671	\$ 142,501,648	\$ 153,056,690	\$ 164,450,372	\$ 172,804,392	\$ 177,770,803	\$ 180,464,199	\$ 185,740,813	\$ 191,147,639
Property Tax	24,790,299	25,113,853	25,213,420	25,213,420	30,012,306	30,312,429	31,828,050	32,146,331	32,467,794
Franchise Fees & Taxes	13,199,623	14,187,443	14,611,949	14,611,949	14,889,231	15,306,129	15,734,701	16,175,273	16,628,181
Use Tax - Auto	12,712,981	13,568,059	15,027,985	16,711,120	16,711,120	15,875,564	15,558,053	15,635,843	16,104,918
Use Tax - Other (Eqpt/Consumables)	7,799,152	7,513,766	9,095,154	9,186,106	9,369,828	9,650,923	9,940,451	10,139,260	10,139,260
Use Tax - Bldg Materials	6,816,571	8,348,737	10,333,526	11,719,154	11,953,537	12,312,143	12,681,507	12,935,137	12,935,137
Capital-Related Use Tax	14,615,723	15,862,503	19,428,680	20,905,259	21,323,365	21,963,066	22,621,958	23,074,397	23,074,397
Occupational Privilege Tax	3,982,371	4,036,279	4,213,345	4,664,173	4,757,456	4,828,818	4,901,250	4,974,769	5,049,391
Lodgers Tax	4,804,356	5,149,066	6,173,287	6,698,017	6,945,843	7,154,218	7,433,233	7,604,197	7,779,094
Specific Ownership Tax	2,059,429	2,145,332	2,267,958	2,233,938	2,233,938	2,166,920	2,145,251	2,145,251	2,155,977
Other Taxes	334,725	311,904	364,290	599,592	1,645,224	1,971,440	1,975,655	1,975,655	1,975,655
Audit Revenue	2,513,704	2,369,470	2,666,232	3,188,814	2,645,262	2,818,620	2,944,179	3,072,004	3,212,164
<b>Taxes &amp; Related Pymts Sub-Total</b>	<b>\$ 214,126,882</b>	<b>\$ 225,245,557</b>	<b>\$ 243,023,835</b>	<b>\$ 259,276,653</b>	<b>\$ 273,968,137</b>	<b>\$ 280,168,007</b>	<b>\$ 285,606,529</b>	<b>\$ 292,544,533</b>	<b>\$ 299,595,210</b>
General Fund Permits	\$ 450,974	\$ 510,408	\$ 975,541	\$ 990,174	\$ 1,009,978	\$ 1,040,277	\$ 1,071,485	\$ 1,092,915	\$ 1,092,915
Motor Vehicle Fees	948,320	945,964	1,024,914	1,055,661	1,071,496	1,087,568	1,103,882	1,120,440	1,137,247
Business Licenses	949,867	983,448	1,589,551	1,618,163	1,755,707	1,803,111	1,851,795	1,886,979	1,922,832
<b>License &amp; Permit Sub-Total</b>	<b>\$ 2,349,161</b>	<b>\$ 2,439,820</b>	<b>\$ 3,590,006</b>	<b>\$ 3,663,998</b>	<b>\$ 3,837,181</b>	<b>\$ 3,930,956</b>	<b>\$ 4,027,162</b>	<b>\$ 4,100,334</b>	<b>\$ 4,152,994</b>
Highway Users Taxes & Fees	\$ 10,272,653	\$ 10,399,140	\$ 10,741,790	\$ 11,064,044	\$ 11,196,813	\$ 11,252,797	\$ 11,309,061	\$ 11,365,606	\$ 11,422,434
Cigarette Tax	651,326	640,225	632,377	622,891	613,548	604,345	595,280	586,351	577,556
County Road & Bridge	1,322,477	1,330,806	1,347,510	1,340,772	1,541,888	1,557,307	1,635,172	1,651,524	1,668,039
Other Intergovernmental Revenue	1,211,512	1,009,540	1,149,851	1,657,974	1,880,805	2,151,000	2,162,124	2,173,359	2,184,706
<b>Intergovernmental Sub-Total</b>	<b>\$ 13,457,968</b>	<b>\$ 13,379,711</b>	<b>\$ 13,871,528</b>	<b>\$ 14,685,682</b>	<b>\$ 15,233,054</b>	<b>\$ 15,565,449</b>	<b>\$ 15,701,637</b>	<b>\$ 15,776,840</b>	<b>\$ 15,852,735</b>
Fines & Forfeitures	\$ 5,862,518	\$ 6,081,941	\$ 6,040,711	\$ 6,161,527	\$ 6,192,333	\$ 6,223,295	\$ 6,254,411	\$ 6,285,683	\$ 6,317,111
Internal Charges	4,168,602	4,968,799	5,707,532	5,724,655	6,136,830	6,259,567	6,384,758	6,512,453	6,642,702
External Charges	5,476,684	5,393,782	5,810,714	5,740,985	6,753,509	6,887,158	7,036,221	7,188,060	7,343,395
Interest	706,190	743,869	694,202	831,655	833,115	912,261	1,034,503	1,241,404	1,448,718
Miscellaneous	1,695,064	1,783,680	1,177,863	1,889,863	1,124,863	1,055,802	977,732	977,732	977,732
<b>Other Sub-Total</b>	<b>\$ 17,909,058</b>	<b>\$ 18,972,071</b>	<b>\$ 19,431,022</b>	<b>\$ 20,348,684</b>	<b>\$ 21,040,650</b>	<b>\$ 21,338,083</b>	<b>\$ 21,687,625</b>	<b>\$ 22,205,332</b>	<b>\$ 22,729,658</b>
<b>Total General Fund Revenues (excluding transfers)</b>	<b>\$ 247,843,068</b>	<b>\$ 260,037,159</b>	<b>\$ 279,916,390</b>	<b>\$ 297,975,016</b>	<b>\$ 314,079,022</b>	<b>\$ 321,002,495</b>	<b>\$ 327,022,953</b>	<b>\$ 334,627,039</b>	<b>\$ 342,330,597</b>
Funds from Restricted Assets	\$ -	\$ -	\$ (2,120,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In (from other funds)	\$ 1,176,743	\$ 1,160,750	\$ 1,166,862	\$ 1,154,960	\$ 1,628,575	\$ 1,362,127	\$ 1,389,370	\$ 1,417,157	\$ 1,445,500
<b>Total General Fund Revenues (including transfers)</b>	<b>\$ 249,019,811</b>	<b>\$ 261,197,909</b>	<b>\$ 278,963,252</b>	<b>\$ 299,129,976</b>	<b>\$ 315,707,597</b>	<b>\$ 322,364,622</b>	<b>\$ 328,412,323</b>	<b>\$ 336,044,196</b>	<b>\$ 343,776,097</b>
Transfer Out to Capital Projects Fund	\$ 14,344,022	\$ 16,202,908	\$ 21,437,913	\$ 26,047,798	\$ 28,106,970	\$ 30,247,470	\$ 32,462,514	\$ 33,156,430	\$ 33,448,753
Marijuana Funds - Not Budgeted	\$ -	\$ -	\$ -	\$ -	\$ 123,705	\$ 4,396,821	\$ 4,396,821	\$ 4,396,821	\$ 4,396,821
GF Operating Rev Increase/(Decrease)	\$ 15,024,469	\$ 10,335,205	\$ 14,644,225	\$ 13,448,741	\$ 13,921,129	\$ 509,857	\$ 3,805,414	\$ 6,910,170	\$ 7,411,235
CPF Transfer Increase/(Decrease)	\$ 3,186,010	\$ 1,858,886	\$ 5,235,005	\$ 4,609,885	\$ 2,059,172	\$ 2,140,500	\$ 2,215,044	\$ 693,916	\$ 292,323

## General Fund Sources of Revenue and Percent Changes

General Fund Percent Change	2012 Actual	2013 Actual	2014 Actual	2015 Projection	2016 Adopted	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast
General Sales Tax	8.2%	5.5%	7.4%	7.4%	5.1%	2.9%	1.5%	2.9%	2.9%
Property Tax	-1.8%	1.3%	0.4%	0.0%	19.0%	1.0%	5.0%	1.0%	1.0%
Franchise Fees & Taxes	-1.5%	7.5%	3.0%	0.0%	1.9%	2.8%	2.8%	2.8%	2.8%
Use Tax - Auto	20.0%	6.7%	10.8%	11.2%	0.0%	-5.0%	-2.0%	0.5%	3.0%
Use Tax - Other (Eqpt/Consumables)	11.4%	-3.7%	21.0%	1.0%	2.0%	3.0%	3.0%	2.0%	0.0%
Use Tax - Bldg Materials	59.2%	22.5%	23.8%	13.4%	2.0%	3.0%	3.0%	2.0%	0.0%
Capital-Related Use Tax	29.6%	8.5%	22.5%	7.6%	2.0%	3.0%	3.0%	2.0%	0.0%
Occupational Privilege Tax	2.9%	1.4%	4.4%	10.7%	2.0%	1.5%	1.5%	1.5%	1.5%
Lodgers Tax	8.8%	7.2%	19.9%	8.5%	3.7%	3.0%	3.9%	2.3%	2.3%
Specific Ownership Tax	6.5%	4.2%	5.7%	-1.5%	0.0%	-3.0%	-1.0%	0.0%	0.5%
Other Taxes	8.2%	-6.8%	16.8%	64.6%	174.4%	19.8%	0.2%	0.0%	0.0%
Audit Revenue	33.1%	-5.7%	12.5%	19.6%	-17.0%	6.6%	4.5%	4.3%	4.6%
Taxes & Related Pymts Sub-Total	<b>8.3%</b>	<b>5.2%</b>	<b>7.9%</b>	<b>6.7%</b>	<b>5.7%</b>	<b>2.3%</b>	<b>1.9%</b>	<b>2.4%</b>	<b>2.4%</b>
General Fund Permits	27.1%	13.2%	91.1%	1.5%	2.0%	3.0%	3.0%	2.0%	0.0%
Motor Vehicle Fees	0.1%	-0.2%	8.3%	3.0%	1.5%	1.5%	1.5%	1.5%	1.5%
Business Licenses	8.0%	3.5%	61.6%	1.8%	8.5%	2.7%	2.7%	1.9%	1.9%
License & Permit Sub-Total	<b>7.7%</b>	<b>3.9%</b>	<b>47.1%</b>	<b>2.1%</b>	<b>4.7%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>1.8%</b>	<b>1.3%</b>
Highway Users Taxes & Fees	0.9%	1.2%	3.3%	3.0%	1.2%	0.5%	0.5%	0.5%	0.5%
Cigarette Tax	-1.3%	-1.7%	-1.2%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%
County Road & Bridge	2.9%	0.6%	1.3%	-0.5%	15.0%	1.0%	5.0%	1.0%	1.0%
Other Intergovernmental Revenue	72.6%	-16.7%	13.9%	44.2%	13.4%	14.4%	0.5%	0.5%	0.5%
Intergovernmental Sub-Total	<b>4.9%</b>	<b>-0.6%</b>	<b>3.7%</b>	<b>5.9%</b>	<b>3.7%</b>	<b>2.2%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>0.5%</b>
Fines & Forfeitures	-1.9%	3.7%	-0.7%	2.0%	0.5%	0.5%	0.5%	0.5%	0.5%
Internal Charges	5.3%	19.2%	14.9%	0.3%	7.2%	2.0%	2.0%	2.0%	2.0%
External Charges	12.3%	-1.5%	7.7%	-1.2%	17.6%	2.0%	2.2%	2.2%	2.2%
Interest	-18.9%	5.3%	-6.7%	19.8%	0.2%	9.5%	13.4%	20.0%	16.7%
Miscellaneous	48.8%	5.2%	-34.0%	60.4%	-40.5%	-6.1%	-7.4%	0.0%	0.0%
Other Sub-Total	<b>6.4%</b>	<b>5.9%</b>	<b>2.4%</b>	<b>4.7%</b>	<b>3.4%</b>	<b>1.4%</b>	<b>1.6%</b>	<b>2.4%</b>	<b>2.4%</b>
<b>Total General Fund Revenues (excluding transfers)</b>	<b>7.9%</b>	<b>4.9%</b>	<b>7.6%</b>	<b>6.5%</b>	<b>5.4%</b>	<b>2.2%</b>	<b>1.9%</b>	<b>2.3%</b>	<b>2.3%</b>
Funds from Restricted Assets	n/a	n/a	n/a	-100.0%	n/a	n/a	n/a	n/a	n/a
Transfers In (from other funds)	-48.0%	-1.4%	0.5%	-1.0%	41.0%	-16.4%	2.0%	2.0%	2.0%
<b>Total General Fund Revenues (including transfers)</b>	<b>7.4%</b>	<b>4.9%</b>	<b>6.8%</b>	<b>7.2%</b>	<b>5.5%</b>	<b>2.1%</b>	<b>1.9%</b>	<b>2.3%</b>	<b>2.3%</b>
Transfer Out to Capital Projects Fund	28.6%	13.0%	32.3%	21.5%	7.9%	7.6%	7.3%	2.1%	0.9%

## History & Forecast for Key Economic Indicators

Indicator	Actual						June 2015 Forecast		
	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>GDP (Billions)</b>									
National inflation-adjusted GDP	14,418.7	14,783.8	15,020.6	15,369.2	15,710.3	16,085.6	16,487.7	16,932.9	17,407.0
% Change	-2.8%	2.5%	1.6%	2.3%	2.2%	2.4%	2.5%	2.7%	2.8%
<b>Population (Thou.)</b>									
National	307,100	309,600	311,900	314,200	316,800	319,200	321,300	324,000	326,500
% Change	0.9%	0.8%	0.7%	0.7%	0.8%	0.7%	0.8%	0.8%	0.9%
Colorado	4,972	5,049	5,120	5,192	5,272	5,356	5,445	5,538	5,634
% Change	1.5%	1.5%	1.4%	1.4%	1.5%	1.6%	1.7%	1.7%	1.7%
Metro Denver	2,469	2,502	2,548	2,594	2,644	2,698	2,745	2,795	2,844
% Change	1.8%	1.4%	1.8%	1.8%	1.9%	2.0%	1.7%	1.8%	1.8%
Aurora	314	325	334	336	340	348	351	357	364
% Change	0.4%	3.4%	2.7%	0.5%	1.4%	2.3%	0.9%	1.8%	1.9%
<b>Employment (Thou.)</b>									
National	131,200	130,300	131,800	134,100	136,400	139,000	141,800	144,600	147,400
% Change	-4.3%	-0.7%	1.2%	1.7%	1.7%	1.9%	2.0%	2.0%	1.9%
Colorado	2,246	2,222	2,259	2,313	2,382	2,465	2,536	2,612	2,690
% Change	-4.5%	-1.0%	1.6%	2.4%	3.0%	3.5%	2.9%	3.0%	3.0%
<b>Unemployment Rate</b>									
National	9.3%	9.6%	8.9%	8.1%	7.4%	6.2%	5.4%	5.1%	4.9%
Colorado	8.1%	8.7%	8.3%	7.8%	6.8%	5.0%	4.3%	4.3%	4.2%
<b>Wage &amp; Salary Income (Millions)</b>									
National	6,251,400	6,377,500	6,633,200	6,932,100	7,124,700	7,451,600	7,831,600	8,207,500	8,609,700
% Change	-4.3%	2.0%	4.0%	4.5%	2.8%	4.6%	5.1%	4.8%	4.9%
Colorado	112,301	113,790	118,559	125,135	129,597	137,698	145,134	153,696	162,457
% Change	-3.8%	1.3%	4.2%	5.5%	3.6%	6.3%	5.4%	5.9%	5.7%
<b>Personal Income (Millions)</b>									
National	12,087,500	12,429,300	13,202,000	13,887,700	14,166,900	14,733,900	15,367,500	16,105,100	16,894,200
% Change	-2.8%	2.8%	6.2%	5.2%	2.0%	4.0%	4.3%	4.8%	4.9%
Colorado	206,438	210,454	226,145	240,350	247,069	260,993	273,521	289,932	307,618
% Change	-2.7%	1.9%	7.5%	6.3%	2.8%	5.6%	4.8%	6.0%	6.1%

## History & Forecast for Key Economic Indicators

Indicator	Actual						June 2015 Forecast		
	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>CPI</b>									
National	-0.3%	1.6%	3.1%	2.1%	1.5%	1.6%	0.4%	1.9%	2.2%
Denver-Boulder Inflation Rate	-0.6%	1.9%	3.7%	1.9%	2.8%	2.8%	1.4%	2.6%	2.4%
<b>Retail Sales (Millions)</b>									
Colorado	66,345	70,738	75,548	80,073	83,569	89,921	94,956	101,888	108,816
% Change	-11.3%	6.6%	6.8%	6.0%	4.4%	7.6%	5.6%	7.3%	6.8%
<b>Housing Construction (Thou.)</b>									
National Housing Permits	583	605	624	829	990	1,021	1,201	1,418	1,575
% Change	-35.6%	3.7%	3.2%	32.9%	19.4%	3.1%	17.6%	18.1%	11.1%
Colorado Permits	9.4	11.8	13.8	23.4	27.3	29.2	31.5	36.6	40.3
% Change	-51.0%	26.1%	16.9%	69.6%	16.7%	7.0%	7.9%	16.1%	10.1%
Aurora Permits	0.4	0.6	0.5	0.8	0.9	0.8	1.0	1.1	1.1
% Change	-24.4%	35.5%	-13.7%	51.5%	17.0%	-5.9%	17.0%	8.2%	4.8%
<b>Nonresidential (Millions)</b>									
Colorado Building Value	3,354.0	3,147.0	3,923.0	3,693.0	3,612.0	4,292.0	4,524.0	4,804.0	4,987.0
% Change	-18.5%	-6.2%	24.7%	-5.9%	-2.2%	18.8%	5.4%	6.2%	3.8%
Aurora Nonresidential Permit Value	85.6	101.2	53.8	61.2	83.9	104.2	160.0	168.0	179.8
% Change	-45.1%	18.2%	-46.9%	13.9%	37.0%	24.1%	53.6%	5.0%	7.0%

Data Sources: Colo. Legislative Council, Office of State Planning and Budgeting, City of Aurora - Development Services, Colorado Department of Local Affairs



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*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

# **Financial Outlook**



# Long-Range General Fund Financial Outlook

The long-range financial outlook provides a forward-looking view of the General Fund operating budget, allowing City officials and others to evaluate the long-term sustainability of the annual operating budget. In addition, it provides a starting point for future decision-making regarding the budget by identifying the balance between potential spending needs and the projected revenue outlook, making it a key tool for financial planning.

The City uses this information as a resource to:

- Identify preliminary spending priorities for future years;
- Incorporate necessary budget adjustments into the long-range financial projections;
- Ensure that both additions and reductions to the budget are sustainable;
- Maintain options to deal with unexpected contingencies; and
- Continue advance planning to anticipate factors affecting revenues and service needs.

A comprehensive study of the City's long-term revenue and expenditure outlook performed in 2006 identified a "structural gap" between ongoing service needs and the City's revenue capacity. Timeframes with strong revenue growth delay or reduce the size of the gap, while recessions cause the gap to grow. The City has taken steps towards reducing the gap such as balancing two consecutive years during the budget process, judiciously funding service level needs with ongoing revenue, using one-time funds for one-time needs, and indexing service fees annually. The long-term General Fund financial outlook scenarios described in this section confirm a gap remains.

The Financial Outlook section includes:

- An overview of the outlook for the General Fund from 2016 to 2020;
- Cost drivers impacting the projections;
- Summary and detail tables covering
  - General Fund budget data for the years 2014 through 2020;
  - Future percentage changes expected in various parts of the budget;
  - Detailed information on projected General Fund appropriations for each City department in each year of the outlook; and
  - Amendments to the budget, including possible future adjustments.

## GENERAL FUND OVERVIEW

The five-year projections provided in these financial outlook scenarios reflect numerous assumptions related to revenues and expenditures in 2016 and beyond. These assumptions represent a reasonable starting point for estimating the long-term status of the General Fund. However, it is important to note that the assumptions and resulting projections will change over time. Even relatively minor changes in key variables can cause a significant change in the long-

term outlook. For example, a one percent change in revenue for any given year would change the projections for that year and all future years by no less than \$3.1 million.

**Revenue Outlook:** The revenue forecast for the 2016 budget projects that General Fund revenue, excluding transfers in, will increase 6.5 percent in 2015, and then grow 5.4 percent in 2016. Future revenue projections do not include a recessionary period but do include a diminished trend in growth with 2.2 percent growth in 2017, 1.9 percent in 2018, 2.3 percent in 2019 and 2020. The revenue section of this budget book provides detail behind these forecasts.

**Future Expenditures:** The estimate prepared for the General Fund takes into account expenditures required to maintain current City services as well as some future costs. This summary of the City's General Fund financial outlook starts with the 2016 budget plus future increases related to compensation and other likely contractual or mandated costs. Two scenarios have been included to contrast the effect of compensation increases for pay and benefits against all other costs. The first scenario, titled "No Compensation Increase", assumes no increase in pay or insurance benefits for 2017-2020. The second scenario, titled "Compensation Increase", differs in that a pay and insurance increase is included for 2017-2020. While no increase in compensation and insurance is an unlikely scenario, the exclusion displays the impact of all other costs on the budget.

Both scenarios include the stepped increase in the transfer to the Capital Projects Fund back to the formula of 100 percent of use tax and 4.0 percent of all other revenues. The 0.5 percent annual adjustment adds approximately \$1.4 million per year to the transfer calculation.

Assumptions regarding funding priorities will change as the City Manager and City Council establish their budget plans each year. Consequently, the estimates incorporated herein represent projections and are not an official adopted or proposed spending plan for any year other than 2016. Unless otherwise noted, all assumptions described in this section apply to the years 2017 through 2020.

## COST DRIVERS

The "Compensation Increase" scenario contains:

- A salary increase of 2.25 percent for all employees in 2016 and 2.5 percent for each year thereafter through 2020.
- An increase of health benefits of 5.0 percent in 2016 followed by 5.0 percent increases in health and dental benefits per year for 2017-2020.
  - The "No Compensation Increase" scenario has no pay or insurance increases from 2017-2020

The following adjustments are included in both scenarios:

- A step up in the transfer to the Capital Projects Fund. By using a formula established by ordinance, the City previously transferred 100 percent of all equipment and building materials use taxes and 4.0 percent of all other General Fund revenues, less revenue from the 0.25 percent sales and use tax dedicated to the police officer staffing program. Due to budget constraints, the General Fund portion of the transfer was reduced to approximately

1.0 percent. The models include an increase in the transfer to the Capital Projects Fund of 0.5 percent each year until it reaches 4.0 percent in 2018.

- The cost of risk management, fleet fuel, and maintenance increases by approximately 7.0 percent each year.
- The costs for utilities in total are estimated at 8.0 percent per year.
- An increase in Police staffing. Based on existing population growth projections the City expects an increase of eight new Police Officers in 2017 and again in 2019. These estimates include adding 1.6 officers for every 1,000 of a three-year average population growth.
- Funding the Tallyn's Reach Library operating costs out of the General Fund beginning in 2017.
- Estimates of the impact of the number of payroll hours in each calendar year.
- Annual increase for contract and mandated costs based on conservative historical averages.
- Savings from a debt restructuring in 2009 begins to expire in 2015 and leads to cost increases of \$0.3 million for building lease payments each year.
- The contribution to the General Employees Retirement Plan (GERP) is increased by an estimated 0.25 percent of salary each year until the total contribution reaches 7.0 percent in 2017 from the level of 6.75 percent in 2016.
- The City's reduced liability starting in 2017 for the Old Hire Pension plan according to the most recent actuarial study.
- Increased Moorhead operations and maintenance costs (net of new revenue) beginning in 2017.
- Police and Fire step and grade increases are included for 2017 through 2020. These are based on the number of new officers added and current levels of existing staff.
- Costs in other subsidized funds of \$0.3 million each year increase in order to keep pace with compensation changes and other mandated costs.
- Growth in street lighting costs with an additional \$170,000 plus mandated increases annually.
- The impact of the 2014 change in the Visit Aurora transfer calculation starting in 2016.

Adjustments to match calculations for Policy and TABOR Reserves are not included and are assumed to be covered by either unassigned funds available or by the operating reserve. Maintaining reserves will remain an important financial priority, as the purpose of such reserves is to protect against emergencies and provide for long-term financial stability.

## SCENARIO RESULTS

The annual surplus shown in the following table is the result of eliminating pay and benefit increases for 2017-2020 as presented in the "No Compensation Increase" outlook summary.

Item	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Surplus/(Deficit)</b>	n/a	\$5,544,067	\$4,376,273	\$6,434,032	\$9,403,409

Below is the detail of the cost of estimated compensation and insurance increases for comparison purposes.

Item	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>2.5% Compensation</b>	n/a	\$4,343,363	\$8,795,989	\$13,369,952	\$18,058,275
<b>5.0% Insurance</b>	n/a	\$1,198,813	\$2,457,722	\$3,779,583	\$5,167,541

Because of the increases in compensation and insurance, the annual surplus shown above for 2018-2020 becomes a deficit as shown in the table below.

Item	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Surplus/(Deficit)</b>	n/a	\$1,891	(\$6,877,438)	(\$10,715,503)	(\$13,822,407)

Given the improved economy, fiscal restraint, and the sustainability of prior year reductions, both 2016 and 2017 are balanced. The compensation increase scenario develops a gap of \$6.9 million in 2018, which grows to \$13.8 million in 2020. The scenario without compensation increases generates an annual surplus for all years through 2020.

This demonstrates the impact of compensation on the City's operating budget. As is common for a service-based organization, personnel costs make up over 75 percent of the General Fund budget (excluding transfers).

The five-year budget projections suggest that the ability to maintain and improve City services, extend additional services to newly developing areas, and complete future capital projects is heavily dependent on improving revenue while continuing to find operational efficiencies. These scenarios do not represent a spending or official plan for any year other than 2016.

## TABLES

The tables on the following pages include two versions of the General Fund financial outlook, one without pay and benefit increases and one with assumed pay and benefit increases. The tables include data for the 2014 actual, 2015 projection, the 2016 budget, and projections for 2017 through 2020. The outlook tables include a summary of revenues, expenditures, and fund balance for each year and identify the annual surplus or shortfall expected in the year. The tables presented after the outlook scenarios include: estimated future percentage increases applied to various parts of the base budget; a detailed estimate of General Fund base budgets for all City departments throughout the projection period; a listings of amendments to the 2016 budget; and potential future adjustments.

# Financial Outlook Through 2020

## General Fund Financial Outlook Through 2020 - No Compensation Increase Summary

Description	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>SOURCES</b>							
Revenues	277,796,384	297,975,016	313,433,977	320,249,545	326,211,873	333,757,536	341,392,368
Transfers	1,166,863	1,154,960	1,335,419	1,362,127	1,389,369	1,417,157	1,445,500
Amendments	-	-	938,200	752,861	810,970	869,377	938,096
Use of Funds Available	-	1,456,205	8,816,814	-	-	-	-
Marijuana Revenue	-	-	(123,705)	(4,396,821)	(4,396,821)	(4,396,821)	(4,396,821)
Revenue Adjustments	5	-	1	89	111	126	133
<b>GRAND TOTAL SOURCES</b>	<b>\$278,963,252</b>	<b>\$300,586,181</b>	<b>\$324,400,706</b>	<b>\$317,967,801</b>	<b>\$324,015,502</b>	<b>\$331,647,375</b>	<b>\$339,379,276</b>
<b>USES</b>							
<b>BASE BUDGET</b>							
Regular Civil Salary	60,801,625	78,113,526	82,804,493	82,804,493	82,804,493	82,804,493	82,804,493
Regular Career Salary	43,534,966	51,857,635	58,666,849	58,666,849	58,666,849	58,666,849	58,666,849
Salary Driven Benefits	43,563,039	27,596,587	24,882,606	24,882,606	24,882,606	24,882,606	24,882,606
Non Salary Related Benefits	20,850,169	22,224,508	23,961,934	23,961,934	23,961,934	23,961,934	23,961,934
Temporary Compensation	2,406,408	2,661,746	2,089,586	2,089,586	2,089,586	2,089,586	2,089,586
Overtime Compensation	5,247,714	6,122,990	3,970,467	3,970,467	3,970,467	3,970,467	3,970,467
Special Pay	5,228,971	4,687,023	2,822,688	2,822,688	2,822,688	2,822,688	2,822,688
Allocated Admin-Personal Services	(2,838,919)	(2,784,953)	(2,603,492)	(2,603,492)	(2,603,492)	(2,603,492)	(2,603,492)
<b>Subtotal Personal Services</b>	<b>\$178,793,973</b>	<b>\$190,479,062</b>	<b>\$196,595,131</b>	<b>\$196,595,131</b>	<b>\$196,595,131</b>	<b>\$196,595,131</b>	<b>\$196,595,131</b>
Supplies and Services	22,934,764	28,995,575	25,156,877	25,156,877	25,156,877	25,156,877	25,156,877
Utilities	9,989,430	10,520,472	12,079,625	13,045,995	14,089,656	15,216,825	16,434,176
Interfund Charges	12,497,586	13,572,418	13,763,171	14,726,486	15,757,328	16,860,361	18,040,590
Debt Related	3,000	-	-	-	-	-	-
Capital Related	3,569,849	3,245,068	2,410,718	2,410,718	2,410,718	2,410,718	2,410,718
Operating Transfer Out	46,248,010	53,773,586	55,703,228	45,516,988	47,720,419	48,414,482	48,706,957
<b>Subtotal Non Personal Services</b>	<b>\$95,242,639</b>	<b>\$110,107,119</b>	<b>\$109,113,619</b>	<b>\$100,857,064</b>	<b>\$105,134,998</b>	<b>\$108,059,263</b>	<b>\$110,749,318</b>
<b>TOTAL BASE BUDGET</b>	<b>\$274,036,612</b>	<b>\$300,586,181</b>	<b>\$305,708,750</b>	<b>\$297,452,195</b>	<b>\$301,730,129</b>	<b>\$304,654,394</b>	<b>\$307,344,449</b>
<b>AMENDMENTS</b>							
Additions	-	-	9,816,816	8,312,986	8,977,853	9,430,268	9,727,444
Council Amendments	-	-	8,875,140	2,711,448	2,711,448	2,711,448	2,711,448
Future Adjustments	-	-	-	3,947,105	6,219,799	8,417,233	10,192,526
<b>GRAND TOTAL USES</b>	<b>\$274,036,612</b>	<b>\$300,586,181</b>	<b>\$324,400,706</b>	<b>\$312,423,734</b>	<b>\$319,639,229</b>	<b>\$325,213,343</b>	<b>\$329,975,867</b>
<b>ANNUAL SURPLUS OR (SHORTFALL)</b>	<b>\$4,926,640</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,544,067</b>	<b>\$4,376,273</b>	<b>\$6,434,032</b>	<b>\$9,403,409</b>

### General Fund Financial Outlook Through 2020 - No Compensation Increase Summary

Description	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>FUND SUMMARY</b>							
Beginning Funds Available	51,202,088	56,128,728	54,672,523	45,979,414	55,920,302	64,693,396	75,524,249
Use of Funds Available	-	(1,456,205)	(8,816,814)	-	-	-	-
Marijuana Revenue	-	-	123,705	4,396,821	4,396,821	4,396,821	4,396,821
Increase/(Decrease) in Ending Funds Available	4,926,640	-	-	5,544,067	4,376,273	6,434,032	9,403,409
<b>Cumulative Funds Available or (Shortfall)</b>	<b>\$56,128,728</b>	<b>\$54,672,523</b>	<b>\$45,979,414</b>	<b>\$55,920,302</b>	<b>\$64,693,396</b>	<b>\$75,524,249</b>	<b>\$89,324,479</b>

### Estimated Future Percent Growth By Expenditure Class

Assumptions	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Regular Civil Salary	N/A	0.0%	0.0%	0.0%	0.0%
Regular Career Salary	N/A	0.0%	0.0%	0.0%	0.0%
Salary Driven Benefits	N/A	0.0%	0.0%	0.0%	0.0%
Non Salary Related Benefits	N/A	0.0%	0.0%	0.0%	0.0%
Temporary Compensation	N/A	0.0%	0.0%	0.0%	0.0%
Overtime Compensation	N/A	0.0%	0.0%	0.0%	0.0%
Special Pay	N/A	0.0%	0.0%	0.0%	0.0%
Allocated Admin-Personal Services	N/A	0.0%	0.0%	0.0%	0.0%
Supplies and Services	N/A	0.0%	0.0%	0.0%	0.0%
Utilities	N/A	8.0%	8.0%	8.0%	8.0%
Interfund Charges	N/A	7.0%	7.0%	7.0%	7.0%
Debt Related	N/A	0.0%	0.0%	0.0%	0.0%
Capital Related	N/A	0.0%	0.0%	0.0%	0.0%

### General Fund Financial Outlook Through 2020 - No Compensation Increase Summary

Estimated Future Percent Growth By Revenue Class					
Assumptions	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Business License and Permits	N/A	2.70%	2.70%	1.90%	1.90%
Cigarette Tax	N/A	-1.50%	-1.50%	-1.50%	-1.50%
Construction Permits	N/A	3.00%	3.00%	2.00%	0.00%
County Road and Bridge Tax	N/A	1.00%	5.00%	1.00%	1.00%
External Charges for Services	N/A	2.00%	2.20%	2.20%	2.20%
Fines & Forfeitures	N/A	0.50%	0.50%	0.50%	0.50%
Franchise Taxes	N/A	2.80%	2.80%	2.80%	2.80%
Funds from Restricted Assets	N/A	0.00%	0.00%	0.00%	0.00%
Gifts & Donations	N/A	0.00%	0.00%	0.00%	0.00%
Highway Users Tax	N/A	0.50%	0.50%	0.50%	0.50%
Intergovernmental Revenues	N/A	14.37%	0.52%	0.52%	0.52%
Internal Charges for Services	N/A	2.00%	2.00%	2.00%	2.00%
Investment Income	N/A	9.50%	13.40%	20.00%	16.70%
Lodgers Tax	N/A	3.00%	3.90%	2.30%	2.30%
Miscellaneous Revenues	N/A	-6.14%	-7.39%	0.00%	0.00%
Motor Vehicle Fees	N/A	1.50%	1.50%	1.50%	1.50%
Occupational Privilege Tax	N/A	1.50%	1.50%	1.50%	1.50%
Operating Transfers In	N/A	2.00%	2.00%	2.00%	2.00%
Other Taxes	N/A	19.83%	0.21%	0.00%	0.00%
Property Taxes	N/A	1.00%	5.00%	1.00%	1.00%
Sales Taxes	N/A	2.87%	1.52%	2.92%	2.91%
Specific Ownership Tax	N/A	-3.00%	-1.00%	0.00%	0.50%
Tax Audit Revenue	N/A	3.00%	3.00%	3.00%	3.00%
Use tax-Automobiles	N/A	-5.00%	-2.00%	0.50%	3.00%
Use tax-Building Materials	N/A	3.00%	3.00%	2.00%	0.00%
Use tax-Other	N/A	3.00%	3.00%	2.00%	0.00%

## General Fund Financial Outlook Through 2020 - Compensation Increase Summary

Description	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>SOURCES</b>							
Revenues	277,796,384	297,975,016	313,433,977	320,249,545	326,211,873	333,757,536	341,392,368
Transfers	1,166,863	1,154,960	1,335,419	1,362,127	1,389,369	1,417,157	1,445,500
Amendments	-	-	938,200	752,861	810,970	869,377	938,096
Use of Funds Available	-	1,456,205	8,816,814	-	-	-	-
Marijuana Revenue	-	-	(123,705)	(4,396,821)	(4,396,821)	(4,396,821)	(4,396,821)
Revenue Adjustments	5	-	1	89	111	126	133
<b>GRAND TOTAL SOURCES</b>	<b>\$278,963,252</b>	<b>\$300,586,181</b>	<b>\$324,400,706</b>	<b>\$317,967,801</b>	<b>\$324,015,502</b>	<b>\$331,647,375</b>	<b>\$339,379,276</b>
<b>USES</b>							
<b>BASE BUDGET</b>							
Regular Civil Salary	60,801,625	78,113,526	82,804,493	84,874,588	86,996,453	89,171,366	91,400,650
Regular Career Salary	43,534,966	51,857,635	58,666,849	60,133,451	61,636,790	63,177,716	64,757,159
Salary Driven Benefits	43,563,039	27,596,587	24,882,606	25,504,316	26,141,933	26,795,481	27,465,394
Non Salary Related Benefits	20,850,169	22,224,508	23,961,934	25,159,894	26,417,889	27,738,797	29,125,747
Temporary Compensation	2,406,408	2,661,746	2,089,586	2,141,779	2,195,324	2,250,205	2,306,465
Overtime Compensation	5,247,714	6,122,990	3,970,467	4,069,685	4,171,429	4,275,715	4,382,617
Special Pay	5,228,971	4,687,023	2,822,688	2,893,127	2,965,446	3,039,589	3,115,572
Allocated Admin-Personal Services	(2,838,919)	(2,784,953)	(2,603,492)	(2,668,575)	(2,735,290)	(2,803,672)	(2,873,764)
<b>Subtotal Personal Services</b>	<b>\$178,793,973</b>	<b>\$190,479,062</b>	<b>\$196,595,131</b>	<b>\$202,108,265</b>	<b>\$207,789,974</b>	<b>\$213,645,197</b>	<b>\$219,679,840</b>
Supplies and Services	22,934,764	28,995,575	25,156,877	25,156,877	25,156,877	25,156,877	25,156,877
Utilities	9,989,430	10,520,472	12,079,625	13,045,995	14,089,656	15,216,825	16,434,176
Interfund Charges	12,497,586	13,572,418	13,763,171	14,726,486	15,757,328	16,860,361	18,040,590
Debt Related	3,000	-	-	-	-	-	-
Capital Related	3,569,849	3,245,068	2,410,718	2,410,718	2,410,718	2,410,718	2,410,718
Operating Transfer Out	46,248,010	53,773,586	55,703,228	45,516,988	47,720,419	48,414,482	48,706,957
<b>Subtotal Non Personal Services</b>	<b>\$95,242,639</b>	<b>\$110,107,119</b>	<b>\$109,113,619</b>	<b>\$100,857,064</b>	<b>\$105,134,998</b>	<b>\$108,059,263</b>	<b>\$110,749,318</b>
<b>TOTAL BASE BUDGET</b>	<b>\$274,036,612</b>	<b>\$300,586,181</b>	<b>\$305,708,750</b>	<b>\$302,965,329</b>	<b>\$312,924,972</b>	<b>\$321,704,460</b>	<b>\$330,429,158</b>
<b>AMENDMENTS</b>							
Additions	-	-	9,816,816	8,321,273	8,994,615	9,455,669	9,761,651
Council Amendments	-	-	8,875,140	2,732,203	2,753,554	2,775,516	2,798,098
Future Adjustments	-	-	-	3,947,105	6,219,799	8,427,233	10,212,776
<b>GRAND TOTAL USES</b>	<b>\$274,036,612</b>	<b>\$300,586,181</b>	<b>\$324,400,706</b>	<b>\$317,965,910</b>	<b>\$330,892,940</b>	<b>\$342,362,878</b>	<b>\$353,201,683</b>
<b>ANNUAL SURPLUS OR (SHORTFALL)</b>	<b>\$4,926,640</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,891</b>	<b>(\$6,877,438)</b>	<b>(\$10,715,503)</b>	<b>(\$13,822,407)</b>

## General Fund Financial Outlook Through 2020 - Compensation Increase Summary

Description	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>FUND SUMMARY</b>							
Beginning Funds Available	51,202,088	56,128,728	54,672,523	45,979,414	50,378,126	47,897,509	41,578,827
Use of Funds Available	-	(1,456,205)	(8,816,814)	-	-	-	-
Marijuana Revenue	-	-	123,705	4,396,821	4,396,821	4,396,821	4,396,821
Increase/(Decrease) in Ending Funds Available	4,926,640	-	-	1,891	(6,877,438)	(10,715,503)	(13,822,407)
<b>Cumulative Funds Available or (Shortfall)</b>	<b>\$56,128,728</b>	<b>\$54,672,523</b>	<b>\$45,979,414</b>	<b>\$50,378,126</b>	<b>\$47,897,509</b>	<b>\$41,578,827</b>	<b>\$32,153,241</b>

## Estimated Future Percent Growth By Expenditure Class

Assumptions	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Regular Civil Salary	N/A	2.5%	2.5%	2.5%	2.5%
Regular Career Salary	N/A	2.5%	2.5%	2.5%	2.5%
Salary Driven Benefits	N/A	2.5%	2.5%	2.5%	2.5%
Non Salary Related Benefits	N/A	5.0%	5.0%	5.0%	5.0%
Temporary Compensation	N/A	2.5%	2.5%	2.5%	2.5%
Overtime Compensation	N/A	2.5%	2.5%	2.5%	2.5%
Special Pay	N/A	2.5%	2.5%	2.5%	2.5%
Allocated Admin-Personal Services	N/A	2.5%	2.5%	2.5%	2.5%
Supplies and Services	N/A	0.0%	0.0%	0.0%	0.0%
Utilities	N/A	8.0%	8.0%	8.0%	8.0%
Interfund Charges	N/A	7.0%	7.0%	7.0%	7.0%
Debt Related	N/A	0.0%	0.0%	0.0%	0.0%
Capital Related	N/A	0.0%	0.0%	0.0%	0.0%

### General Fund Financial Outlook Through 2020 - Compensation Increase Summary

Estimated Future Percent Growth By Revenue Class					
Assumptions	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Business License and Permits	N/A	2.70%	2.70%	1.90%	1.90%
Cigarette Tax	N/A	-1.50%	-1.50%	-1.50%	-1.50%
Construction Permits	N/A	3.00%	3.00%	2.00%	0.00%
County Road and Bridge Tax	N/A	1.00%	5.00%	1.00%	1.00%
External Charges for Services	N/A	2.00%	2.20%	2.20%	2.20%
Fines & Forfeitures	N/A	0.50%	0.50%	0.50%	0.50%
Franchise Taxes	N/A	2.80%	2.80%	2.80%	2.80%
Funds from Restricted Assets	N/A	0.00%	0.00%	0.00%	0.00%
Gifts & Donations	N/A	0.00%	0.00%	0.00%	0.00%
Highway Users Tax	N/A	0.50%	0.50%	0.50%	0.50%
Intergovernmental Revenues	N/A	14.37%	0.52%	0.52%	0.52%
Internal Charges for Services	N/A	2.00%	2.00%	2.00%	2.00%
Investment Income	N/A	9.50%	13.40%	20.00%	16.70%
Lodgers Tax	N/A	3.00%	3.90%	2.30%	2.30%
Miscellaneous Revenues	N/A	-6.14%	-7.39%	0.00%	0.00%
Motor Vehicle Fees	N/A	1.50%	1.50%	1.50%	1.50%
Occupational Privilege Tax	N/A	1.50%	1.50%	1.50%	1.50%
Operating Transfers In	N/A	2.00%	2.00%	2.00%	2.00%
Other Taxes	N/A	19.83%	0.21%	0.00%	0.00%
Property Taxes	N/A	1.00%	5.00%	1.00%	1.00%
Sales Taxes	N/A	2.87%	1.52%	2.92%	2.91%
Specific Ownership Tax	N/A	-3.00%	-1.00%	0.00%	0.50%
Tax Audit Revenue	N/A	3.00%	3.00%	3.00%	3.00%
Use tax-Automobiles	N/A	-5.00%	-2.00%	0.50%	3.00%
Use tax-Building Materials	N/A	3.00%	3.00%	2.00%	0.00%
Use tax-Other	N/A	3.00%	3.00%	2.00%	0.00%

## General Fund Financial Outlook Through 2020 - Compensation Increase Department Detail

Department Name	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>City Attorney</b>							
Regular Career Salary	3,373,616	3,989,013	4,333,688	4,442,029	4,553,080	4,666,907	4,783,580
Salary Driven Benefits	1,181,441	933,170	698,498	715,954	733,853	752,202	771,005
Non Salary Related Benefits	456,000	470,180	516,356	542,172	569,281	597,745	627,633
Temporary Compensation	139,601	120,286	9,848	10,094	10,346	10,605	10,870
Overtime Compensation	2,048	119	-	-	-	-	-
Special Pay	111,913	20,972	13,926	14,273	14,629	14,995	15,371
Supplies and Services	199,419	280,806	399,472	399,472	399,472	399,472	399,472
Interfund Charges	79,496	91,420	99,648	106,623	114,086	122,073	130,618
Additions	-	-	275,065	274,049	281,229	288,602	296,177
Council Amendments	-	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
<b>Subtotal</b>	<b>\$5,543,534</b>	<b>\$5,905,966</b>	<b>\$6,246,501</b>	<b>\$6,404,666</b>	<b>\$6,575,976</b>	<b>\$6,752,601</b>	<b>\$6,934,726</b>
<b>City Council</b>							
Regular Career Salary	293,484	306,057	337,673	346,113	354,766	363,636	372,727
Salary Driven Benefits	47,464	28,008	25,045	25,669	26,311	26,968	27,641
Non Salary Related Benefits	113,307	115,828	124,487	130,710	137,246	144,108	151,314
Temporary Compensation	-	1,478	5,968	6,116	6,269	6,426	6,586
Special Pay	132,404	136,668	160,351	164,359	168,468	172,679	176,997
Supplies and Services	473,125	473,317	450,319	450,319	450,319	450,319	450,319
Interfund Charges	6,773	3,795	8,274	8,853	9,472	10,136	10,845
Council Amendments	-	-	152,675	103,589	106,593	109,690	112,881
<b>Subtotal</b>	<b>\$1,066,557</b>	<b>\$1,065,151</b>	<b>\$1,264,792</b>	<b>\$1,235,728</b>	<b>\$1,259,444</b>	<b>\$1,283,962</b>	<b>\$1,309,310</b>
<b>Civil Service Commission</b>							
Regular Career Salary	216,097	268,888	265,789	272,433	279,244	286,225	293,381
Salary Driven Benefits	72,139	58,378	39,578	40,565	41,581	42,620	43,685
Non Salary Related Benefits	47,156	49,517	51,871	54,463	57,187	60,046	63,049
Temporary Compensation	129,080	145,024	93,568	95,904	98,302	100,759	103,278
Overtime Compensation	315	500	4,280	4,387	4,496	4,609	4,724
Special Pay	26,242	8,850	10,518	10,779	11,049	11,326	11,608
Supplies and Services	246,857	275,178	307,847	307,847	307,847	307,847	307,847
Interfund Charges	2,272	2,613	2,848	3,047	3,260	3,488	3,733
Council Amendments	-	-	44,646	45,760	46,905	48,077	49,279
<b>Subtotal</b>	<b>\$740,158</b>	<b>\$808,948</b>	<b>\$820,945</b>	<b>\$835,185</b>	<b>\$849,871</b>	<b>\$864,997</b>	<b>\$880,584</b>

General Fund Financial Outlook Through 2020 - Compensation Increase Department Detail								
Department Name	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected	
<b>Communications</b>								
Regular Career Salary	1,131,014	1,267,010	1,397,372	1,432,300	1,468,110	1,504,812	1,542,433	
Salary Driven Benefits	372,099	252,706	211,416	216,684	222,102	227,655	233,348	
Non Salary Related Benefits	211,370	204,710	227,480	238,847	250,789	263,329	276,497	
Temporary Compensation	47,833	97,981	79,014	80,987	83,012	85,086	87,214	
Overtime Compensation	7,578	7,404	3,372	3,455	3,542	3,630	3,721	
Special Pay	67,368	19,519	25,348	25,978	26,625	27,290	27,975	
Supplies and Services	846,314	913,203	969,467	969,467	969,467	969,467	969,467	
Interfund Charges	19,103	21,319	22,959	24,564	26,281	28,123	30,091	
Capital Related	-	5,000	-	-	-	-	-	
Additions	-	-	169,053	170,669	175,424	180,325	185,372	
Council Amendments	-	-	85,292	87,745	90,278	92,892	95,587	
Future Adjustments	-	-	-	-	-	(300,000)	(300,000)	
<b>Subtotal</b>	<b>\$2,702,679</b>	<b>\$2,788,852</b>	<b>\$3,190,773</b>	<b>\$3,250,696</b>	<b>\$3,315,630</b>	<b>\$3,082,609</b>	<b>\$3,151,705</b>	
<b>Court Administration</b>								
Regular Civil Salary	695	-	-	-	-	-	-	
Regular Career Salary	3,592,318	4,863,936	5,627,490	5,768,174	5,912,379	6,060,188	6,211,694	
Salary Driven Benefits	1,216,099	1,028,284	839,933	860,920	882,443	904,502	927,115	
Non Salary Related Benefits	908,774	951,676	1,139,379	1,196,343	1,256,159	1,318,970	1,384,918	
Temporary Compensation	114,438	147,032	84,068	86,168	88,322	90,531	92,794	
Overtime Compensation	137,222	152,161	68,697	70,412	72,173	73,977	75,828	
Special Pay	228,369	103,889	40,734	41,749	42,792	43,862	44,958	
Supplies and Services	1,036,344	1,716,609	1,139,762	1,139,762	1,139,762	1,139,762	1,139,762	
Interfund Charges	244,504	277,344	299,061	319,992	342,390	366,359	392,005	
Capital Related	(500)	3,118	-	-	-	-	-	
<b>Subtotal</b>	<b>\$7,478,263</b>	<b>\$9,244,049</b>	<b>\$9,239,124</b>	<b>\$9,483,520</b>	<b>\$9,736,420</b>	<b>\$9,998,151</b>	<b>\$10,269,074</b>	

## General Fund Financial Outlook Through 2020 - Compensation Increase Department Detail

Department Name	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Finance</b>							
Regular Civil Salary	72,845	74,552	-	-	-	-	-
Regular Career Salary	3,150,282	3,494,947	3,939,507	4,037,990	4,138,938	4,242,412	4,348,473
Salary Driven Benefits	1,015,677	935,445	588,905	603,601	618,688	634,157	650,017
Non Salary Related Benefits	603,517	638,225	660,873	693,905	728,601	765,034	803,284
Temporary Compensation	56,195	124,762	385,476	395,110	404,986	415,112	425,490
Overtime Compensation	23,205	28,271	2,036	2,084	2,138	2,189	2,246
Special Pay	52,050	38,428	13,205	13,531	13,869	14,217	14,572
Allocated Admin-Personal Services	(275,917)	(139,543)	112,948	115,772	118,666	121,632	124,674
Supplies and Services	1,432,427	1,690,080	1,508,336	1,508,336	1,508,336	1,508,336	1,508,336
Interfund Charges	37,217	43,694	45,959	49,173	52,616	56,299	60,240
Debt Related	3,000	-	-	-	-	-	-
Capital Related	84,922	336	-	-	-	-	-
Additions	-	-	160,650	165,678	170,891	176,291	181,888
<b>Subtotal</b>	<b>\$6,255,420</b>	<b>\$6,929,197</b>	<b>\$7,417,895</b>	<b>\$7,585,180</b>	<b>\$7,757,729</b>	<b>\$7,935,679</b>	<b>\$8,119,220</b>
<b>Fire</b>							
Regular Civil Salary	19,920,948	24,536,819	26,907,423	27,580,105	28,269,607	28,976,348	29,700,756
Regular Career Salary	671,971	797,067	878,181	900,133	922,636	945,704	969,345
Salary Driven Benefits	9,056,341	6,998,674	5,813,664	5,958,986	6,107,960	6,260,664	6,417,178
Non Salary Related Benefits	4,393,766	4,719,314	5,055,165	5,307,916	5,573,311	5,851,976	6,144,576
Temporary Compensation	64,358	63,653	47,739	48,931	50,154	51,408	52,693
Overtime Compensation	2,124,184	1,921,095	797,054	816,975	837,401	858,335	879,795
Special Pay	1,186,410	1,041,974	815,802	836,183	857,090	878,516	900,479
Allocated Admin-Personal Services	-	-	-	-	-	-	-
Supplies and Services	1,230,424	1,440,214	1,346,398	1,346,398	1,346,398	1,346,398	1,346,398
Utilities	230,560	252,017	260,200	281,016	303,496	327,776	353,997
Interfund Charges	2,245,110	2,454,504	2,468,942	2,641,758	2,826,681	3,024,548	3,236,270
Capital Related	85,735	261,290	93,684	93,684	93,684	93,684	93,684
Operating Transfer Out	-	337,226	337,226	337,226	337,226	337,226	337,226
Additions	-	-	844,522	1,014,523	1,538,684	1,845,171	1,990,959
Council Amendments	-	-	281,524	264,227	272,189	280,417	288,923
Future Adjustments	-	-	-	317,098	591,409	740,857	932,893
<b>Subtotal</b>	<b>\$41,209,807</b>	<b>\$44,823,847</b>	<b>\$45,947,524</b>	<b>\$47,745,159</b>	<b>\$49,927,926</b>	<b>\$51,819,028</b>	<b>\$53,645,172</b>

General Fund Financial Outlook Through 2020 - Compensation Increase Department Detail								
Department Name	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected	
<b>General Management</b>								
Regular Career Salary	1,187,701	1,453,837	1,838,436	1,884,392	1,931,501	1,979,789	2,029,285	
Salary Driven Benefits	434,227	371,472	307,446	315,106	322,987	331,063	339,341	
Non Salary Related Benefits	164,148	167,801	209,196	219,647	230,627	242,160	254,270	
Temporary Compensation	39,338	46,722	39,608	40,596	41,612	42,652	43,718	
Overtime Compensation	775	2	-	-	-	-	-	
Special Pay	35,332	37,293	35,438	36,319	37,227	38,159	39,112	
Supplies and Services	536,891	716,334	660,646	660,646	660,646	660,646	660,646	
Interfund Charges	40,372	50,710	51,268	54,853	58,691	62,800	67,198	
<b>Subtotal</b>	<b>\$2,438,784</b>	<b>\$2,844,171</b>	<b>\$3,142,038</b>	<b>\$3,211,559</b>	<b>\$3,283,291</b>	<b>\$3,357,269</b>	<b>\$3,433,570</b>	
<b>Information Technology</b>								
Regular Career Salary	2,320,967	2,895,185	3,339,586	3,423,072	3,508,650	3,596,366	3,686,275	
Salary Driven Benefits	794,912	622,433	498,630	511,084	523,863	536,959	550,383	
Non Salary Related Benefits	368,156	385,565	447,545	469,917	493,413	518,083	543,989	
Temporary Compensation	75,188	-	-	-	-	-	-	
Overtime Compensation	9,889	10,926	20,364	20,869	21,391	21,926	22,475	
Special Pay	139,238	134,964	120,045	123,038	126,113	129,267	132,499	
Supplies and Services	3,591,148	4,261,703	4,175,553	4,175,553	4,175,553	4,175,553	4,175,553	
Utilities	3,080	3,340	3,525	3,807	4,110	4,439	4,794	
Interfund Charges	39,344	41,556	46,723	49,991	53,491	57,236	61,241	
Capital Related	200,601	133,000	-	-	-	-	-	
Additions	-	-	629,892	516,768	527,987	539,557	551,493	
<b>Subtotal</b>	<b>\$7,542,523</b>	<b>\$8,488,672</b>	<b>\$9,281,863</b>	<b>\$9,294,099</b>	<b>\$9,434,571</b>	<b>\$9,579,386</b>	<b>\$9,728,702</b>	
<b>Internal Services</b>								
Regular Career Salary	1,302,136	1,489,711	1,810,150	1,855,401	1,901,785	1,949,331	1,998,063	
Salary Driven Benefits	403,903	308,437	268,496	275,193	282,073	289,125	296,356	
Non Salary Related Benefits	206,844	231,806	281,063	295,112	309,867	325,359	341,629	
Temporary Compensation	119,006	245,116	33,311	34,143	34,997	35,872	36,769	
Overtime Compensation	153	327	-	-	-	-	-	
Special Pay	160,305	101,709	95,623	98,011	100,460	102,970	105,546	
Allocated Admin-Personal Services	(348,161)	(365,374)	(376,169)	(385,573)	(395,212)	(405,092)	(415,220)	
Supplies and Services	581,055	325,062	185,158	185,158	185,158	185,158	185,158	
Interfund Charges	91,347	59,248	66,515	71,169	76,151	81,481	87,185	
Capital Related	1,824,263	2,257,588	2,230,900	2,230,900	2,230,900	2,230,900	2,230,900	
Operating Transfer Out	1,215,604	1,767,504	2,059,043	2,059,043	2,059,043	2,059,043	2,059,043	
Additions	-	-	310,362	271,920	278,677	285,635	292,801	
<b>Subtotal</b>	<b>\$5,556,455</b>	<b>\$6,421,134</b>	<b>\$6,964,452</b>	<b>\$6,990,477</b>	<b>\$7,063,899</b>	<b>\$7,139,782</b>	<b>\$7,218,230</b>	

## General Fund Financial Outlook Through 2020 - Compensation Increase Department Detail

Department Name	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Judicial</b>							
Regular Career Salary	1,102,569	1,333,434	1,439,144	1,475,119	1,511,998	1,549,798	1,588,543
Salary Driven Benefits	466,483	293,333	218,730	224,191	229,796	235,540	241,431
Non Salary Related Benefits	183,853	178,028	183,998	193,195	202,854	212,998	223,647
Temporary Compensation	336,921	360,880	369,000	378,222	387,678	397,369	407,304
Overtime Compensation	5,922	-	-	-	-	-	-
Special Pay	10,937	1,426	1,486	1,523	1,561	1,600	1,640
Supplies and Services	46,954	172,219	140,996	140,996	140,996	140,996	140,996
Interfund Charges	17,532	20,162	21,977	23,515	25,161	26,922	28,807
Additions	-	-	81,000	66,000	66,000	66,000	66,000
<b>Subtotal</b>	<b>\$2,171,171</b>	<b>\$2,359,482</b>	<b>\$2,456,331</b>	<b>\$2,502,761</b>	<b>\$2,566,044</b>	<b>\$2,631,223</b>	<b>\$2,698,368</b>
<b>Library &amp; Cultural Services</b>							
Regular Career Salary	1,778,044	2,190,406	2,490,901	2,553,169	2,616,996	2,682,422	2,749,480
Salary Driven Benefits	665,489	495,449	369,589	378,804	388,275	397,978	407,933
Non Salary Related Benefits	416,945	424,124	462,618	485,742	510,026	535,529	562,304
Temporary Compensation	175,345	171,541	186,769	191,428	196,213	201,117	206,147
Overtime Compensation	7,248	10,243	-	-	-	-	-
Special Pay	62,717	34,883	19,432	19,915	20,410	20,919	21,444
Supplies and Services	1,020,133	1,292,813	1,234,593	1,234,593	1,234,593	1,234,593	1,234,593
Utilities	234	-	-	-	-	-	-
Interfund Charges	42,850	48,535	52,035	55,675	59,572	63,744	68,206
Capital Related	38,751	-	-	-	-	-	-
Additions	-	-	1,009,264	407,068	417,436	428,166	439,267
Future Adjustments	-	-	-	345,000	400,000	410,000	420,250
<b>Subtotal</b>	<b>\$4,207,756</b>	<b>\$4,667,994</b>	<b>\$5,825,201</b>	<b>\$5,671,394</b>	<b>\$5,843,521</b>	<b>\$5,974,468</b>	<b>\$6,109,624</b>
<b>Neighborhood Services</b>							
Regular Career Salary	2,073,773	2,455,464	2,882,756	2,954,823	3,028,693	3,104,410	3,182,021
Salary Driven Benefits	745,814	524,539	428,296	438,987	449,963	461,213	472,745
Non Salary Related Benefits	408,807	418,331	519,070	545,017	572,269	600,881	630,926
Temporary Compensation	44,296	101,631	711	728	746	764	784
Overtime Compensation	17,017	28,355	17,851	18,296	18,753	19,222	19,703
Special Pay	55,106	189,079	34,864	35,729	36,622	37,538	38,475
Supplies and Services	492,031	841,031	707,650	707,650	707,650	707,650	707,650
Interfund Charges	134,831	145,351	150,865	161,420	172,721	184,812	197,749
Capital Related	65,749	66,000	-	-	-	-	-
Additions	-	-	722,242	659,044	676,429	694,409	713,012
Council Amendments	-	-	1,500,000	-	-	-	-
<b>Subtotal</b>	<b>\$4,037,424</b>	<b>\$4,769,781</b>	<b>\$6,964,305</b>	<b>\$5,521,694</b>	<b>\$5,663,846</b>	<b>\$5,810,899</b>	<b>\$5,963,065</b>

## General Fund Financial Outlook Through 2020 - Compensation Increase Department Detail

Department Name	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Non-Departmental</b>							
Regular Career Salary	9	200,001	(550,000)	(563,750)	(577,843)	(592,289)	(607,097)
Salary Driven Benefits	127,126	117,756	84,159	86,262	88,419	90,630	92,895
Non Salary Related Benefits	3,614	429,999	240,000	252,000	264,600	277,830	291,721
Temporary Compensation	94,504	-	-	-	-	-	-
Overtime Compensation	430,165	1,100,218	514,084	526,936	540,109	553,612	567,452
Special Pay	83,369	1,073,663	557,747	571,690	585,982	600,631	615,647
Allocated Admin-Personal Services	43,414	-	-	-	-	-	-
Supplies and Services	3,658,646	4,608,117	4,273,979	4,273,979	4,273,979	4,273,979	4,273,979
Utilities	925	-	197,000	212,760	229,780	248,162	268,015
Interfund Charges	162,965	209,876	212,413	227,281	243,190	260,213	278,429
Capital Related	257,269	50,000	50,000	50,000	50,000	50,000	50,000
Operating Transfer Out	44,918,096	50,129,046	53,197,649	43,011,409	45,214,840	45,908,903	46,201,378
Additions	-	-	1,417,744	1,000,125	1,021,014	1,042,427	1,064,376
Council Amendments	-	-	6,280,000	1,792,500	1,784,688	1,776,550	1,768,070
Future Adjustments	-	-	-	1,515,692	3,013,875	3,994,855	5,244,249
<b>Subtotal</b>	<b>\$49,780,102</b>	<b>\$57,918,676</b>	<b>\$66,474,775</b>	<b>\$52,956,884</b>	<b>\$56,732,633</b>	<b>\$58,485,503</b>	<b>\$60,109,114</b>
<b>Parks, Recreation &amp; Open Space</b>							
Regular Career Salary	3,441,207	4,340,053	4,572,487	4,686,791	4,803,964	4,924,062	5,047,163
Salary Driven Benefits	1,168,828	672,866	676,237	693,109	710,433	728,191	746,401
Non Salary Related Benefits	801,553	921,386	931,686	978,254	1,027,170	1,078,528	1,132,456
Temporary Compensation	541,419	614,539	551,842	565,629	579,770	594,263	609,121
Overtime Compensation	111,671	152,839	128,328	131,533	134,820	138,191	141,646
Special Pay	157,532	112,546	36,161	37,054	37,980	38,928	39,901
Allocated Admin-Personal Services	(52,970)	(53,000)	(53,000)	(54,325)	(55,683)	(57,075)	(58,502)
Supplies and Services	1,888,043	1,748,139	1,778,982	1,778,982	1,778,982	1,778,982	1,778,982
Utilities	2,456,884	2,932,240	3,478,700	3,756,996	4,057,548	4,382,149	4,732,725
Interfund Charges	1,451,968	1,616,633	1,528,092	1,635,036	1,749,492	1,871,959	2,002,995
Capital Related	80,955	15,504	10,263	10,263	10,263	10,263	10,263
Additions	-	-	225,065	170,183	173,541	177,015	180,610
Future Adjustments	-	-	-	300,000	328,000	358,000	391,000
<b>Subtotal</b>	<b>\$12,047,090</b>	<b>\$13,073,745</b>	<b>\$13,864,843</b>	<b>\$14,689,505</b>	<b>\$15,336,280</b>	<b>\$16,023,456</b>	<b>\$16,754,761</b>

General Fund Financial Outlook Through 2020 - Compensation Increase Department Detail								
Department Name	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected	
<b>Planning &amp; Development Services</b>								
Regular Career Salary	1,137,681	1,317,004	1,554,788	1,593,655	1,633,497	1,674,334	1,716,192	
Salary Driven Benefits	407,186	300,602	230,292	236,035	241,938	247,984	254,186	
Non Salary Related Benefits	208,456	209,226	263,640	276,816	290,657	305,192	320,452	
Temporary Compensation	119,810	16,194	43,381	44,464	45,577	46,715	47,883	
Special Pay	33,113	4,846	5,558	5,695	5,837	5,984	6,133	
Allocated Admin-Personal Services	(114,594)	(21,000)	(28,000)	(28,700)	(29,417)	(30,152)	(30,906)	
Supplies and Services	639,140	1,563,777	521,678	521,678	521,678	521,678	521,678	
Utilities	3,459	5,000	4,700	5,076	5,481	5,919	6,393	
Interfund Charges	12,559	14,102	15,459	16,540	17,698	18,935	20,261	
Operating Transfer Out	5,000	-	-	-	-	-	-	
Additions	-	-	428,995	346,865	344,852	342,755	340,570	
Council Amendments	-	-	50,000	50,000	50,000	50,000	50,000	
<b>Subtotal</b>	<b>\$2,451,810</b>	<b>\$3,409,751</b>	<b>\$3,090,491</b>	<b>\$3,068,124</b>	<b>\$3,127,798</b>	<b>\$3,189,344</b>	<b>\$3,252,842</b>	
<b>Police</b>								
Regular Civil Salary	40,807,137	53,502,155	55,897,070	57,294,483	58,726,846	60,195,018	61,699,894	
Regular Career Salary	4,536,265	5,672,999	6,145,461	6,299,087	6,456,563	6,617,979	6,783,429	
Salary Driven Benefits	20,939,972	10,741,976	11,144,411	11,422,934	11,708,507	12,001,221	12,301,255	
Non Salary Related Benefits	8,586,523	9,051,546	9,543,731	10,020,885	10,521,932	11,048,030	11,600,435	
Temporary Compensation	85,941	125,430	-	-	-	-	-	
Overtime Compensation	2,097,016	2,372,299	2,110,176	2,162,914	2,216,991	2,272,417	2,329,227	
Special Pay	2,275,622	1,367,332	719,352	737,287	755,718	774,614	793,972	
Supplies and Services	2,601,938	3,828,461	2,759,117	2,759,117	2,759,117	2,759,117	2,759,117	
Utilities	359	333	400	432	466	503	544	
Interfund Charges	5,106,720	5,438,115	5,621,500	6,014,977	6,436,013	6,886,540	7,368,598	
Capital Related	6,175	165,917	-	-	-	-	-	
Operating Transfer Out	56,110	56,110	56,110	56,110	56,110	56,110	56,110	
Additions	-	-	2,050,692	1,804,489	1,837,220	1,870,910	1,905,589	
Council Amendments	-	-	482,556	388,007	399,304	410,972	423,018	
Future Adjustments	-	-	-	1,299,315	1,519,315	2,628,657	2,667,780	
<b>Subtotal</b>	<b>\$87,099,778</b>	<b>\$92,322,673</b>	<b>\$96,530,576</b>	<b>\$100,260,037</b>	<b>\$103,394,102</b>	<b>\$107,522,088</b>	<b>\$110,688,968</b>	

General Fund Financial Outlook Through 2020 - Compensation Increase Department Detail								
Department Name		2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Public Defender</b>								
Regular Career Salary		447,029	532,378	578,557	593,020	607,846	623,042	638,618
Salary Driven Benefits		143,963	104,896	86,709	88,874	91,096	93,375	95,708
Non Salary Related Benefits		76,474	75,191	86,197	90,506	95,031	99,783	104,772
Overtime Compensation		698	188	-	-	-	-	-
Special Pay		12,205	-	-	-	-	-	-
Supplies and Services		64,671	59,177	67,337	67,337	67,337	67,337	67,337
Interfund Charges		4,305	4,951	5,397	5,774	6,179	6,611	7,074
Additions		-	-	7,500	7,500	7,500	7,500	7,500
Council Amendments		-	-	113,447	115,375	118,597	121,918	125,340
<b>Subtotal</b>		<b>\$749,345</b>	<b>\$776,781</b>	<b>\$945,144</b>	<b>\$968,386</b>	<b>\$993,586</b>	<b>\$1,019,566</b>	<b>\$1,046,349</b>
<b>Public Safety Communications</b>								
Regular Career Salary		3,698,138	3,251,226	4,728,561	4,846,775	4,967,944	5,092,143	5,219,447
Salary Driven Benefits		1,376,004	718,255	710,916	728,687	746,903	765,576	784,714
Non Salary Related Benefits		755,672	617,854	832,079	873,682	917,366	963,234	1,011,396
Overtime Compensation		146,556	199,432	176,259	180,664	185,180	189,810	194,556
Special Pay		107,682	48,403	45,005	46,127	47,280	48,463	49,675
Supplies and Services		22,897	32,056	26,981	26,981	26,981	26,981	26,981
Interfund Charges		117,848	134,890	147,928	158,281	169,361	181,217	193,901
Operating Transfer Out		-	1,430,500	-	-	-	-	-
Additions		-	-	-	-	-	-	-
<b>Subtotal</b>		<b>\$6,224,797</b>	<b>\$6,432,616</b>	<b>\$6,667,729</b>	<b>\$6,861,197</b>	<b>\$7,061,015</b>	<b>\$7,267,424</b>	<b>\$7,480,670</b>
<b>Public Works</b>								
Regular Career Salary		8,080,665	9,739,019	11,056,322	11,332,725	11,616,043	11,906,445	12,204,107
Salary Driven Benefits		2,927,872	2,089,908	1,641,656	1,682,671	1,724,742	1,767,858	1,812,057
Non Salary Related Benefits		1,935,234	1,964,201	2,185,500	2,294,765	2,409,503	2,529,982	2,656,479
Temporary Compensation		223,135	279,477	159,283	163,259	167,340	171,526	175,814
Overtime Compensation		126,052	138,611	127,966	131,160	134,435	137,797	141,244
Special Pay		291,057	210,579	72,093	73,887	75,734	77,631	79,568
Allocated Admin-Personal Services		(2,090,691)	(2,206,036)	(2,259,271)	(2,315,749)	(2,373,644)	(2,432,985)	(2,493,810)
Supplies and Services		2,326,307	2,757,279	2,502,606	2,502,606	2,502,606	2,502,606	2,502,606
Utilities		7,293,929	7,327,542	8,135,100	8,785,908	9,488,775	10,247,877	11,067,708
Interfund Charges		2,640,470	2,893,600	2,895,308	3,097,964	3,314,822	3,546,865	3,795,144
Capital Related		925,929	287,315	25,871	25,871	25,871	25,871	25,871
Operating Transfer Out		53,200	53,200	53,200	53,200	53,200	53,200	53,200
Additions		-	-	1,484,770	1,446,392	1,477,731	1,510,906	1,546,037
Council Amendments		-	-	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Future Adjustments		-	-	-	170,000	367,200	594,864	856,604
<b>Subtotal</b>		<b>\$24,733,159</b>	<b>\$25,534,695</b>	<b>\$28,065,404</b>	<b>\$29,429,659</b>	<b>\$30,969,358</b>	<b>\$32,625,443</b>	<b>\$34,407,629</b>

General Fund Financial Outlook Through 2020 - Compensation Increase Department Detail							
Department Name	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
GRAND TOTAL	\$274,036,612	\$300,586,181	\$324,400,706	\$317,965,910	\$330,892,940	\$342,362,878	\$353,201,683

**General Fund Financial Outlook Through 2020 - Compensation Increase Summary of Proposed Additions**

Department	Description	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
City Attorney	1.0 FTE Senior Assistant City Attorney (Police); 1.0 FTE Assistant City Attorney I (Criminal).	275,065	274,049	281,229	288,602	296,177
Communications	1.0 FTE Senior Market and Branding Officer; add temporary funding to create a full-time contingent Graphic Artist position; 0.5 FTE Printer position.	169,053	170,669	175,424	180,325	185,372
Finance	2.0 FTE Tax Auditors offset by new revenue; 2.0 FTE baseline Marijuana Enforcement staff.	160,650	165,678	170,891	176,291	181,888
Fire	5.0 FTE Firefighters for half year to begin annual staffing ramp up for Highpointe/Gaylord Fire Station (O&M beginning in 2017); 7.0 FTE Firefighters to expand Medical Service Unit program to 7 days a week; cut funding for Rocky Mountain Fire Academy payment; one-time funds for rail incident response equipment and training; one-time funds to replace outdated thermal imaging cameras.	844,522	1,014,523	1,538,684	1,845,171	1,990,959
Information Technology	Contingent service desk call taker; strengthen security program with funding for 2.0 FTE, software and training; ongoing funding for Learning Management software; Move 1.0 FTE Tech Support Specialist from Library to IT.	629,892	516,768	527,987	539,557	551,493
Internal Services	1.0 FTE Coordinator for employee development programs; contingent funding for admin support in HR; move Volunteer Coordinator from Cultural Services Fund to General Fund, add temporary salary and supplies to create an Employee Community Outreach and Engagement Program; restore Tuition Reimbursement Program.	310,362	271,920	278,677	285,635	292,801
Judicial	One-time funds to upgrade courtroom technology; ongoing funds to continue Wellness Court Program.	81,000	66,000	66,000	66,000	66,000
Library & Cultural Services	Expand Hoffman Heights computer and reading center footprint; expand operational hours for Mission Viejo, MLK and Tallyn's Reach libraries; one-time funds for radio frequency identification tagging; one-time funds to upgrade library patron record software; create Ward IV computer center at Havana and Iliff; move 1.0 FTE Tech Support Specialist from Library to IT.	1,009,264	407,068	417,436	428,166	439,267
Neighborhood Services	1.0 FTE Homeless Coordinator; convert Animal Services contingent Vet to FTE; one-time funds for Code Enforcement Toughbook computers; move 1.0 FTE Code Enforcement Officer from CD Fund to General Fund; close Abatement Fund and move 2.50 FTE, abatement funding and fund balance to General Fund.	722,242	659,044	676,429	694,409	713,012

### General Fund Financial Outlook Through 2020 - Compensation Increase Summary of Proposed Additions

Department	Description	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Non-Departmental	Transfer funds to Fleet Fund for 0.75 FTE Fleet Vehicle Courier; transfer funds to Capital Projects Fund for Tallyn's Reach Municipal Center break room remodel; transfer funds to Capital Projects Fund for security cameras for Aurora Municipal Center; compensation market salary adjustments; reduce subsidy to the Cultural Services Fund due to shifting the Volunteer Coordinator to the General fund; Employee Wellness Incentives; increase Rec Fund subsidy for enhanced programming for children in need; increase Rec Fund subsidy for Memorial Day event at Colorado Freedom Memorial; increase Rec Fund subsidy for MLK 30th Anniversary Commemoration event; move Abatement Fund balance into General Fund; increase Rec Fund subsidy for operation improvements for Sports Park; one-time transfer to the Risk Fund for upgrade of risk management information systems; one-time transfer to the Fleet Fund for upgrade to web-based fleet inventory management system.	1,417,744	1,000,125	1,021,014	1,042,427	1,064,376
Parks, Recreation & Open Space	Annual maintenance for z-zone medians; 1.0 FTE and one-time funds for landscape components along light rail; 1.0 FTE and O&M funds for Aurora Sports Park expansion; annual maintenance for Portland Loos.	225,065	170,183	173,541	177,015	180,610
Planning & Development Services	Technical adjustments to the General Fund for Development Review Fund staffing changes; Colfax Economic Enrichment Program (CEEP); ongoing funding for Retail/TOD Marketing Program; one-time funds for zoning code implementation.	428,995	346,865	344,852	342,755	340,570
Police	4.0 civilian admin positions allowing for Police Officers to be reassigned to active duty; 4.0 FTE Police Records Clerks; additional funds for Police Academy; ongoing funds for police equipment replacement; District 2 and 3 body worn cameras; Major Crimes Investigations call out vehicle replacement; FTE allocation changes between funds; travel for background investigators; upgrade 1.0 Captain FTE to Commander.	2,050,692	1,804,489	1,837,220	1,870,910	1,905,589
Public Defender	Continuing legal education funding; increase on-call Attorney funding; ongoing funds for technology and supplies.	7,500	7,500	7,500	7,500	7,500
Public Safety Communications		-	-	-	-	-
Public Works	1.0 FTE Real Property Agent; ongoing funds to improve building environment; 1.0 FTE Public Safety Training Center Manager; contract for geotechnical testing; Design-Build Project Management certification and training; 2.0 FTE Facilities Maintenance Technicians and other program adjustments for new facilities; Parking and Mobility Enterprise startup costs; adjust FTE allocation between funds; 3.0 FTE Traffic Systems Operations staff; 2.0 FTE Transportation Project Engineers.	1,484,770	1,446,392	1,477,731	1,510,906	1,546,037
<b>Total Proposed Additions</b>		<b>\$9,816,816</b>	<b>\$8,321,273</b>	<b>\$8,994,615</b>	<b>\$9,455,669</b>	<b>\$9,761,651</b>

### General Fund Financial Outlook Through 2020 - Compensation Increase Summary of Council Amendments

Department	Description	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
City Attorney	Eliminate Funding for Council Special Projects Assistant Contract Position.	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)

**General Fund Financial Outlook Through 2020 - Compensation Increase Summary of Council Amendments**

Department	Description	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
City Council	Support to Aurora Chamber for military-related activities; increase Council travel; add 1.0 FTE Council Management Assistant; compensation adjustment for City Council staff.	152,675	103,589	106,593	109,690	112,881
Civil Service Commission	Increase in appropriation to cover year-end 2014 pay adjustments.	44,646	45,760	46,905	48,077	49,279
Communications	Add 1.0 FTE Senior Cable TV Producer for Channel 8.	85,292	87,745	90,278	92,892	95,587
Fire	Add 4.0 Firefighters.	281,524	264,227	272,189	280,417	288,923
Neighborhood Services	Marijuana funds: Add homelessness project leverage funding.	1,500,000	-	-	-	-
Non-Departmental	Reduce dental insurance appropriation for self-insurance savings; increase vacancy savings target; reduce compensation market salary adjustment funds for amounts allocated to City Council and Public Defender budgets. Marijuana funds: on-going debt service for Southeast Recreation Center; one-time transfer funds to Capital Projects Fund for transportation projects; one-time transfer of funds to Designated Revenue Fund for Nexus program reserve.	6,280,000	1,792,500	1,784,688	1,776,550	1,768,070
Planning & Development Services	Add challenge grant for AEDC staff.	50,000	50,000	50,000	50,000	50,000
Police	Add 5.0 FTE Police Officers.	482,556	388,007	399,304	410,972	423,018
Public Defender	Add 1.0 FTE Deputy Public Defender I; compensation adjustment funding.	113,447	115,375	118,597	121,918	125,340
Public Works	Reduce building environment add.	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
<b>Total Council Amendments</b>		<b>\$8,875,140</b>	<b>\$2,732,203</b>	<b>\$2,753,554</b>	<b>\$2,775,516</b>	<b>\$2,798,098</b>

## General Fund Financial Outlook Through 2020 - Compensation Increase Potential Future Adjustments

Description	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>REVENUE ADJUSTMENTS</b>						
Revenue Rounding Adjustments	-	1	89	111	126	133
<b>TOTAL REVENUE ADJUSTMENTS</b>	<b>\$0</b>	<b>\$1</b>	<b>\$89</b>	<b>\$111</b>	<b>\$126</b>	<b>\$133</b>

<b>FUTURE ADJUSTMENTS</b>						
8 Police Officers in 2017 and Additional 8 in 2019 @ 1.6 / 1000 of Population Growth	-	-	830,000	675,852	1,528,555	1,391,871
Arapahoe Library District	-	-	345,000	400,000	410,000	420,250
Change in hours worked for each year (below or above 2016 base)	-	-	(321,218)	(67,251)	(67,251)	253,967
Contractual Increases / Mandated Costs for Maintaining Current Programs	-	-	550,000	1,100,000	1,650,000	2,200,000
Debt Service Restructure Savings - Step Up to Full Payment	-	-	500,000	766,369	768,294	769,269
Eliminate Funds for Branding Campaign after Five Years	-	-	-	-	(300,000)	(300,000)
GERP Contribution Increase of .25 Percent per Year Until 7.0 Percent Total	-	-	157,295	161,228	165,258	169,390
Old Hire Pension Adjustment	-	-	(80,363)	(80,363)	(80,363)	(80,363)
Operation and Maintenance for Moorhead (net of new revenue)	-	-	300,000	328,000	358,000	391,000
Police and Fire Step and Grade	-	-	934,027	1,582,486	1,988,573	2,289,165
Recreation and Cultural Subsidy Increases for Personnel Costs	-	-	300,000	600,000	900,000	1,200,000
Street Lighting Growth - New Development	-	-	170,000	367,200	594,864	856,604
Visit Aurora Transfer - New Methodology	-	-	262,364	386,278	511,303	651,623
<b>TOTAL FUTURE ADJUSTMENTS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,947,105</b>	<b>\$6,219,799</b>	<b>\$8,427,233</b>	<b>\$10,212,776</b>





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*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

# **Fund Summaries**



# Fund Summaries Overview

The purpose of fund summaries is to capture and detail the financial condition of each City fund. A fund summary provides information on revenues, expenditures and ending funds available. In addition, it functions as a planning mechanism, as it allows expenditures to be matched to available revenues and/or fund balance. Fund summaries also identify components of funds available and anticipated uses.

A fund summary document includes the following sections: summary, long-range plan and narrative. The summary parts have five columns: two years of actual data, one year of the original adopted budget, one projection year and the budget year. The long-range plan will show projections through 2020.

## Summary

The first section of the fund summary is a detailed summary of *sources* and *uses*. Sources include revenues, transfers in and decreases in funds available. Uses include expenditures, transfers out and increases of funds available. It is important to note sources and uses are always balanced because a fund's sources are either expended, become restricted, committed or assigned, or become unrestricted (unreserved or undesignated) funds available. In a very few cases the budget numbers differ from the City's Comprehensive Annual Financial Report (CAFR) because of various budget adjustments. These adjustments will be noted on the summary.

The next section of the summary relates to ending funds available. This section summarizes the beginning funds available and shows specific components of ending funds available. Components of ending funds available may differ from the CAFR. Funds available components are as follows:

- **Restricted.** Limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments.
- **Committed.** Limitation imposed at the highest level of decision making that requires formal action at the same level to remove.
- **Assigned.** Intended use established by highest level, body or official designated for that purpose.

Note the Original Budget states beginning and ending funds available as they were presented in the Adopted Budget Book. Ending funds available for any given year becomes the beginning funds available in the following year with the exception of the Original Budget column.

## Long Range Outlook

The third section, the long-range outlook, shows the effect of expenditure and revenue projections on funds available through 2020. These take into account generalized growth rate assumptions for revenue and expenditure amounts.

## Narrative

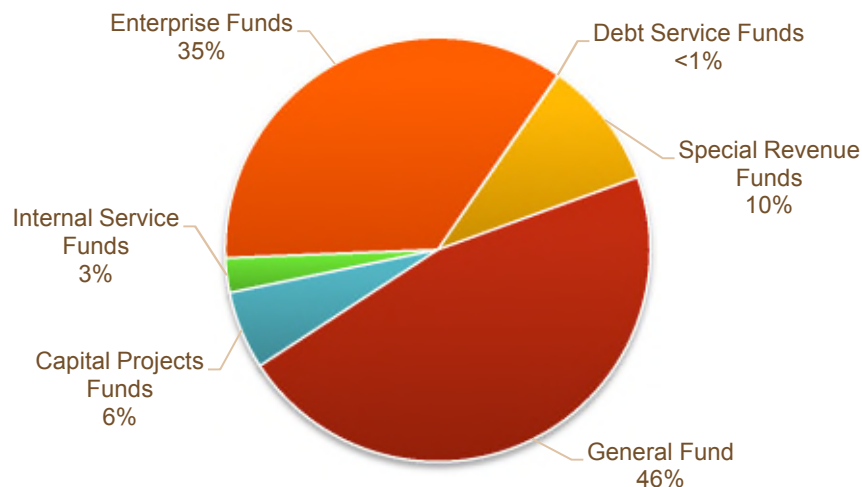
The final section of the document is the narrative. The narrative gives background information including the history and the purpose of the fund. Major changes to revenues, expenditures, and fund balance are discussed in some detail in this section. Information concerning the long-range outlook, including growth rate assumptions used in making the outlook, is also discussed.

## Fund Types

The City's fund accounting structure separates funds into fund types based on their specific activities or certain objectives in accordance with special regulations, restrictions or limitations. Definitions for the various fund types are available in the glossary section of this book. The following table shows the type designation for each of the City's various funds. Detailed information for each fund is located within each fund's fund summary. The chart below demonstrates the distribution of expenditure appropriations by fund type and the chart on the next page is the relationship between departments and fund types.

<b>General Fund</b> Policy Reserve TABOR Reserve	<b>Enterprise Funds</b> Golf Courses Wastewater Water	<b>Special Revenue Funds</b> Abatement Community Development Conservation Trust Cultural Services Designated Revenues Development Review Enhanced E-911 Gifts & Grants Open Space Parks Development Recreation
<b>Debt Service Funds</b> Debt Service (GO) Debt Service (SID) Surplus & Deficiency	<b>Internal Service Funds</b> Fleet Management Risk Management	
<b>Capital Project Funds</b> Capital Projects		

## 2016 Expenditures by Fund Type



## 2016 Expenditure Appropriations by Department and Fund Type

Department	General Fund	Capital Project Funds	Internal Service Funds	Special Revenue Funds	Debt Service Funds	Enterprise Funds
Aurora Water	-	50,000	-	-	-	235,343,787
City Attorney	6,246,501	-	-	-	-	2,125,000
City Council	1,264,792	-	-	-	-	-
Civil Service Commission	820,945	-	-	-	-	-
Communications	3,190,773	-	-	483,829	-	-
Court Administration	9,239,124	-	-	-	-	-
Finance	7,417,895	143,871	-	-	-	-
Fire	45,947,524	1,460,000	-	101,383	-	-
General Management	3,142,038	-	-	702,898	-	-
Information Technology	9,281,863	1,762,762	-	5,756,281	-	-
Internal Services	6,964,452	399,416	18,347,035	-	-	-
Judicial	2,456,331	-	-	346,192	-	-
Library & Cultural Services	5,825,201	-	-	3,468,077	-	-
Neighborhood Services	6,964,305	-	-	4,689,156	-	-
Non-Departmental	66,474,775	4,388,624	47,875	6,168,067	352,789	500,105
Parks, Recreation & Open Space	13,864,843	3,295,000	-	22,246,149	-	8,614,965
Planning & Development Services	3,090,491	-	-	3,175,622	-	-
Police	96,530,576	-	-	7,507,173	-	-
Public Defender	945,144	-	-	-	-	-
Public Safety Communications	6,667,729	-	-	5,319,036	-	-
Public Works	28,065,404	30,304,184	-	8,699,721	-	-
<b>Grand Total</b>	<b>\$324,400,706</b>	<b>\$41,803,857</b>	<b>\$18,394,910</b>	<b>\$68,663,584</b>	<b>\$352,789</b>	<b>\$246,583,857</b>

# General Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Taxes	\$ 225,245,557	\$ 243,023,832	\$ 243,931,980	\$ 259,276,654	\$ 273,968,137
Intergovernmental	13,379,711	13,871,528	13,783,514	14,685,681	15,233,054
Licenses and Permits	2,439,820	3,590,068	3,330,642	3,663,998	3,837,181
Charges for Services	10,362,581	11,518,179	11,721,668	11,465,640	12,890,339
Fines and Forfeitures	6,081,941	6,040,712	6,234,902	6,161,525	6,192,333
Investment Income	743,869	694,203	698,701	831,655	833,115
Other Revenues	1,783,680	(942,132)	1,389,038	1,889,863	1,124,863
Less Unspent Marijuana Revenue	-	-	-	-	(123,705)
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 260,037,159</b>	<b>\$ 277,796,390</b>	<b>\$ 281,090,445</b>	<b>\$ 297,975,016</b>	<b>\$ 313,955,317</b>
<b>Transfers In (from other funds)</b>	<b>1,160,750</b>	<b>1,166,862</b>	<b>1,154,960</b>	<b>1,154,960</b>	<b>1,628,575</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 261,197,909</b>	<b>\$ 278,963,252</b>	<b>\$ 282,245,405</b>	<b>\$ 299,129,976</b>	<b>\$ 315,583,892</b>
From Decrease in Funds Available	514,900	-	9,268,804	1,456,205	8,816,814
<b>Total Sources</b>	<b>\$ 261,712,809</b>	<b>\$ 278,963,252</b>	<b>\$ 291,514,209</b>	<b>\$ 300,586,181</b>	<b>\$ 324,400,706</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 175,178,655	\$ 181,632,892	\$ 193,303,058	\$ 193,264,015	\$ 200,721,306
Allocated Expenses	(3,486,641)	(3,414,635)	(3,576,718)	(3,449,958)	(3,410,182)
Supplies & Services	20,663,313	23,510,480	26,665,829	29,660,580	30,018,178
Utilities	9,700,684	9,989,430	11,497,973	10,520,472	12,263,642
Interfund Charges	11,878,850	12,497,586	13,585,738	13,572,418	13,785,402
Debt Related	419,635	3,000	-	-	2,000,000
Capital Related	2,998,352	3,569,849	3,007,999	3,245,068	3,490,008
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 217,352,848</b>	<b>\$ 227,788,602</b>	<b>\$ 244,483,879</b>	<b>\$ 246,812,595</b>	<b>\$ 258,868,354</b>
<b>Transfers Out (to other funds)</b>	<b>44,359,961</b>	<b>46,248,010</b>	<b>47,030,330</b>	<b>53,773,586</b>	<b>65,532,352</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 261,712,809</b>	<b>\$ 274,036,612</b>	<b>\$ 291,514,209</b>	<b>\$ 300,586,181</b>	<b>\$ 324,400,706</b>
To Increase Funds Available	-	4,926,640	-	-	-
<b>Total Uses</b>	<b>\$ 261,712,809</b>	<b>\$ 278,963,252</b>	<b>\$ 291,514,209</b>	<b>\$ 300,586,181</b>	<b>\$ 324,400,706</b>

<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 51,716,988</b>	<b>\$ 51,202,088</b>	<b>\$ 49,919,788</b>	<b>\$ 56,128,728</b>	<b>\$ 54,672,523</b>
Net Changes in Funds Available	(514,900)	4,926,640	(9,268,804)	(1,456,205)	(8,816,814)
Add Back Unspent Marijuana Revenue	-	-	-	-	123,705
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 51,202,088</b>	<b>\$ 56,128,728</b>	<b>\$ 40,650,984</b>	<b>\$ 54,672,523</b>	<b>\$ 45,979,414</b>
<b>Components of Funds Available</b>					
Restricted for TABOR Reserve	\$ 9,655,083	\$ 7,909,349	\$ 10,442,938	\$ 8,225,543	\$ 8,554,565
Committed for Policy Reserve	21,745,473	22,547,520	23,801,245	25,406,518	26,999,074
Unassigned but Held for Marijuana Reserve	-	-	-	-	123,705
Unassigned but Held for Operating Reserve	19,801,532	25,671,859	6,406,801	21,040,462	10,302,070

## Purpose of the Fund

The General Fund is the primary operating fund of the City and includes nearly all taxes and other resources traditionally associated with City operations. The majority of the fund is spent on public safety functions, including Police, Fire, and the Court system. Revenues and expenditures from the 0.25 percent voter-approved sales tax police officer staffing mandate are included in this fund. The five-year pro forma is found in the Financial Outlook section.

## Factors Affecting Revenue

Revenue for the General Fund is primarily dependent on consumer activity in Aurora. Sales and use tax from consumer purchases generate approximately two-thirds of the revenue for the General Fund. Based on continued strength in the economy, sales tax is in its fourth straight year of month-over-month growth with a portion of the increase due to marijuana sales. As part of the adopted budget, Council used approximately \$8.0 million in set-aside marijuana funds, but held \$123,700 for future expenses. This shows on the fund summary as a \$123,700 reduction to revenue in 2016, but is added back to be included in ending funds available. Revenue, excluding transfers in, increased \$17.7 million (6.8 percent) from 2013 to 2014, driven almost completely by an increase in taxes collected. The \$20.2 million (7.3 percent) projected increase in revenue in 2015 is primarily due to significant increases in taxes as well, especially sales tax, and nearly \$2.7 million in marijuana taxes. Future revenue growth rates are projected to be smaller than the rates in 2014 and 2015, since it is difficult to achieve the high growth rates experienced throughout the economic recovery. Excluding transfers in, revenue in 2016 includes a \$16.0 million (5.4 percent) increase, almost entirely in taxes collected. Marijuana revenue is expected to increase to \$5.4 million. Transfers in are expected to increase 473,600 (41.0 percent) in 2016 due primarily to the closure of the Abatement Fund and the subsequent movement of funds available to the General Fund. The revenue projections are in line with economic and financial outlooks for the nation, state and metro region.

## Factors Affecting Expenditures

The majority of General Fund expenditures go to fund public-safety-related functions such as police and fire. Like most non-capital funds in the City, expenditures for the General Fund are largely driven by personnel. Personal services normally make up about 67.0 percent of total General Fund spending, but this amount has dropped closer to 62.0 percent due to increased transfers, primarily to the Capital Projects Fund. Personal services costs increased \$6.5 million (3.7 percent) in 2014, but are expected to grow \$11.6 million (6.4 percent) in 2015 due to a 3.75 percent increase, the addition of seven new officers based on the police staffing mandate, a 5.0 percent increase in health insurance costs, and various additions in several departments. For 2016, a \$7.5 million (3.9 percent) increase is projected, which includes a 2.25 percent pay increase, a 5.0 percent health insurance increase, and the addition of 68.35 FTE, with most of them being added in support of the 'Safe

Community' and 'Quality of Life' Council goals. Funds for additional police staffing/academies were also added. The additional FTE are more than offset with the movement of 63.0 dispatchers to the E-911 Fund. The detail behind these adds can be found in the department pages or Attachment 8 in the Executive Summary.

For 2015, supplies and services costs increased \$6.2 million (26.2 percent) associated predominantly with funding for professional services related to the homelessness initiative and citywide software needs, as well as Fire's SCBA equipment, IT's AMANDA replacement consultant, Planning's annexation study, Police's body-worn-cameras and property and evidence storage space equipment costs. In 2016, supplies and services are expected to increase \$357,600 (1.2 percent) with a \$1.5 million homelessness expenditure offset by a reduction for one-time 2015 expenditures. Utilities costs are expected to increase \$531,000 (5.3 percent) in 2015 followed by \$1.7 million (16.6 percent) increase in 2016 due primarily to street light and water costs. Interfund charges and capital related charges are expected to remain relatively static through 2016. Debt is budgeted at \$2.0 million for the debt service on a new recreation center, using marijuana funds as the source. Transfers out to other funds are expected to increase \$7.5 million in 2015 and \$11.8 million in 2016, due primarily to additional transfers to the Capital Projects Fund (CPF) and to the movement of dispatchers mentioned above.

The total 2016 General Fund budget is \$32.9 million (11.3 percent) more than the 2015 Original Budget.

## Ending Funds Available

In 2016, ending funds available is expected to drop to \$46.0 million, \$5.2 million (10.2 percent) less than 2013 ending funds available. A portion of funds available will go to fund increases in the TABOR and Policy Reserve components of funds available. In 2014, a portion of TABOR funds was replaced with an asset, which caused the \$1.7 million (18.1 percent) decrease in that year. As noted before, \$123,700 in marijuana funds will remain in the marijuana reserve. For 2016, the operating reserve will be 3.2 percent of expenditures, but will drop to within the 1-3 percent requirement within the next few years. In looking at the five-year proforma, two years (2016 and 2017) are projected to be balanced, although 2018 and beyond have projected shortfalls. The detail behind the future year projections can be found in the Financial Outlook section.

# Abatement Fund

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Charges for Services	\$ 373,969	\$ 433,160	\$ 406,960	\$ 418,928	\$ -
Investment Income	4,552	4,762	4,550	7,340	-
Miscellaneous Revenues	570	1,231	500	1,119	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 379,091</b>	<b>\$ 439,153</b>	<b>\$ 412,010</b>	<b>\$ 427,387</b>	<b>\$ -</b>
<b>Transfers In (from other funds)</b>	-	-	-	-	-
<b>Total Sources Before Decrease in FA</b>	<b>\$ 379,091</b>	<b>\$ 439,153</b>	<b>\$ 412,010</b>	<b>\$ 427,387</b>	<b>\$ -</b>
From Decrease in Funds Available	207,432	-	35,061	-	293,155
<b>Total Sources</b>	<b>\$ 586,523</b>	<b>\$ 439,153</b>	<b>\$ 447,071</b>	<b>\$ 427,387</b>	<b>\$ 293,155</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 397,026	\$ 212,873	\$ 239,865	\$ 209,448	\$ -
Supplies & Services	182,529	203,720	198,552	209,285	-
Interfund Charges	6,968	7,525	8,654	8,654	-
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 586,523</b>	<b>\$ 424,118</b>	<b>\$ 447,071</b>	<b>\$ 427,387</b>	<b>\$ -</b>
<b>Transfers Out (to other funds)</b>	-	-	-	-	293,155
<b>Total Uses Before Increase in FA</b>	<b>\$ 586,523</b>	<b>\$ 424,118</b>	<b>\$ 447,071</b>	<b>\$ 427,387</b>	<b>\$ 293,155</b>
To Increase Funds Available	-	15,035	-	-	-
<b>Total Uses</b>	<b>\$ 586,523</b>	<b>\$ 439,153</b>	<b>\$ 447,071</b>	<b>\$ 427,387</b>	<b>\$ 293,155</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 485,552</b>	<b>\$ 278,120</b>	<b>\$ 257,278</b>	<b>\$ 293,155</b>	<b>\$ 293,155</b>
Net Changes in Funds Available	(207,432)	15,035	(35,061)	-	(293,155)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 278,120</b>	<b>\$ 293,155</b>	<b>\$ 222,217</b>	<b>\$ 293,155</b>	<b>\$ -</b>
<b>Components of Funds Available</b>					
Committed for Abatement Activities	\$ 278,120	\$ 293,155	\$ 222,217	\$ 293,155	\$ -

## Purpose of the Fund

The Abatement Fund was established by ordinance in 1980 and is used to manage weed cutting, trash removal, building demolition, and sidewalk snow and ice removal on private properties that have not been maintained in accordance with City ordinances. The administration of the 2009 Vacant and Abandoned Property Registration Ordinance is also included in the fund. The primary sources of revenue for the fund are the reimbursement of contractor payments and administrative fees collected from owners of abated property and through county collected assessments and liens. Property registration fees are also collected in the fund. The fund will be closed in 2016 as a technical adjustment to allow for streamlined financial reporting and administrative convenience.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 439,153	\$ 427,387	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures	424,118	427,387	293,155	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>\$ 15,035</b>	<b>\$ -</b>	<b>\$ (293,155)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Funds Available</b>							
Beginning	\$ 278,120	\$ 293,155	\$ 293,155	\$ -	\$ -	\$ -	\$ -
Year-End Inc./(Dec.)	15,035	-	(293,155)	-	-	-	-
<b>Ending Funds (Bud.)</b>	<b>\$ 293,155</b>	<b>\$ 293,155</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Factors Affecting Revenue

Abatement Fund revenue fluctuates primarily due to the number of properties abated. Revenue is received from fees charged for abatements and for the registration of abandoned/vacant residential properties in the foreclosure process.

In 2014, revenue increased 15.8 percent over the prior year, largely driven by weed abatements. In 2015, revenues are projected to decrease by 2.7 percent compared to 2014, with a decline in vacant property registrations partially offset by continued weed and demolition abatements.

Abatement revenue in 2016 is projected in the General Fund and is expected to grow at 4.1 percent, driven by population growth and increased service fees combined with anticipated need for abatements.

## Factors Affecting Expenditures

Expenditures in the Abatement Fund fluctuate with the amount of abatement-related activity occurring. During economic recessions, Abatement Fund expenditures increase due to high foreclosures and the subsequent need for abatement contract services. As the economy recovers, the opposite occurs and abatement activity declines, which can result in a reduction in contract expenditures.

In 2014, total expenditures decreased 27.7 percent, predominately due to moving 2.0 FTE Code Enforcement Officers (CEOs) to the General Fund. In 2015, operating expenditures are projected to increase 0.8 percent, as vacancy savings from a 0.5 FTE vacant CEO position are offset by increased professional services related to weed abatements. At the end of 2015, 2.5 FTE CEOs and 1.0 FTE Administrative Specialist will be transferred to the General Fund and the Abatement Fund will be closed.

In 2016, Abatement related expenditures will be budgeted in the General Fund and are projected to increase 4.1 percent. These expenditures are predominately driven by 3.5 FTE related to abatement activity, as well as abatement activity costs contracted to external parties. The 2016 increase is due to the citywide pay and benefit increases as well as anticipated contractual increases in abatement contracts.

## Ending Funds Available

In 2016, following the 2015 audit, any remaining funds available will be transferred to the General Fund and this fund will be closed. The funds will be tracked separately in the General Fund. This technical adjustment will allow for streamlined financial reporting and administrative convenience. The impact to the General Fund is expected to be minimal, as revenues are projected to offset the expenditures associated with abatement-related activity.

# Capital Projects Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$ 3,191,325	\$ 2,797,427	\$ 1,315,465	\$ 5,505,423	\$ 1,354,929
Investment Income	151,973	289,644	330,000	330,000	352,000
Charges for Services	1,862,767	1,077,326	1,936,893	1,493,972	1,324,885
Licenses and Permits	287,871	350,898	350,000	350,000	350,000
Other Revenues	380,119	609,440	-	656,387	726,033
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 5,874,055</b>	<b>\$ 5,124,735</b>	<b>\$ 3,932,358</b>	<b>\$ 8,335,782</b>	<b>\$ 4,107,847</b>
<b>Transfers In (from other funds)</b>	<b>30,312,416</b>	<b>31,438,343</b>	<b>32,377,908</b>	<b>36,550,997</b>	<b>44,493,170</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 36,186,471</b>	<b>\$ 36,563,078</b>	<b>\$ 36,310,266</b>	<b>\$ 44,886,779</b>	<b>\$ 48,601,017</b>
From Decrease in Funds Available	-	8,396,517	3,954,636	-	-
<b>Total Sources</b>	<b>\$ 36,186,471</b>	<b>\$ 44,959,595</b>	<b>\$ 40,264,902</b>	<b>\$ 44,886,779</b>	<b>\$ 48,601,017</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Capital Projects (Continuing Appropriations)	\$ 23,951,505	\$ 44,959,595	\$ 40,264,902	\$ 41,834,393	\$ 41,803,857
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 23,951,505</b>	<b>\$ 44,959,595</b>	<b>\$ 40,264,902</b>	<b>\$ 41,834,393</b>	<b>\$ 41,803,857</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 23,951,505</b>	<b>\$ 44,959,595</b>	<b>\$ 40,264,902</b>	<b>\$ 41,834,393</b>	<b>\$ 41,803,857</b>
To Increase Funds Available	12,234,966	-	-	3,052,386	6,797,160
<b>Total Uses</b>	<b>\$ 36,186,471</b>	<b>\$ 44,959,595</b>	<b>\$ 40,264,902</b>	<b>\$ 44,886,779</b>	<b>\$ 48,601,017</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 6,125,211</b>	<b>\$ 18,360,177</b>	<b>\$ 11,974,211</b>	<b>\$ 9,963,660</b>	<b>\$ 13,016,046</b>
Net Changes in Funds Available	12,234,966	(8,396,517)	(3,954,636)	3,052,386	6,797,160
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 18,360,177</b>	<b>\$ 9,963,660</b>	<b>\$ 8,019,575</b>	<b>\$ 13,016,046</b>	<b>\$ 19,813,206</b>
<b>Components of Funds Available</b>					
Committed for Specific Projects	\$ 9,792,226	\$ 6,182,631	\$ 3,048,108	\$ 9,691,034	\$ 17,517,510
Restricted for Specific Projects	3,077,478	3,764,563	4,933,209	3,230,052	2,215,736
Assigned for Five Year Capital Needs	5,490,473	16,466	38,258	94,960	79,960

## Purpose of the Fund

The Capital Projects Fund (CPF) provides for general government infrastructure and facilities, including streets, information systems, and transportation. The broad purpose of the CPF makes it a key resource in achieving many of the City's strategies for growth and maintenance of City facilities and infrastructure. The CPF pays for capital projects for a wide range of departments, including Public Works and Information Technology.

## Factors Affecting Revenue

The CPF receives most of its funding from a transfer from the General Fund via a formula specified by ordinance. This ordinance requires the CPF receive a transfer equal to 100 percent of all building materials and equipment use taxes plus 4.0 percent of all other General Fund revenues less revenues from the 0.25 percent sales and use tax dedicated to police staffing mandates. Subsequent Council decisions reduced the transfer by about \$6 million each year into the indefinite future. As part of the 2013 budget process, Council asked that the City start increasing the transfer back to the original 4.0 percent. Because of the mandate, the 2014 transfer was set at 2.0 percent, the 2015 transfer was set at 2.5 percent and subsequent transfers will be increased 0.5 percent annually until the annual transfer reaches 4.0 percent in 2018. In addition to the increased transfer rate, the strengthening economy has allowed for building growth, which has in turn increased the transfer.

To supplement the regular transfer, one-time sources are also sent to the CPF for specific purposes, with the primary reason being for FasTracks-related projects in 2013, the Iliff parking garage in 2014, funds for land purchases related to the 6th Avenue extension in 2015, and funding for major street and intersection improvements in 2016.

After transfers, intergovernmental revenue is typically the next largest revenue stream. The Adams County Transportation Sales Tax, the primary ongoing component of intergovernmental revenue, is expected to increase slowly over the five-year plan. In addition, several one-time revenues are expected, most notably \$3.5 million in RTD funds for their portion of the Iliff parking garage in 2015. In 2017, \$4.0 million is projected as a grant and matching loan related to the 6th Avenue extension.

Charges for service revenue, primarily comprised of capital impact fees, jumped in 2013 associated with multi-family housing increases, but has declined significantly in 2014. Although projected to come back some in 2015 and 2016, it is not expected to return to the 2013 levels any time in the five-year plan. Interest and other revenue are also expected to maintain or grow slowly through 2020.

## Factors Affecting Expenditures

Expenditures in the Capital Projects Fund jumped significantly in 2014, coinciding with the building of the

Iliff Parking Garage. Spending is expected to remain consistent in 2015 and 2016, due primarily to the inclusion of 6th Avenue land purchases and fire station remodels in 2015 and various debt and land / building improvements in 2016. Expenditures in the current five-year plan (2016-2020) are \$40.1 million more than the previous five-year plan, made possible due to the additional revenue noted above. Most of the additional funds went to Public Works related road maintenance and building repair and Public Safety projects. As part of the Council deliberations on the 2016 proposed budget, council added \$4.2 million in additional projects, with the majority of that for marijuana-funded transportation projects. There are three debt service payments scheduled in the five-year plan. In Fire, \$2.0 million in debt is projected starting in 2017 for the building of three fire stations. In Non-Departmental, a \$1.5 million annual debt service payment has been projected to fund the police and fire training facility starting in 2015. In Public Works, \$825,000 annually has been added for the Police District 2 office space. Detailed information of the expenditure budgets can be found in the Capital Improvement section of the budget. Table 4 (on page H-8) summarizes the expenditure adjustments and the amendments section (starting on page H-27) details each specific adjustment.

## Ending Funds Available

After declining \$8.4 million (45.7 percent) in 2014, Capital Projects Fund funds available is expected to rise \$3.1 million (30.6 percent) in 2015 and \$6.8 million (52.2 percent) in 2016. This is primarily due to the transfer of funds for projects which will actually be spent in future years, such as major intersection traffic improvements. Between 2017 and 2020, \$6.9 million of the 2016 ending funds available is expected to be spent. In 2016 and 2017, the majority of the funds available will be set aside for the aforementioned major street improvement project. In 2018 and beyond, the majority of the funds available will be from restricted capital impact fees.

Additional information on the Capital Projects Fund, including the 2016 to 2020 five-year plan, can be found in the Capital Improvement Program section of the 2016 budget book and in the appendices.

# Community Development Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$3,622,132	\$ 3,640,353	\$ 3,640,353	\$ 3,484,919	\$ 3,484,919
Charges for Services	2,384,250	1,647,019	980,000	811,340	540,000
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 6,006,382</b>	<b>\$ 5,287,372</b>	<b>\$ 4,620,353</b>	<b>\$ 4,296,259</b>	<b>\$ 4,024,919</b>
<b>Transfers In (from other funds)</b>	<b>101,637</b>	<b>208,945</b>	<b>208,944</b>	<b>186,109</b>	<b>186,109</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 6,108,019</b>	<b>\$ 5,496,317</b>	<b>\$ 4,829,297</b>	<b>\$ 4,482,368</b>	<b>\$ 4,211,028</b>
From Decrease in Funds Available	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 6,108,019</b>	<b>\$ 5,496,317</b>	<b>\$ 4,829,297</b>	<b>\$ 4,482,368</b>	<b>\$ 4,211,028</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$1,630,759	\$ 1,608,288	\$ 1,693,133	\$ 1,473,984	\$ 1,610,848
Supplies & Services	4,435,355	3,837,192	3,085,186	2,971,402	2,548,156
Interfund Charges	41,905	50,838	50,978	36,982	52,024
<b>Subtotal Exps Before Transfers Out</b>	<b>\$6,108,019</b>	<b>\$ 5,496,317</b>	<b>\$ 4,829,297</b>	<b>\$ 4,482,368</b>	<b>\$ 4,211,028</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 6,108,019</b>	<b>\$ 5,496,317</b>	<b>\$ 4,829,297</b>	<b>\$ 4,482,368</b>	<b>\$ 4,211,028</b>
To Increase Funds Available	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 6,108,019</b>	<b>\$ 5,496,317</b>	<b>\$ 4,829,297</b>	<b>\$ 4,482,368</b>	<b>\$ 4,211,028</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Net Changes in Funds Available	-	-	-	-	-
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Purpose of the Fund

The Community Development Fund is composed of the United States Department of Housing and Urban Development (HUD) grant awards consisting of the Community Development Block Grant (CDBG) and Home Investment Partnerships Grant (HOME), as well as funds from the Neighborhood Stabilization Program (NSP). As a condition for receiving HOME funds, the City is required to provide a match to the HOME grant equal to 22.5 percent of the annual award. The City match is received as a transfer in from the General Fund to the Community Development Fund. All funds are spent on qualifying programs within the City.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 5,496,317	\$ 4,482,368	\$ 4,211,028	\$ 4,211,028	\$ 4,211,028	\$ 4,211,028	\$ 4,211,028
Expenditures	5,496,317	4,482,368	4,211,028	4,211,028	4,211,028	4,211,028	4,211,028
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Funds Available</b>							
Beginning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Year-End Inc./(Dec.)	-	-	-	-	-	-	-
<b>Ending Funds (Bud.)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Factors Affecting Revenue

Revenue for the Community Development (CD) Fund is dependent upon grant allocation and program income, which vary from year to year. The United States Department of Housing and Urban Development (HUD) grant awards consisting of the Community Development Block Grant (CDBG) and Home Investment Partnerships Grant (HOME) are the primary, ongoing sources of revenue in the fund.

The 2015 HUD grant awards for CDBG and HOME decreased compared to 2014 by a combined 4.3 percent, or \$155,400. The HOME program income remains strong due to loan payoffs from the strong real estate market. However, program income from the Neighborhood Stabilization Program (NSP) has seen steady declines as expected. The NSP programs were one-time grants and as those programs move closer to completion, program income has slowed significantly.

In 2016, the CDBG and HOME grants are projected to remain at the 2015 funding levels. The future for CDBG and HOME funding remains uncertain as Congress continues to focus on reprioritizing federal programs.

## Factors Affecting Expenditures

The City fully appropriates all available funds to match the approved federal spending plan, so all funds available are

budgeted and are projected to be spent within program requirements. Therefore, expenditures are equal to revenues in any given year.

For 2016, significant CDBG expenditures will be directed at rehabilitation programs such as the Commercial Renovation Program and Street Lighting. Other CDBG programs for 2016 include Northwest Aurora Alley Paving, Public Parking, and supportive housing infrastructure projects. CDBG funds will continue to support Code Enforcement Team One, consisting of 4.0 FTE Code Enforcement Officers (CEOs). This is down from 5.0 FTE in 2015 as 1.0 FTE CEO will transfer to the General Fund in 2016.

Principal HOME funded programs for 2016 remain the Single Family Rehabilitation, Homeowner Assistance programs and Supportive Housing projects.

## Ending Funds Available

The fund is projected to remain balanced, as all funds are appropriated in accordance with the approved federal spending plan.

# Conservation Trust Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$3,495,481	\$3,131,116	\$ 3,636,698	\$ 3,262,427	\$ 3,150,000
Investment Income	43,703	39,138	43,279	43,279	43,279
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 3,539,184</b>	<b>\$ 3,170,254</b>	<b>\$ 3,679,977</b>	<b>\$ 3,305,706</b>	<b>\$ 3,193,279</b>
<b>Transfers In (from other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 3,539,184</b>	<b>\$ 3,170,254</b>	<b>\$ 3,679,977</b>	<b>\$ 3,305,706</b>	<b>\$ 3,193,279</b>
From Decrease in Funds Available	-	372,814	1,119,274	772,979	-
<b>Total Sources</b>	<b>\$ 3,539,184</b>	<b>\$ 3,543,068</b>	<b>\$ 4,799,251</b>	<b>\$ 4,078,685</b>	<b>\$ 3,193,279</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 1,460,120	\$ 1,276,410	\$ 1,574,712	\$ 862,402	\$ 897,925
Supplies & Services	74,497	38,735	40,428	32,672	40,428
Interfund Charges	7,336	7,923	9,111	8,611	9,931
Capital Projects (Continuing Appropriation)	1,253,000	2,070,000	3,025,000	3,025,000	1,900,000
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 2,794,953</b>	<b>\$ 3,393,068</b>	<b>\$ 4,649,251</b>	<b>\$ 3,928,685</b>	<b>\$ 2,848,284</b>
<b>Transfers Out (to other funds)</b>	<b>216,455</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 3,011,408</b>	<b>\$ 3,543,068</b>	<b>\$ 4,799,251</b>	<b>\$ 4,078,685</b>	<b>\$ 2,998,284</b>
To Increase Funds Available	527,776	-	-	-	194,995
<b>Total Uses</b>	<b>\$ 3,539,184</b>	<b>\$ 3,543,068</b>	<b>\$ 4,799,251</b>	<b>\$ 4,078,685</b>	<b>\$ 3,193,279</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 747,654</b>	<b>\$ 1,275,430</b>	<b>\$ 1,291,472</b>	<b>\$ 902,616</b>	<b>\$ 129,637</b>
Net Changes in Funds Available	527,776	(372,814)	(1,119,274)	(772,979)	194,995
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 1,275,430</b>	<b>\$ 902,616</b>	<b>\$ 172,198</b>	<b>\$ 129,637</b>	<b>\$ 324,632</b>
<b>Components of Funds Available</b>					
Restricted for Conservation Trust	\$ 1,275,430	\$ 902,616	\$ 172,198	\$ 129,637	\$ 324,632

## Purpose of the Fund

Pursuant to Colorado law, the Conservation Trust Fund (CTF) is used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. The source of revenue is lottery proceeds distributed by the State of Colorado.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 3,170,254	\$ 3,305,706	\$ 3,193,279	\$ 3,269,271	\$ 3,301,531	\$ 3,334,113	\$ 3,367,022
Expenditures, Operating	1,473,068	1,053,685	1,098,284	1,125,917	1,154,407	1,183,781	1,214,068
Expenditures, Capital	2,070,000	3,025,000	1,900,000	1,950,000	1,900,000	2,437,500	2,447,500
<b>Surplus/(Deficit)</b>	<b>\$ (372,814)</b>	<b>\$ (772,979)</b>	<b>\$ 194,995</b>	<b>\$ 193,354</b>	<b>\$ 247,124</b>	<b>\$ (287,167)</b>	<b>\$ (294,546)</b>
<b>Funds Available</b>							
Beginning	\$ 1,275,430	\$ 902,616	\$ 129,637	\$ 324,632	\$ 517,986	\$ 765,110	\$ 477,943
Year-End Inc./ (Dec.)	(372,814)	(772,979)	194,995	193,354	247,124	(287,167)	(294,546)
<b>Ending Funds (Bud.)</b>	<b>\$ 902,616</b>	<b>\$ 129,637</b>	<b>\$ 324,632</b>	<b>\$ 517,986</b>	<b>\$ 765,110</b>	<b>\$ 477,943</b>	<b>\$ 183,397</b>

## Factors Affecting Revenue

Lottery proceeds tend to rise and fall based on the interest in specific lottery games, which makes it difficult to trend or project. After several years of strong revenue, lottery proceeds dropped off in 2014 and are expected to remain fairly depressed through 2016. As an example, intergovernmental revenue in 2016 is expected to be 9.9 percent lower than 2013. Interest is expected to remain static for the fund. For 2017 through 2020, revenue growth is expected to remain in the flat to 1.0 percent range annually. These revenue assumptions are significantly less than the assumptions made for the 2015 Adopted Budget, with each year being approximately \$600,000 less.

## Factors Affecting Expenditures

Typically, the majority of the expenditure variation from year to year is dependent on the capital expenditures in the fund. Due to the revenue decrease noted above, the fund was in a position where it could not fund both the people and the existing capital projects plan through the five year plan. Because existing maintenance cap space was available in the Open Space Fund, the decision was made to move 10.05 FTE from the CTF to the Open Space Fund in 2015. This is the primary reason for the \$676,800 (43.0 percent) decrease in 2016 personal services expenditures from the 2015 Original Budget.

The operating transfers include CTF-approved capital projects in the Golf Courses Fund.

The majority of capital expenditure funding in the CTF is for Moorhead Recreation Center through the five-year plan, averaging 57.0 percent of annual spending. Other projects in the fund include recreation, aquatics, and parks infrastructure projects and Sand Creek Park. The detailed project-by-project spending can be found in the Parks, Recreation & Open Space Detail By Project report in the appendix.

## Ending Funds Available

Although the 2015 Original budget assumed a \$1.3 million beginning funds available, the decreased lottery proceeds in 2014 caused the 2015 beginning funds available to be nearly \$388,900 less than originally anticipated. Through the operating expenditure adjustments noted above, the fund is expected to remain within \$43,000 of the original ending funds available projection. The expenditure adjustments also allow the fund to remain solvent through the five-year plan.

In any given year, funds available tends to fluctuate with capital projects expenditure projections. In years without significant capital outlay, funds available tend to increase. In years with significant capital outlay, funds available decrease, as shown in the \$773,000 (85.6 percent) decrease in 2015.

# Cultural Services Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental Revenues	\$ 268,422	\$ 263,871	\$ 235,000	\$ 307,279	\$ 310,000
Charges for Services	713,522	712,228	775,450	728,205	749,500
Investment Income	7,969	9,986	7,225	13,591	11,860
Other Revenues	87,776	164,903	47,500	59,150	58,000
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 1,077,689</b>	<b>\$ 1,150,988</b>	<b>\$ 1,065,175</b>	<b>\$ 1,108,225</b>	<b>\$ 1,129,360</b>
<b>Transfers In (from other funds)</b>	<b>1,081,112</b>	<b>1,552,962</b>	<b>1,365,914</b>	<b>1,481,469</b>	<b>1,517,665</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 2,158,801</b>	<b>\$ 2,703,950</b>	<b>\$ 2,431,089</b>	<b>\$ 2,589,694</b>	<b>\$ 2,647,025</b>
From Decrease in Funds Available	-	-	64,609	295,136	330,795
<b>Total Sources</b>	<b>\$ 2,158,801</b>	<b>\$ 2,703,950</b>	<b>\$ 2,495,698</b>	<b>\$ 2,884,830</b>	<b>\$ 2,977,820</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 1,240,941	\$ 1,299,596	\$ 1,459,608	\$ 1,365,218	\$ 1,534,840
Supplies & Services	800,238	1,031,981	950,700	1,423,761	1,354,391
Utilities	57,232	54,890	62,181	77,595	64,010
Interfund Charges	16,776	19,447	23,209	18,256	24,579
Capital Related	529	6,104	-	-	-
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 2,115,716</b>	<b>\$ 2,412,018</b>	<b>\$ 2,495,698</b>	<b>\$ 2,884,830</b>	<b>\$ 2,977,820</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 2,115,716</b>	<b>\$ 2,412,018</b>	<b>\$ 2,495,698</b>	<b>\$ 2,884,830</b>	<b>\$ 2,977,820</b>
To Increase Funds Available	43,085	291,932	-	-	-
<b>Total Uses</b>	<b>\$ 2,158,801</b>	<b>\$ 2,703,950</b>	<b>\$ 2,495,698</b>	<b>\$ 2,884,830</b>	<b>\$ 2,977,820</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 769,373</b>	<b>\$ 812,458</b>	<b>\$ 709,673</b>	<b>\$ 1,104,390</b>	<b>\$ 809,254</b>
Net Changes in Funds Available	43,085	291,932	(64,609)	(295,136)	(330,795)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 812,458</b>	<b>\$ 1,104,390</b>	<b>\$ 645,064</b>	<b>\$ 809,254</b>	<b>\$ 478,459</b>
<b>Components of Funds Available</b>					
Restricted for SCFD	\$ 45,977	\$ 35,792	\$ 56,324	\$ 40,937	\$ 11,612
Committed for Art In Public Places	730,121	1,058,006	575,927	659,833	447,491
Assigned for Cultural Services	36,360	10,592	12,814	108,485	19,357

## Purpose of the Fund

The Cultural Services Fund accounts for cultural-related services provided to citizens such as programs in performing arts, fine arts, history, and public art. Funding for these services is provided by fees, donations, General Fund transfers, intergovernmental revenues from the Scientific and Cultural Facilities District (SCFD), and proceeds from the Art In Public Places (AIPP) ordinance. AIPP proceeds are revenues designated for acquisition and maintenance of public art and administration of the program.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 1,150,988	\$ 1,108,225	\$ 1,129,360	\$ 1,139,524	\$ 1,146,361	\$ 1,153,240	\$ 1,160,159
Transfers in	1,552,962	1,481,469	1,517,665	1,315,704	1,361,195	1,319,322	1,394,489
Expenditures	2,412,018	2,884,830	2,977,820	2,378,498	2,383,364	2,440,238	2,499,172
<b>Surplus/(Deficit)</b>	<b>\$ 291,932</b>	<b>\$ (295,136)</b>	<b>\$ (330,795)</b>	<b>\$ 76,731</b>	<b>\$ 124,192</b>	<b>\$ 32,324</b>	<b>\$ 55,476</b>
<b>Funds Available</b>							
Beginning	\$ 812,458	\$ 1,104,390	\$ 809,254	\$ 478,459	\$ 555,190	\$ 679,383	\$ 711,707
Year-End Inc./(Dec.)	291,932	(295,136)	(330,795)	76,731	124,192	32,324	55,476
<b>Ending Funds (Bud.)</b>	<b>\$ 1,104,390</b>	<b>\$ 809,254</b>	<b>\$ 478,459</b>	<b>\$ 555,190</b>	<b>\$ 679,383</b>	<b>\$ 711,707</b>	<b>\$ 767,182</b>

## Factors Affecting Revenue

In 2015, revenue before transfers is projected to exceed the 2015 Original Budget by \$43,100 (4.0 percent). While favorable economic conditions have led to an anticipated \$72,300 increase in intergovernmental revenues from the Scientific and Cultural Facilities District (SCFD), charges for services are expected to end 2015 below budget, though still remaining higher than 2014 collections. A \$115,600 increase in transfers over the Original Budget is projected for 2015. This includes supplementary funding from the General Fund to cover two large retirement buyouts and a revenue shortfall at the Aurora Fox Christmas production in 2014. It also includes additional funds for Art in Public Places (AIPP) art acquisitions from lottery proceeds that were transferred from the Conservation Trust Fund.

In 2016, revenue before transfers is forecast to increase \$21,100 (1.9 percent) when compared to the 2015 projection. This increase is based on an assumption of continued growth in SCFD grant awards and increases in revenues from Visual Arts and Dance programs. Additionally, strong gains in the Capital Projects Fund are contributing to an increasing transfer into the AIPP program. Increases are partially offset by a decrease in the subsidy as 1.0 FTE Volunteer Program Coordinator will be housed in the General Fund beginning in 2016.

## Factors Affecting Expenditures

In 2015, total expenditures are projected to be \$389,100 (15.6 percent) higher than the 2015 Original Budget. This

increase is primarily driven by AIPP art acquisitions for the RTD light rail stations as multiple projects initially scheduled for 2014 have been deferred to 2015. Additional expenditures in supplies and services are also anticipated at the Aurora Fox due to an increase in the number and cost of performances. While vacancy savings are expected to partially offset these increases, supplementals are anticipated for both program areas.

In 2016, expenditures are forecast to increase \$93,000 (3.2 percent) over the 2015 projection, driven by a \$169,600 increase in personal services. This is largely attributable to significant vacancy savings projected for 2015, the addition of temporary staff in support of the Aurora History Museum, Art in Public Places, and Dance programs, as well as a substantially higher salary offered for the Art in Public Places Coordinator. Increases in personal services are offset in part by a \$69,400 decrease in supplies and services due to an expected reduction in art acquisitions. The \$482,100 increase over the 2015 Original Budget is primarily due to increased spending in Art in Public Places.

## Ending Funds Available

Funds available are expected to decrease in 2015 and 2016 due to the spend down of the AIPP fund balance. The 2016 ending funds available projection of \$478,500 consists of funds restricted for SCFD (\$11,600) and committed to AIPP (\$447,500), with the balance allocated for spending on other cultural service.

# Debt Service General Obligation Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
Revenues					
Taxes	\$ 4,821,442	\$ 4,854,160	\$ 701,521	\$ 812,800	\$ (131,000)
Investment Income	39,575	42,929	35,000	20,300	-
Subtotal Revs Before Transfers In	\$ 4,861,017	\$ 4,897,089	\$ 736,521	\$ 833,100	\$ (131,000)
Transfers In (from other funds)	1,662,900	1,659,525	-	-	-
Total Sources Before Decrease in FA	\$ 6,523,917	\$ 6,556,614	\$ 736,521	\$ 833,100	\$ (131,000)
From Decrease in Funds Available	18,947	-	1,509,229	1,396,279	131,000
Total Sources	\$ 6,542,864	\$ 6,556,614	\$ 2,245,750	\$ 2,229,379	\$ -
<b>USES OF FUNDS</b>					
Expenditures					
Supplies & Services	\$ 48,214	\$ 48,539	\$ 25,000	\$ 8,629	-
Debt Related	6,494,650	6,507,025	2,220,750	2,220,750	-
Subtotal Exps Before Transfers Out	\$ 6,542,864	\$ 6,555,564	\$ 2,245,750	\$ 2,229,379	\$ -
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ 6,542,864	\$ 6,555,564	\$ 2,245,750	\$ 2,229,379	\$ -
To Increase Funds Available	-	1,050	-	-	-
Total Uses	\$ 6,542,864	\$ 6,556,614	\$ 2,245,750	\$ 2,229,379	\$ -
<b>FUNDS AVAILABLE</b>					
Beginning Funds Available	\$ 1,545,176	\$ 1,526,229	\$ 1,509,229	\$ 1,527,279	\$ 131,000
Net Changes in Funds Available	(18,947)	1,050	(1,509,229)	(1,396,279)	(131,000)
Total Ending Funds (Budgetary Basis)	\$ 1,526,229	\$ 1,527,279	\$ -	\$ 131,000	\$ -
<b>Components of Funds Available</b>					
Restricted for debt service	\$ 1,526,229	\$ 1,527,279	\$ -	\$ 131,000	\$ -

## Purpose of the Fund

Expenditures from the Debt Service Fund are for payments of principal and interest on general obligation bonds. Fund revenues are from property taxes, General Fund transfers and interest earnings. Debt Service Fund expenditures have historically included bond payments for City projects such as the Alameda/I-225 Interchange; Sports Park; and the Library, Public Safety and Parks and Open Space bonds originally issued in 2000. In 2010, the Alameda/I-225 Interchange and 2000 bonds were all refinanced into one debt issue. The Sports Park debt issue was refinanced in 2009. The Alameda/I-225 portion of the 2010 bonds retired in 2013. The Sports Park bonds were retired in 2014 and the 2010 Series General Obligation bonds will be retired in 2015.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 6,556,614	\$ 833,100	\$ (131,000)	\$ -	\$ -	\$ -	\$ -
Expenditures	6,555,564	2,229,379	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>\$ 1,050</b>	<b>\$ (1,396,279)</b>	<b>\$ (131,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Funds Available</b>							
Beginning	\$ 1,526,229	\$ 1,527,279	\$ 131,000	\$ -	\$ -	\$ -	\$ -
Year-End Inc./(Dec.)	1,050	(1,396,279)	(131,000)	-	-	-	-
<b>Ending Funds (Bud.)</b>	<b>\$ 1,527,279</b>	<b>\$ 131,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Factors Affecting Revenue

Revenues in the fund are budgeted to cover debt service payments. The remaining debt payment covered by the fund is for the 2010 Series General Obligation bonds which are funded by revenue generated from a dedicated mill levy, calculated annually to cover debt service and county collection fees. As the debt has been paid off revenue has declined. After the final payment of \$2.2 million is made in 2015, the remaining estimated fund balance of \$131,000 will be refunded to the taxpayers in the form of a temporary tax credit.

## Factors Affecting Expenditures

Expenditures have historically been for debt service for various bond issues. The Sports Park debt service payment

had been funded by a \$1.7 million General Fund transfer-in. This debt and corresponding transfer expired with the 2014 payment. The fund's remaining expenditures are for debt service on the 2010 bonds. The payments for these bonds are from revenue from a voter-approved mill levy.

## Ending Funds Available

A fund balance of approximately \$131,000 will have accumulated as a result of interest and extra collections associated with the General Obligation Debt. The balance is restricted and will be refunded in 2016 to the tax payers in the form of a temporary mill levy reduction.

# Debt Service Special Improvement District Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Charges for Services	\$ 479,147	\$ 351,941	\$ 288,853	\$ 278,635	\$ 322,577
Investment Income	82,205	60,096	44,651	42,622	30,212
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 561,352</b>	<b>\$ 412,037</b>	<b>\$ 333,504</b>	<b>\$ 321,257</b>	<b>\$ 352,789</b>
<b>Transfers In (from other funds)</b>	-	-	-	-	-
<b>Total Sources Before Decrease in FA</b>	<b>\$ 561,352</b>	<b>\$ 412,037</b>	<b>\$ 333,504</b>	<b>\$ 321,257</b>	<b>\$ 352,789</b>
From Decrease in Funds Available	-	133,951	238,791	164,376	-
<b>Total Sources</b>	<b>\$ 561,352</b>	<b>\$ 545,988</b>	<b>\$ 572,295</b>	<b>\$ 485,633</b>	<b>\$ 352,789</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Supplies & Services	\$ 54,825	\$ 43,100	\$ 3,314	\$ 67,632	\$ 2,271
Debt Related	422,521	502,888	568,981	418,001	350,518
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 477,346</b>	<b>\$ 545,988</b>	<b>\$ 572,295</b>	<b>\$ 485,633</b>	<b>\$ 352,789</b>
<b>Transfers Out (to other funds)</b>	-	-	-	-	-
<b>Total Uses Before Increase in FA</b>	<b>\$ 477,346</b>	<b>\$ 545,988</b>	<b>\$ 572,295</b>	<b>\$ 485,633</b>	<b>\$ 352,789</b>
To Increase Funds Available	84,006	-	-	-	-
<b>Total Uses</b>	<b>\$ 561,352</b>	<b>\$ 545,988</b>	<b>\$ 572,295</b>	<b>\$ 485,633</b>	<b>\$ 352,789</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 214,321</b>	<b>\$ 298,327</b>	<b>\$ 238,791</b>	<b>\$ 164,376</b>	<b>\$ -</b>
Net Changes in Funds Available	84,006	(133,951)	(238,791)	(164,376)	-
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 298,327</b>	<b>\$ 164,376</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Components of Funds Available</b>					
Restricted for Special Improvement Districts	\$ 298,327	\$ 164,376	\$ -	\$ -	\$ -

## Purpose of the Fund

Expenditures in the Debt Service Special Improvement District Fund are for payments of principal and interest on special assessment revenue bonds. Funds available must be spent on debt service or contractual payments associated with the Special Improvement Districts (SIDs). In 2015, there are three active SIDs: SID 1-05 (Ptarmigan); SID 2-03 (Dam West); and SID 1-10 (Dam East). The Ptarmigan, Dam West and Dam East SIDs are for neighborhood fence construction. The 56th Avenue SID, which concluded in 2014, was for construction of an extension of 56th Avenue.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 412,037	\$ 321,257	\$ 352,789	\$ 243,900	\$ 123,230	\$ 120,200	\$ 117,165
Expenditures	545,988	485,633	352,789	243,900	123,230	120,200	117,165
<b>Surplus/(Deficit)</b>	<b>\$ (133,951)</b>	<b>\$ (164,376)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Funds Available</b>							
Beginning	\$ 298,327	\$ 164,376	\$ -	\$ -	\$ -	\$ -	\$ -
Year-End Inc./(Dec.)	(133,951)	(164,376)	-	-	-	-	-
<b>Ending Funds (Bud.)</b>	<b>\$ 164,376</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Factors Affecting Revenue

Revenues are received from special assessments on properties that are part of the district. Revenues fluctuate from year to year due to the level of prepayment of assessments or assessments based on development. Revenue projections for 2015 through 2020 assume the remaining receivable balance for each SID will be collected evenly over the remaining active years.

Prepayment of assessments, which is typical, allows for prepayment of debt, resulting in expenditures that fluctuate from year to year. Timing differences often occur between collections and payments resulting in a year-end fund balance. The expenditure projection for 2015 assumes all collection balances are expended. In 2016-2020, expenditures are matched to the anticipated revenue. The last payment for Dam West is in 2015 and Ptarmigan in 2017, leaving only Dam East.

## Factors Affecting Expenditures

Expenses are for debt payments or contractual arrangements for SIDs. In the case of the 56th Avenue SID, an agreement was signed with a third party for development and there is no associated debt. In return, the City reimburses the developer for improvements from special assessment collections. These payments are made through the supplies and services expenditure type.

## Ending Funds Available

In the long term outlook, revenues and expenditures are projected to be balanced. Funds available only exist as a result of carryover in the timing of debt payments or remittance of payments. As a result, there are no projected funds available. Funds available must be spent on debt service or contractual payments associated with the SIDs.

# Designated Revenues Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$ 600,000	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	344	-	-	-
Charges for Services	1,040,439	1,056,443	1,291,019	3,364,644	975,200
Fines and Forfeitures	4,710,660	4,610,808	4,592,829	4,233,579	4,453,765
Investment Income	60,144	257,554	48,647	61,326	57,506
Other Revenues	156,017	63,171	63,226	77,037	63,226
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 6,567,260</b>	<b>\$ 5,988,320</b>	<b>\$ 5,995,721</b>	<b>\$ 7,736,586</b>	<b>\$ 5,549,697</b>
<b>Transfers In (from other funds)</b>	<b>502,188</b>	<b>266,691</b>	<b>-</b>	<b>339,293</b>	<b>1,050,000</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 7,069,448</b>	<b>\$ 6,255,011</b>	<b>\$ 5,995,721</b>	<b>\$ 8,075,879</b>	<b>\$ 6,599,697</b>
From Decrease in Funds Available	-	718,399	1,455,170	1,269,733	1,399,661
<b>Total Sources</b>	<b>\$ 7,069,448</b>	<b>\$ 6,973,410</b>	<b>\$ 7,450,891</b>	<b>\$ 9,345,612</b>	<b>\$ 7,999,358</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 2,216,435	\$ 2,270,687	\$ 2,589,907	\$ 2,590,675	\$ 3,045,903
Allocated Expenses	(88,222)	-	-	-	-
Supplies & Services	3,990,037	4,084,392	4,368,557	6,346,523	4,517,638
Interfund Charges	35,842	34,528	41,751	39,593	50,141
Capital Related	105,194	583,803	450,676	368,821	385,676
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 6,259,287</b>	<b>\$ 6,973,410</b>	<b>\$ 7,450,891</b>	<b>\$ 9,345,612</b>	<b>\$ 7,999,358</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 6,259,287</b>	<b>\$ 6,973,410</b>	<b>\$ 7,450,891</b>	<b>\$ 9,345,612</b>	<b>\$ 7,999,358</b>
To Increase Funds Available	810,161	-	-	-	-
<b>Total Uses</b>	<b>\$ 7,069,448</b>	<b>\$ 6,973,410</b>	<b>\$ 7,450,891</b>	<b>\$ 9,345,612</b>	<b>\$ 7,999,358</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 7,254,226</b>	<b>\$ 8,064,387</b>	<b>\$ 7,496,885</b>	<b>\$ 7,345,988</b>	<b>\$ 6,076,255</b>
Net Changes in Funds Available	810,161	(718,399)	(1,455,170)	(1,269,733)	(1,399,661)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 8,064,387</b>	<b>\$ 7,345,988</b>	<b>\$ 6,041,715</b>	<b>\$ 6,076,255</b>	<b>\$ 4,676,594</b>
<b>Components of Funds Available</b>					
Committed for Designated Activities*	\$ 8,064,387	\$ 7,345,988	\$ 6,041,715	\$ 6,076,255	\$ 4,676,594

## Purpose of the Fund

The Designated Revenues Fund was established in 1997 to manage various revenues restricted for specific purposes, which are neither gifts nor grants. Fines and surcharge revenue, certain incentive programs, and the Aurora Channel are examples of Designated Revenues Fund uses.

## Factors Affecting Revenue

Due to the one-time nature of many of the Designated Revenues, collections can vary significantly from year to year. In 2014, revenue including transfers decreased \$814,400 (11.5 percent) largely due the elimination of intergovernmental revenue from the Arapahoe Library District, combined with reduced Victim Services and Community Trees collections.

Total revenues including transfers in for 2015 are projected to increase \$1.8 million (29.1 percent) over 2014, predominately driven by one-time funds to widen the Southlands intersection at E-470 and Smoky Hill Road. In 2016, total revenues are projected to decrease \$2.2 million (26.7 percent) when compared to the 2015 projection due to the elimination of the Southlands revenue, partially offset by a 11.2 percent increase in Photo Red Light revenue driven by ticket backlog. In 2016, transfers in will be \$1.4 million as City Council designated a one-time \$680,000 transfer in for the Nexus program from Marijuana reserves at the September 12, 2015 Marijuana Workshop.

## Factors Affecting Expenditures

Like revenue, expenditures fluctuate significantly from year to year based on varied program activity. In 2014, expenditures increased \$714,100 (11.4 percent), predominately due to program costs associated with TV Services to upgrade the TV studio to High Definition (HD), as well as increased Arapahoe County Parks Operations and Maintenance.

In 2015, total expenditures are projected to increase \$2.4 million (34.0 percent) primarily due to a one-time payment to Southlands for the E-470 widening project. Additionally, Aurora for Youth Education and Community Trees are expected to increase compared to the prior year.

Total expenditures in 2016 compared to 2015 projection will decrease \$1.3 million (14.4 percent) with the elimination of the Southlands payment. This decrease is partially offset by anticipated growth in developer incentive payments. There are expenditure increases in Police Designated Revenue programs with the addition of 1.0 FTE Patrol Officer in Photo Red Light, 2.0 FTE Victim Advocates in Victim Services and 0.5 FTE Youth Program Manager in Aurora for Youth, as well as higher Xerox contract pricing.

## Ending Funds Available

Funds available are projected to decrease \$1.3 million in 2015, primarily due to incentive projections, operations at Tallyn's Reach Library no longer being offset by intergovernmental revenues, as well as the HD upgrades in TV Services drawing down funds. In 2016, funds available will decrease an additional \$1.4 million due to increasing incentive payments, the draw-down of fund balance by Tallyn's Reach Library operations and a three-year housing contract for participants of the Wellness Court.

Due to the difficulty of projecting future revenues and expenditures associated with the Designated Revenues Fund, normal projection methods cannot be utilized, so consequently there is no long-range projection associated with the fund. However, it should be noted that in 2017 alternative funding for Tallyn's Reach will need to be identified as ongoing expenditures are no longer supported by the Arapahoe Library District intergovernmental transfer. In addition, several of the surcharge programs will begin to spend down their fund balances. Details for these programs in the out-years can be found in Surcharge Programs in the appendix.

# Development Review Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Licenses and Permits	\$ 7,398,744	\$ 9,926,232	\$ 9,221,300	\$ 13,965,461	\$ 13,789,000
Charges for Services	1,663,538	2,766,163	2,684,400	2,517,336	2,858,520
Investment Income	35,531	60,464	35,000	70,000	70,000
Other Revenues	176,603	165,291	-	1,511	-
Proceeds from sale of assets	27,014	13,730	-	-	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 9,301,430</b>	<b>\$ 12,931,880</b>	<b>\$ 11,940,700</b>	<b>\$ 16,554,308</b>	<b>\$ 16,717,520</b>
<b>Transfers In (from other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 9,301,430</b>	<b>\$ 12,931,880</b>	<b>\$ 11,940,700</b>	<b>\$ 16,554,308</b>	<b>\$ 16,717,520</b>
From Decrease in Funds Available	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 9,301,430</b>	<b>\$ 12,931,880</b>	<b>\$ 11,940,700</b>	<b>\$ 16,554,308</b>	<b>\$ 16,717,520</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 6,443,960	\$ 7,183,566	\$ 8,133,300	\$ 8,697,461	\$ 10,030,756
Allocated expenses	-	-	53,000	53,000	53,000
Supplies & Services	291,287	291,832	390,219	581,635	4,086,219
Interfund Charges	157,578	169,519	188,881	200,900	190,949
Capital Related	85,824	137,287	-	89,194	124,000
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 6,978,649</b>	<b>\$ 7,782,204</b>	<b>\$ 8,765,400</b>	<b>\$ 9,622,190</b>	<b>\$ 14,484,924</b>
<b>Transfers Out (to other funds)</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,154,960</b>	<b>1,154,960</b>	<b>1,335,419</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 8,078,649</b>	<b>\$ 8,882,204</b>	<b>\$ 9,920,360</b>	<b>\$ 10,777,150</b>	<b>\$ 15,820,343</b>
To Increase Funds Available	1,222,781	4,049,676	2,020,340	5,777,158	897,177
<b>Total Uses</b>	<b>\$ 9,301,430</b>	<b>\$ 12,931,880</b>	<b>\$ 11,940,700</b>	<b>\$ 16,554,308</b>	<b>\$ 16,717,520</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 2,434,827</b>	<b>\$ 3,657,608</b>	<b>\$ 5,591,374</b>	<b>\$ 7,707,284</b>	<b>\$ 13,484,442</b>
Net Changes in Funds Available	1,222,781	4,049,676	2,020,340	5,777,158	897,177
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 3,657,608</b>	<b>\$ 7,707,284</b>	<b>\$ 7,611,714</b>	<b>\$ 13,484,442</b>	<b>\$ 14,381,619</b>
<b>Components of Funds Available</b>					
Committed for Development Review	\$ 3,657,608	\$ 7,707,284	\$ 7,611,714	\$ 13,484,442	\$ 14,381,619

## Purpose of the Fund

The Development Review Fund (DRF) was created in 2002 to address developer demand for quicker turnaround of plan reviews related to new development within the City. Planning & Development Services, Public Works, and General Management are the departments directly involved in the DRF. Revenues originate from development related fees for various plan reviews, permits, and inspections. Revenues that exceed planned expenditures remain in the DRF as accumulated fund balance that creates a contingency reserve. This reserve is intended as a means to stabilize the Development Review program when revenues decline or unexpected program needs arise. Over time, revenues and expenditures will fluctuate depending on the level of new development and construction activity within the City and the resulting changes in plan review and inspection activity.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 12,931,880	\$ 16,554,308	\$ 16,717,520	\$ 16,717,520	\$ 14,996,105	\$ 14,249,800	\$ 13,540,810
Expenditures	8,882,204	10,777,150	15,820,343	15,749,970	12,798,969	13,162,822	13,537,272
<b>Surplus/(Deficit)</b>	<b>\$ 4,049,676</b>	<b>\$ 5,777,158</b>	<b>\$ 897,177</b>	<b>\$ 967,550</b>	<b>\$ 2,197,136</b>	<b>\$ 1,086,978</b>	<b>\$ 3,538</b>
<b>Funds Available</b>							
Beginning	\$ 3,657,608	\$ 7,707,284	\$ 13,484,442	\$ 14,381,619	\$ 15,349,169	\$ 17,546,305	\$ 18,633,283
Year-End Inc./(Dec.)	4,049,676	5,777,158	897,177	967,550	2,197,136	1,086,978	3,538
<b>Ending Funds (Bud.)</b>	<b>\$ 7,707,284</b>	<b>\$ 13,484,442</b>	<b>\$ 14,381,619</b>	<b>\$ 15,349,169</b>	<b>\$ 17,546,305</b>	<b>\$ 18,633,283</b>	<b>\$ 18,636,821</b>

## Factors Affecting Revenue

Revenue is dependent on construction and development activity in Aurora. In 2014, revenue increased \$3.6 million primarily due to a significant increase in application and permit activity. The last half of 2014 experienced an increase in roofing permits due to intermittent hail storms. Total revenues in 2015 are projected to be \$3.6 million (28.0 percent) higher than 2014. There is a significant increase in workload on existing structures and higher project valuations.

The 2016 revenues are expected to increase \$163,200 (1.0 percent) with continuous development activities. The main revenue drivers are expected to come from application fees and building permits. Future revenue projections are based on steady increases in residential and commercial development, redevelopment and construction. Revenues are projected to start to decline in 2018. The roofing workload is expected to begin to slow down in 2017 and level off through 2020.

## Factors Affecting Expenditures

Expenditures are largely driven by personnel. Personal services are projected to increase \$1.5 million in 2015 over 2014 as a result of an on-going effort to match staffing to workload. In 2016, personal services expenditures are projected to be \$1.3 million higher than 2015 due to the addition of 11.25 FTE and 8.0 contingent employees in response to ongoing workload and increasing development demands.

Additions to personnel include: 6.0 FTE Planners, 2.0 FTE Building staff with vehicles, and 3.25 FTE Engineers. The additional contingents include 4.0 Permit Call Center Clerks,

2.0 contingent Planners and 2.0 contingent Engineers. There will also be an additional 15.0 FTE that will remain unfunded until needed. This will allow the DRF to respond more quickly to workload levels that impact customers and performance measures. In addition to increased staffing, the DRF team will contract a roof inspection company starting in late 2015 through 2017. This will help ease the workload of additional roofing permits due to a large hail storm driving permit revenue in 2014 and 2015. The City's workflow system is due for an update and the DRF will aid in this process with an add of \$2.5 million in 2016 and 2017, totaling \$5.0 million. Updating of this workflow system will ensure more efficiencies within the development process, provide a more consistent experience, and will also help provide better customer service.

The 2016 budget includes full-year funding for all additional employees with stable funding for vehicle replacements and supplies. Expenditures in out-years are built to match future workload and personnel costs. The fund overhead fees in 2016 will increase to \$1.3 million.

## Ending Funds Available

Starting in 2012, increasing development activity has created accumulating funds available. From 2014 to 2015, funds available increased by \$4.0 million due to improved demand for development related permits. Funds available at the end of 2015 are projected to increase another \$5.8 million despite the addition of new staff and contracted work to address increases in permit activity. Development activities are expected to grow marginally slower in out-years after a large increase in revenues between 2014 and 2016. The fund is expected to show a balance of \$18.6 million as projected in 2020.

# Enhanced E-911 Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Charges for Services	\$ 3,102,060	\$ 3,101,603	\$ 3,070,521	\$ 3,833,138	\$ 5,245,333
Investment Income	47,558	66,337	50,000	62,000	50,000
Other Revenues	280	-	-	-	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 3,149,898</b>	<b>\$ 3,167,940</b>	<b>\$ 3,120,521</b>	<b>\$ 3,895,138</b>	<b>\$ 5,295,333</b>
<b>Transfers In (from other funds)</b>	<b>1,710,000</b>	<b>-</b>	<b>-</b>	<b>1,430,500</b>	<b>6,048,142</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 4,859,898</b>	<b>\$ 3,167,940</b>	<b>\$ 3,120,521</b>	<b>\$ 5,325,638</b>	<b>\$ 11,343,475</b>
From Decrease in Funds Available	-	280,593	148,162	-	-
<b>Total Sources</b>	<b>\$ 4,859,898</b>	<b>\$ 3,448,533</b>	<b>\$ 3,268,683</b>	<b>\$ 5,325,638</b>	<b>\$ 11,343,475</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 464,427	\$ 477,084	\$ 503,641	\$ 1,938,039	\$ 5,841,734
Supplies & Services	1,076,821	1,251,446	1,675,103	1,490,578	1,801,689
Utilities	21,498	20,521	23,707	23,707	23,700
Interfund Charges	4,988	5,410	6,232	6,195	6,794
Capital Related	72,338	8,072	95,000	17,784	95,000
Capital Projects (Continuing Appropriation)	928,000	1,686,000	965,000	1,516,215	3,313,900
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 2,568,072</b>	<b>\$ 3,448,533</b>	<b>\$ 3,268,683</b>	<b>\$ 4,992,518</b>	<b>\$ 11,082,817</b>
<b>Transfers Out (to other funds)</b>	<b>1,710,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 4,278,072</b>	<b>\$ 3,448,533</b>	<b>\$ 3,268,683</b>	<b>\$ 4,992,518</b>	<b>\$ 11,082,817</b>
To Increase Funds Available	581,826	-	-	333,120	260,658
<b>Total Uses</b>	<b>\$ 4,859,898</b>	<b>\$ 3,448,533</b>	<b>\$ 3,268,683</b>	<b>\$ 5,325,638</b>	<b>\$ 11,343,475</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 4,793,063</b>	<b>\$ 5,374,889</b>	<b>\$ 4,779,433</b>	<b>\$ 5,094,296</b>	<b>\$ 5,427,416</b>
Net Changes in Funds Available	581,826	(280,593)	(148,162)	333,120	260,658
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 5,374,889</b>	<b>\$ 5,094,296</b>	<b>\$ 4,631,271</b>	<b>\$ 5,427,416</b>	<b>\$ 5,688,074</b>
<b>Components of Funds Available</b>					
Restricted for E-911 Technology	\$ 5,374,889	\$ 5,094,296	\$ 4,631,271	\$ 5,427,416	\$ 5,688,074

## Purpose of the Fund

The Enhanced E-911 Fund provides for the acquisition, development and maintenance of 911 equipment and systems to receive, dispatch, and respond to citizens' 911 calls. Its main use is supporting the communications personnel answering 911 calls, maintaining the 911 call answering system, the computer aided dispatch (CAD) system and the 800 megahertz radio (MHz) communication system. The primary source of revenue for the fund is the E-911 surcharge on wired, wireless, voice over internet protocol (VoIP) and prepaid wireless telephones.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 3,167,940	\$ 3,895,138	\$ 5,295,333	\$ 5,374,763	\$ 5,455,384	\$ 5,537,215	\$ 5,620,273
Transfers in	-	1,430,500	6,048,142	4,852,721	4,998,303	5,148,252	5,302,700
Expenditures, Operating	1,762,533	3,476,303	7,768,917	7,946,541	8,129,607	8,318,288	8,512,761
Expenditures, Capital	1,686,000	1,516,215	3,313,900	2,239,400	2,414,400	4,089,400	2,764,400
<b>Surplus/(Deficit)</b>	<b>\$ (280,593)</b>	<b>\$ 333,120</b>	<b>\$ 260,658</b>	<b>\$ 41,544</b>	<b>\$ (90,319)</b>	<b>\$ (1,722,220)</b>	<b>\$ (354,188)</b>
<b>Funds Available</b>							
Beginning	\$ 5,374,889	\$ 5,094,296	\$ 5,427,416	\$ 5,688,074	\$ 5,729,618	\$ 5,639,298	\$ 3,917,078
Year-End Inc./(Dec.)	(280,593)	333,120	260,658	41,544	(90,319)	(1,722,220)	(354,188)
<b>Ending Funds (Bud.)</b>	<b>\$ 5,094,296</b>	<b>\$ 5,427,416</b>	<b>\$ 5,688,074</b>	<b>\$ 5,729,618</b>	<b>\$ 5,639,298</b>	<b>\$ 3,917,078</b>	<b>\$ 3,562,890</b>

## Factors Affecting Revenue

In 2015, revenue before transfers is projected to exceed the 2015 Original Budget by \$774,600. This includes an increase in E-911 surcharge fees from \$0.70 to \$1.20 per month for wired, wireless, and VoIP telephone services. This increase has been approved by the Public Utility Commission and will be effective the fourth quarter of 2015. Additional revenue generated by the surcharge will finance the 800 MHz public safety radio system upgrade and full time manning for dispatch's third channel. Beginning with the surcharge increase, the E-911 Fund will pay for staff directly related to 911 phone calls and currently housed in the General Fund. A \$1.4 million transfer from the General Fund is projected to cover the additional cost in 2015.

In 2016, revenue before transfers is forecast to increase \$1.4 million over the 2015 projection, largely the result of the increase in the E-911 surcharge. A small increase in the number of wireless and prepaid wireless phone lines is expected in 2016 while landline telephones continue their downward trend. Transfers from the General Fund for the reallocation of staff expenses to the E-911 Fund will increase to \$4.6 million. The 2016 budget also includes a one-time transfer of \$1.3 million from the Capital Projects Fund for payments on upgrades to the non-public safety radio system.

## Factors Affecting Expenditures

Year-end operating expenditures in 2015 are projected to increase \$1.2 million when compared to the 2015 Original Budget. This increase is attributed to the movement of 63.0 FTE communications center staff from the General Fund to the E-911 Fund. This staff includes telecommunicators, telecommunicator specialists, and trainees directly associated with answering 911 calls. There are projected savings in emergency equipment repair and replacement costs for the year.

The 2016 operating expenditures are \$4.3 million higher than the 2015 projection. This increase includes a full year of personal services cost for 63.0 FTE transferred from the General Fund to the E-911 Fund, the addition of 9.0 FTE telecommunicators to provide dispatch coverage for the full-time Police Channel 3, and 1.0 FTE Priority Dispatch Program Coordinator. In addition, supplies and services are expected to grow by \$311,100, due in part to the delivery of faster network services to fire stations for dispatching emergency vehicles. Emergency repair and replacement costs, included in the supplies and services and capital-related categories, are forecast to return to traditional levels.

Capital expenditures in 2015 are related to the public safety fiber program, the E-911 answering system upgrade, the MDC replacement program, and interest payments for the radio infrastructure upgrade. Beginning in 2016, capital expenditures are largely driven by an annual \$1.8 million allocated to debt service on the radio infrastructure upgrade. Additional projects include the computer aided dispatch upgrade and a standardized program of protocols for dispatching appropriate resources for Emergency Medical Services, Fire and Police.

## Ending Funds Available

Funds available are projected to increase for the first two years of the five-year projection and then decrease in 2018, 2019 and 2020 because of proposed capital upgrade and replacement projects. Growth in the E-911 Fund in 2015 is primarily the result of savings in emergency repair and replacement expenses. Increases in personal services expenditures and the implementation of various capital improvement projects in 2016 are expected to be offset by revenue increases related to the additional surcharge collection and a one-time transfer to cover non-public safety radio debt service payments in 2016.

# Fleet Management Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Charges for Services	\$ 8,779,673	\$ 8,927,796	\$ 9,326,256	\$ 9,337,388	\$ 8,773,235
Investment Income	4,973	4,616	10,000	3,381	5,000
Other Revenues	10,952	763	2,800	135,352	20,000
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 8,795,598</b>	<b>\$ 8,933,175</b>	<b>\$ 9,339,056</b>	<b>\$ 9,476,121</b>	<b>\$ 8,798,235</b>
<b>Transfers In (from other funds)</b>	<b>-</b>	<b>-</b>	<b>300,000</b>	<b>300,000</b>	<b>185,245</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 8,795,598</b>	<b>\$ 8,933,175</b>	<b>\$ 9,639,056</b>	<b>\$ 9,776,121</b>	<b>\$ 8,983,480</b>
From Decrease in Funds Available	127,080	65,195	138,957	-	195,051
<b>Total Sources</b>	<b>\$ 8,922,678</b>	<b>\$ 8,998,370</b>	<b>\$ 9,778,013</b>	<b>\$ 9,776,121</b>	<b>\$ 9,178,531</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 2,911,039	\$ 2,958,476	\$ 3,156,157	\$ 3,092,677	\$ 3,286,092
Supplies & Services	5,779,235	5,645,812	6,030,366	5,950,196	5,410,379
Utilities	123,182	132,226	134,913	139,945	153,700
Interfund Charges	84,206	90,302	102,647	102,647	124,430
Capital Related	25,018	171,553	353,930	473,930	203,930
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 8,922,678</b>	<b>\$ 8,998,370</b>	<b>\$ 9,778,013</b>	<b>\$ 9,759,395</b>	<b>\$ 9,178,531</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 8,922,678</b>	<b>\$ 8,998,370</b>	<b>\$ 9,778,013</b>	<b>\$ 9,759,395</b>	<b>\$ 9,178,531</b>
To Increase Funds Available	-	-	-	16,726	-
<b>Total Uses</b>	<b>\$ 8,922,678</b>	<b>\$ 8,998,370</b>	<b>\$ 9,778,013</b>	<b>\$ 9,776,121</b>	<b>\$ 9,178,531</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 617,395</b>	<b>\$ 490,315</b>	<b>\$ 585,719</b>	<b>\$ 425,120</b>	<b>\$ 441,846</b>
Net Changes in Funds Available	(127,080)	(65,195)	(138,957)	16,726	(195,051)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 490,315</b>	<b>\$ 425,120</b>	<b>\$ 446,762</b>	<b>\$ 441,846</b>	<b>\$ 246,795</b>
<b>Components of Funds Available</b>					
Assigned for Fleet Operations	\$ 490,315	\$ 425,120	\$ 446,762	\$ 441,846	\$ 246,795

## Purpose of the Fund

The Fleet Management Fund is an internal service fund responsible for the centralized fuel and maintenance costs for over 2,500 city-owned motorized vehicles and equipment. Operations are funded by charges to departments to recover costs associated with the provision of these services. Expenditures for the fund are primarily driven by fuel and maintenance costs. As a result, fluctuations in the cost of fuel, labor, parts and sublets can have a large impact on the fund.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 8,933,175	\$ 9,776,121	\$ 8,983,480	\$ 9,377,489	\$ 9,754,003	\$ 10,146,115	\$ 10,554,170
Expenditures	8,998,370	9,759,395	9,178,531	9,367,674	9,740,028	10,128,361	10,533,403
<b>Surplus/(Deficit)</b>	<b>\$ (65,195)</b>	<b>\$ 16,726</b>	<b>\$ (195,051)</b>	<b>\$ 9,814</b>	<b>\$ 13,974</b>	<b>\$ 17,754</b>	<b>\$ 20,767</b>
<b>Funds Available</b>							
Beginning	\$ 490,315	\$ 425,120	\$ 441,846	\$ 246,795	\$ 256,609	\$ 270,584	\$ 288,338
Year-End Inc./(Dec.)	(65,195)	16,726	(195,051)	9,814	13,974	17,754	20,767
<b>Ending Funds (Bud.)</b>	<b>\$ 425,120</b>	<b>\$ 441,846</b>	<b>\$ 246,795</b>	<b>\$ 256,609</b>	<b>\$ 270,584</b>	<b>\$ 288,338</b>	<b>\$ 309,105</b>

## Factors Affecting Revenue

The continued decline of fuel costs into 2015 has resulted in a savings in fuel costs citywide. Charges for services revenue related to fuel sales to departments is projected to come in \$165,500 (5.0 percent) below budget. The drop in revenue is offset dollar-for-dollar by a projected reduction in expenditures--there is no net impact to the fund. Revenues for charges for maintenance for 2015 are projected \$193,500 (4.3 percent) over budget due largely to repairs on snow removal equipment following heavy snowfall early in the year. A one-time payment of \$110,000 for insurance payments for repairs of hail-damaged vehicles, shown in 'Other Revenues', was received in 2015 as well.

The City generated substantial fuel savings for 2016 by locking in fuel prices in late 2014. As a result, fuel revenues and expenditures will decrease \$750,300 (22.7 percent) from the 2015 budget. Maintenance revenues are budgeted to increase \$110,300 (2.4 percent), less than in previous years. The City is seeing a slowing in the growth of maintenance costs as it continues to replace aging vehicles. Fleet overhead charges to departments will increase \$105,000 (7.2 percent) to help recover indirect costs incurred by the fund for items including utilities, replacement of tools and administration.

The fund will receive a transfer from the General Fund totaling \$185,200 to cover 2016 budget additions.

## Factors Affecting Expenditures

The drop in petroleum prices in 2014 and 2015 has created

significant savings to the City for both 2015 and 2016. Expenditures for unleaded and diesel fuel in 2015 are projected to come in \$165,500 (5.0 percent) below budget; the fuel budget will drop \$750,300 (22.7 percent) for 2016. Costs associated with direct maintenance charges (parts and outsourced repairs) have slowed in 2015 but are still slightly over budget (\$47,200, 1.8 percent).

Capital-related expenses are projected to be \$120,000 (33.9 percent) over budget in 2015. Fleet will be using savings generated from fuel and a lower-than-expected cost for the replacement of its fueling system and to purchase additional vehicles for customer departments. For 2016, a one-time expense of \$150,000 has been budgeted for a capital-related upgrade of the fleet management software. An additional \$35,200 will be transferred in to pay for the first year of a third 0.75 FTE Vehicle Courier.

## Ending Funds Available

Funds available are projected to increase \$16,700 (3.9 percent) in 2015. Efforts will be made to slowly draw down fund balance in the out-years to gradually stabilize fund balance between \$200,000 and \$300,000.

In 2016, expenditures will exceed revenues by \$195,100 (44.2 percent) to decrease fund balance and ease cost increases charged to departments. Revenues derived from charges to departments will increase 4.3 percent in 2017 and drop to 4.0 percent between 2018 and 2020. Looking forward, fuel prices are conservatively expected to remain relatively flat in the out years, growing at 4.0 percent annually. To maintain the target fund balance, overhead will also increase 5.0 percent in each of the out years.

# Gifts and Grants Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$ 9,211,701	\$ 6,891,234	\$ 4,703,197	\$ 4,327,029	\$ 5,276,097
Charges for Services	113,899	56,704	86,550	45,275	49,300
Investment Income	13,568	12,587	1,660	13,783	3,002
Other Revenues	316,971	372,180	785,046	527,714	429,263
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 9,656,139</b>	<b>\$ 7,332,705</b>	<b>\$ 5,576,453</b>	<b>\$ 4,913,801</b>	<b>\$ 5,757,662</b>
<b>Transfers In (from other funds)</b>	<b>92,011</b>	<b>5,000</b>	<b>-</b>	<b>415,000</b>	<b>-</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 9,748,150</b>	<b>\$ 7,337,705</b>	<b>\$ 5,576,453</b>	<b>\$ 5,328,801</b>	<b>\$ 5,757,662</b>
From Decrease in Funds Available	1,744,784	-	-	1,320,582	-
<b>Total Sources</b>	<b>\$ 11,492,934</b>	<b>\$ 7,337,705</b>	<b>\$ 5,576,453</b>	<b>\$ 6,649,383</b>	<b>\$ 5,757,662</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 2,273,436	\$ 2,102,080	\$ 2,552,667	\$ 2,161,120	\$ 2,391,100
Allocated Expenses	248,723	(103,557)	95,734	119,880	146,128
Supplies & Services	2,875,528	2,453,805	2,905,634	2,424,239	2,486,766
Interfund Charges	109,810	26,524	22,418	22,483	27,210
Capital Related	226,463	190,459	-	-	-
Capital Projects (Continuing Appropriations)	5,758,974	1,661,779	-	1,921,661	-
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 11,492,934</b>	<b>\$ 6,331,090</b>	<b>\$ 5,576,453</b>	<b>\$ 6,649,383</b>	<b>\$ 5,051,204</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 11,492,934</b>	<b>\$ 6,331,090</b>	<b>\$ 5,576,453</b>	<b>\$ 6,649,383</b>	<b>\$ 5,051,204</b>
To Increase Funds Available	-	1,006,615	-	-	706,458
<b>Total Uses</b>	<b>\$ 11,492,934</b>	<b>\$ 7,337,705</b>	<b>\$ 5,576,453</b>	<b>\$ 6,649,383</b>	<b>\$ 5,757,662</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 4,217,455</b>	<b>\$ 2,472,671</b>	<b>\$ 1,804,783</b>	<b>\$ 3,479,286</b>	<b>\$ 2,158,704</b>
Net Changes in Funds Available	(1,744,784)	1,006,615	-	(1,320,582)	706,458
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 2,472,671</b>	<b>\$ 3,479,286</b>	<b>\$ 1,804,783</b>	<b>\$ 2,158,704</b>	<b>\$ 2,865,162</b>
<b>Components of Funds Available</b>					
Restricted for Future Gift and Grant Expenditures	\$ 2,472,671	\$ 3,479,286	\$ 1,804,783	\$ 2,158,704	\$ 2,865,162

## Purpose of the Fund

The Gifts and Grants Fund accounts for various gifts and grants made to the City from other governments or private parties, where the amount or duration of funding does not warrant establishing a separate fund. Sources of revenue for this fund can usually be categorized as either a gift, advance grant, or reimbursable grant. All funds are restricted specifically for eligible uses as defined by gift designations or grant agreements.

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## Factors Affecting Revenue

Due to the one-time nature of many of the Gifts and Grants, revenue totals can vary significantly from year to year. On average, more than 90 percent of the revenue comes in the form of intergovernmental revenue, which is received from other government agencies. The 2015 projected revenue including transfers is \$2.0 million lower than 2014, partially attributable to significant 2014 capital grants in PROS associated with the Triple Creek Greenway Corridor project, the Cottonwood Park renovation, and the Springhill Colorado Freedom Memorial. A decrease in collections is also expected for Police, due in part to the awarding of fewer grants for auto theft (EMATT) and drug trafficking (HIDTA intelligence) programs. As a result, 1.6 FTE will be transferred back to the General Fund in 2016. The \$415,000 transfer from AURA will pay off the non-performing Fitzsimons Promenade loans for which AURA is the guarantor.

In 2016, revenue including transfers is forecast to increase by \$428,900 over the 2015 projection. This is driven by increased Police grant applications for 2016, which will be offset in part by the one-time transfer from AURA in 2015 and decreases in PROS as potential 2016 capital grants are currently unknown and therefore not projected.

## Factors Affecting Expenditures

Expenditures, like revenues, can vary significantly, but they tend to follow the pattern set forth by the revenue. In 2015, expenditures are projected to be \$1.1 million higher

than the 2015 Original Budget as the projection accounts for receipts of grant awards unknown when the 2015 budget was drafted. Expenditures in 2015 are projected to exceed 2014 by \$318,300, largely associated with the Stanley Aviation and Blue Spruce site remediation projects. Additionally, decreased spending by Police is expected to offset increases related to the new Small Business Development Center in Planning and Development Services.

In 2016, expenditures are forecast to decrease \$1.6 million from the 2015 projection as grant awards for capital projects in 2016 are unknown at this time. This is offset in part by increased spending on Police Department grants. Compared to the 2015 Original Budget, 2016 expenditures are expected to decrease \$525,200, due in part to the transfer of 1.6 Police FTE into the General Fund associated with reduced EMATT and HIDTA grant awards. In addition, the four-year Police A-GRIP grant ends in 2015.

## Ending Funds Available

Ending funds available in 2015 are projected to decrease \$1.3 million compared to 2014, largely the result of capital project spending in PROS. In 2016, ending funds available are forecast to increase \$706,500, driven by increased Police grant applications. Due to the difficulty of projecting future revenue and expenditures associated with the Gifts and Grants Fund, normal projection methods cannot be utilized. Consequently, there is no long-range projection associated with the fund.

# Golf Courses Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Charges for Services	\$ 8,015,101	\$ 8,148,950	\$ 8,219,348	\$ 8,082,190	\$ 8,219,348
Investment Income	42,469	47,689	42,172	42,172	42,172
Other Revenues	12,874	10,552	12,000	11,999	12,000
Proceeds from sale of assets	3,848	11,713	-	-	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 8,074,292</b>	<b>\$ 8,218,904</b>	<b>\$ 8,273,520</b>	<b>\$ 8,136,361</b>	<b>\$ 8,273,520</b>
<b>Transfers In (from other funds)</b>	<b>529,991</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 8,604,283</b>	<b>\$ 8,368,904</b>	<b>\$ 8,423,520</b>	<b>\$ 8,286,361</b>	<b>\$ 8,423,520</b>
From Decrease in Funds Available	-	-	173,978	153,917	231,227
<b>Total Sources</b>	<b>\$ 8,604,283</b>	<b>\$ 8,368,904</b>	<b>\$ 8,597,498</b>	<b>\$ 8,440,278</b>	<b>\$ 8,654,747</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 3,926,076	\$ 4,040,545	\$ 4,291,782	\$ 4,365,871	\$ 4,288,598
Supplies & Services	1,679,148	1,799,885	1,748,079	1,914,822	1,819,518
Utilities	959,682	866,286	1,301,563	1,073,586	1,095,304
Interfund Charges	160,565	152,991	180,032	176,249	195,822
Debt Related	982,991	984,707	467,612	409,750	795,505
Capital Related	-	109,333	108,430	-	110,000
Capital Projects (Continuing Appropriation)	494,395	357,500	500,000	500,000	350,000
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 8,202,855</b>	<b>\$ 8,311,247</b>	<b>\$ 8,597,498</b>	<b>\$ 8,440,278</b>	<b>\$ 8,654,747</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 8,202,855</b>	<b>\$ 8,311,247</b>	<b>\$ 8,597,498</b>	<b>\$ 8,440,278</b>	<b>\$ 8,654,747</b>
To Increase Funds Available	401,428	57,657	-	-	-
<b>Total Uses</b>	<b>\$ 8,604,283</b>	<b>\$ 8,368,904</b>	<b>\$ 8,597,498</b>	<b>\$ 8,440,278</b>	<b>\$ 8,654,747</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 690,721</b>	<b>\$ 1,092,149</b>	<b>\$ 1,028,094</b>	<b>\$ 1,149,806</b>	<b>\$ 995,889</b>
Net Changes in Funds Available	401,428	57,657	(173,978)	(153,917)	(231,227)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 1,092,149</b>	<b>\$ 1,149,806</b>	<b>\$ 854,116</b>	<b>\$ 995,889</b>	<b>\$ 764,662</b>
<b>Components of Funds Available</b>					
Assigned for Golf	\$ 1,092,149	\$ 1,149,806	\$ 854,116	\$ 995,889	\$ 764,662

## Purpose of the Fund

The Golf Courses Fund was established for the operation and maintenance of City-owned and/or City-operated golf courses. The fund is supported by user charges for green fees, driving range fees, and cart rentals, as well as pro shop sales and concessions. As an enterprise fund, expenditures are managed in accord with revenues.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 8,368,904	\$ 8,286,361	\$ 8,423,520	\$ 8,517,183	\$ 8,667,183	\$ 8,817,183	\$ 8,967,183
Expenditures, Operating	7,953,747	7,940,278	8,304,747	8,271,003	8,439,702	8,695,722	8,933,626
Expenditures, Capital	357,500	500,000	350,000	350,000	250,000	250,000	250,000
<b>Surplus/(Deficit)</b>	<b>\$ 57,657</b>	<b>\$ (153,917)</b>	<b>\$ (231,227)</b>	<b>\$ (103,820)</b>	<b>\$ (22,519)</b>	<b>\$ (128,539)</b>	<b>\$ (216,443)</b>
<b>Funds Available</b>							
Beginning	\$ 1,092,149	\$ 1,149,806	\$ 995,889	\$ 764,662	\$ 660,842	\$ 638,323	\$ 509,784
Year-End Inc./(Dec.)	57,657	(153,917)	(231,227)	(103,820)	(22,519)	(128,539)	(216,443)
<b>Ending Funds (Bud.)</b>	<b>\$ 1,149,806</b>	<b>\$ 995,889</b>	<b>\$ 764,662</b>	<b>\$ 660,842</b>	<b>\$ 638,323</b>	<b>\$ 509,784</b>	<b>\$ 293,341</b>

## Factors Affecting Revenue

Most of the revenue in any given year comes from green fees and cart rental fees. The 2014 charges for services increased \$133,800 (1.7 percent), due to a slight fee increase. Charges for services in 2015 are projected to decrease \$66,800 due to a much wetter than average first half of the year. In 2016, the Golf Fund is anticipating a return to normal weather patterns resulting in total revenue equaling the amount originally budgeted in 2015. There are no service fee increases planned for 2016, and the Golf Committee hopes that customers will continue to see the value of Aurora golf courses. For 2017 through 2020, an average 1.6 percent increase in fee related revenues is projected. The 2013 transfer in consisted of \$150,000 from the Conservation Trust Fund, which was used for capital projects, and \$380,000 from the Policy Reserve Fund, which financed golf equipment purchases. The transfer in for 2014 to 2016 will decrease to include only the \$150,000 from the Conservation Trust Fund.

## Factors Affecting Expenditures

Expenditures follow the same pattern as revenues. Expenditures in 2014 increased \$108,400 (1.3 percent), primarily in supplies and services and personal services as a result of wage increases. In early 2015, total rounds were down due to weather but improved. Expenditures for personal services and supplies are projected to be over budget

due to staff working extra hours to keep up with mowing the rapidly growing turf along with increased equipment repair costs. In addition, the Golf Fund has taken on additional contracts for mosquito control and tree maintenance. The 2015 total expenditures, however, will be \$157,200 under budget due to savings in water utility costs. In 2016, the Golf Fund will make adjustments in operations. Personal services charges will decrease \$77,300 in order to better reflect the effect of turnover and vacancy savings. In addition, the budget for watering will be reduced to reflect a more accurate estimate of costs based on the three year average. Beginning in 2016, the Golf Fund will make annual payments of \$200,000 to cover the debt associated with the replacement of the Aurora Hills Pump Station. In the out-years, capital projects will be reduced slightly to cover the pump station replacement.

## Ending Funds Available

The 2015 ending funds available will decrease \$153,900 (13.4 percent) as wet weather continues to affect the number of rounds played. In 2016, operational costs will be scaled back, but an additional \$231,200 of funds available will be used to balance the fund. By 2020, the ending funds will gradually decrease, yet still leaving the fund some flexibility to address drought years, planned course closures, future capital improvements and cart purchases.

# Open Space Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$ 6,409,304	\$ 6,747,064	\$ 6,889,359	\$ 7,375,138	\$ 7,353,406
Investment Income	144,915	141,804	147,828	141,500	149,306
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 6,554,219</b>	<b>\$ 6,888,868</b>	<b>\$ 7,037,187</b>	<b>\$ 7,516,638</b>	<b>\$ 7,502,712</b>
<b>Transfers In (from other funds)</b>	-	-	-	-	-
<b>Total Sources Before Decrease in FA</b>	<b>\$ 6,554,219</b>	<b>\$ 6,888,868</b>	<b>\$ 7,037,187</b>	<b>\$ 7,516,638</b>	<b>\$ 7,502,712</b>
From Decrease in Funds Available	-	-	2,697,654	2,738,825	253,780
<b>Total Sources</b>	<b>\$ 6,554,219</b>	<b>\$ 6,888,868</b>	<b>\$ 9,734,841</b>	<b>\$ 10,255,463</b>	<b>\$ 7,756,492</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 1,749,146	\$ 1,895,594	\$ 2,201,012	\$ 2,905,249	\$ 3,049,499
Supplies & Services	229,229	123,076	223,716	158,196	223,716
Interfund Charges	48,071	51,916	59,704	59,704	65,077
Debt Related	1,190,874	1,847,896	1,232,909	1,114,814	1,120,700
Capital Related	67,521	104,587	-	-	-
Capital Projects (Continuing Appropriation)	2,724,163	2,627,500	6,017,500	6,017,500	3,297,500
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 6,008,997</b>	<b>\$ 6,650,574</b>	<b>\$ 9,734,841</b>	<b>\$ 10,255,463</b>	<b>\$ 7,756,492</b>
<b>Transfers Out (to other funds)</b>	-	-	-	-	-
<b>Total Uses Before Increase in FA</b>	<b>\$ 6,008,997</b>	<b>\$ 6,650,574</b>	<b>\$ 9,734,841</b>	<b>\$ 10,255,463</b>	<b>\$ 7,756,492</b>
To Increase Funds Available	545,222	238,294	-	-	-
<b>Total Uses</b>	<b>\$ 6,554,219</b>	<b>\$ 6,888,868</b>	<b>\$ 9,734,841</b>	<b>\$ 10,255,463</b>	<b>\$ 7,756,492</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 2,399,369</b>	<b>\$ 2,944,591</b>	<b>\$ 3,093,005</b>	<b>\$ 3,182,885</b>	<b>\$ 444,060</b>
Net Changes in Funds Available	545,222	238,294	(2,697,654)	(2,738,825)	(253,780)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 2,944,591</b>	<b>\$ 3,182,885</b>	<b>\$ 395,351</b>	<b>\$ 444,060</b>	<b>\$ 190,280</b>
<b>Components of Funds Available</b>					
Restricted for Open Space	\$ 2,944,591	\$ 3,182,885	\$ 395,351	\$ 444,060	\$ 190,280

## Purpose of the Fund

The Open Space Fund is funded by the 0.25 percent Arapahoe and Adams County Open Space Taxes. Revenues and expenditures for these two are tracked separately within the fund. Arapahoe County ordinance defines the Arapahoe County Open Space Tax, effective January 1, 2004, to be for expenditures in park land acquisitions and improvements, construction, maintenance (not to exceed 20.0 percent of revenues), and patrol for parks and open space. In addition, funding can be used for environmental programs. As of 2011, this fund also includes revenues and expenditures related to the Adams County Open Space Tax. The Adams County ordinance defines the Adams County Open Space Tax, effective January 1, 2000, to be for expenditures on park land acquisitions and improvements, construction, maintenance, management and patrol of parks and open space and recreation facility improvements.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 6,888,868	\$ 7,516,638	\$ 7,502,712	\$ 7,222,763	\$ 7,304,363	\$ 7,377,407	\$ 7,451,181
Expenditures, Operating	4,023,074	4,237,963	4,458,992	4,355,952	4,427,246	4,498,655	4,572,190
Expenditures, Capital	2,627,500	6,017,500	3,297,500	2,707,500	2,932,500	2,995,000	2,840,000
<b>Surplus/(Deficit)</b>	<b>\$ 238,294</b>	<b>\$ (2,738,825)</b>	<b>\$ (253,780)</b>	<b>\$ 159,311</b>	<b>\$ (55,383)</b>	<b>\$ (116,248)</b>	<b>\$ 38,991</b>
<b>Funds Available</b>							
Beginning	\$ 2,944,591	\$ 3,182,885	\$ 444,060	\$ 190,280	\$ 349,591	\$ 294,208	\$ 177,960
Year-End Inc./(Dec.)	238,294	(2,738,825)	(253,780)	159,311	(55,383)	(116,248)	38,991
<b>Ending Funds (Bud.)</b>	<b>\$ 3,182,885</b>	<b>\$ 444,060</b>	<b>\$ 190,280</b>	<b>\$ 349,591</b>	<b>\$ 294,208</b>	<b>\$ 177,960</b>	<b>\$ 216,951</b>

## Factors Affecting Revenue

The majority of the year-to-year variation in this fund is related to intergovernmental revenue. This revenue stream increased \$337,800 (5.3 percent) in 2014 and is projected to grow another \$628,100 (9.3 percent) in 2015, primarily associated with revenue increases from Arapahoe County. In 2016, total revenue will remain consistent with the 2015 Projection. In the out-years, revenue is projected to remain fairly consistent with a decrease in 2017 followed by an average 1.0 percent growth per year through 2020.

## Factors Affecting Expenditures

The majority of the expenditure variation from year to year is dependent on the capital expenditures in the fund. The 2013-2014 capital spending was fairly light, averaging \$2.7 million per year. The 2015 projection shows capital spending intensifying with an increase to \$6.0 million associated primarily with projects at Sports Park and Triple Creek. In 2016, the capital budget will be \$3.3 million and includes Signature Park, Triple Creek, and court and path replacements. From 2017 through 2020, capital expenditures average \$2.9 million per year and include high profile projects like the Highline Canal, Triple Creek and Moorhead Recreation Center improvements (AdCo). Details for projects in the out-years can be found in the Parks, Recreation and Open Space Detail By Project report in the Appendix section.

In 2015, total operational expenses (excluding debt and capital related expenses) are projected to increase \$1.1 million (50.8 percent) due to the transfer of 10.05 FTE from the Conservation Trust Fund (CTF) to the Open Space Fund. This adjustment was needed as lottery game revenue in the CTF was less than expected, and the CTF could not fund both the people and the planned capital expenditures throughout the five-year plan. The Open Space Fund was selected to absorb the cost of these employees since the City is currently within the 20 percent cap on maintenance expenses in the ArCo portion of the fund. In the out-years, the additional personal service charges related to the transfer has little effect on other operating costs or planned capital expenditures.

## Ending Funds Available

For the last several years, fund balance has continued to increase as revenues have exceeded expenditures. The 2015 ending funds available are projected to decrease by \$2.7 million (86.0 percent) due to larger than normal capital expenditures planned in 2015 coupled with the transfer of 10.05 FTE from the Conservation Trust Fund. In 2016, funds available will further decrease to \$190,300 as the fund adjusts to additional FTE and a higher than average capital spending plan. In the out-years, funds available will rise and fall based primarily on capital spending.

# Parks Development Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Investment Income	\$ 34,573	\$ 43,319	\$ 35,000	\$ 44,000	\$ 43,319
Other Revenues	1,142,845	447,548	406,000	471,000	375,000
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 1,177,418</b>	<b>\$ 490,867</b>	<b>\$ 441,000</b>	<b>\$ 515,000</b>	<b>\$ 418,319</b>
<b>Transfers In (from other funds)</b>	-	-	-	-	-
<b>Total Sources Before Decrease in FA</b>	<b>\$ 1,177,418</b>	<b>\$ 490,867</b>	<b>\$ 441,000</b>	<b>\$ 515,000</b>	<b>\$ 418,319</b>
From Decrease in Funds Available	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,177,418</b>	<b>\$ 490,867</b>	<b>\$ 441,000</b>	<b>\$ 515,000</b>	<b>\$ 418,319</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 76,437	\$ 78,017	\$ 81,377	\$ 81,377	\$ 83,622
Capital Projects (Continuing Appropriation)	61,050	-	-	-	-
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 137,487</b>	<b>\$ 78,017</b>	<b>\$ 81,377</b>	<b>\$ 81,377</b>	<b>\$ 83,622</b>
<b>Transfers Out (to other funds)</b>	-	-	-	-	-
<b>Total Uses Before Increase in FA</b>	<b>\$ 137,487</b>	<b>\$ 78,017</b>	<b>\$ 81,377</b>	<b>\$ 81,377</b>	<b>\$ 83,622</b>
To Increase Funds Available	1,039,931	412,850	359,623	433,623	334,697
<b>Total Uses</b>	<b>\$ 1,177,418</b>	<b>\$ 490,867</b>	<b>\$ 441,000</b>	<b>\$ 515,000</b>	<b>\$ 418,319</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 2,168,399</b>	<b>\$ 3,208,330</b>	<b>\$ 3,644,599</b>	<b>\$ 3,621,180</b>	<b>\$ 4,054,803</b>
Net Changes in Funds Available	1,039,931	412,850	359,623	433,623	334,697
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 3,208,330</b>	<b>\$ 3,621,180</b>	<b>\$ 4,004,222</b>	<b>\$ 4,054,803</b>	<b>\$ 4,389,500</b>
<b>Components of Funds Available</b>					
Restricted for Parks Development	\$ 3,208,330	\$ 3,621,180	\$ 4,004,222	\$ 4,054,803	\$ 4,389,500

## Purpose of the Fund

The Parks Development Fund (PDF) is a component of the Parks, Recreation and Open Space Department's Capital Improvement Program. The fund supports land acquisition, park design, and construction within specific areas in proximity to the project originating the funds. Developer contributions/fees and interest earnings support the Parks Development Fund. Parks Development funds are often used to leverage other parks capital funds, such as Open Space or Conservation Trust Fund. As those projects move through the design process, Park Development funds will be used to supplement the total project budget. Given the geographic restrictions and the timing of the design and planning processes for individual projects, it is difficult to forecast PDF expenditures in the out years.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 490,867	\$ 515,000	\$ 418,319	\$ 422,502	\$ 426,727	\$ 430,994	\$ 435,304
Expenditures, Operating	78,017	81,377	83,622	86,131	88,715	91,376	94,117
Expenditures, Capital	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>\$ 412,850</b>	<b>\$ 433,623</b>	<b>\$ 334,697</b>	<b>\$ 336,372</b>	<b>\$ 338,013</b>	<b>\$ 339,618</b>	<b>\$ 341,187</b>
<b>Funds Available</b>							
Beginning	\$ 3,208,330	\$ 3,621,180	\$ 4,054,803	\$ 4,389,500	\$ 4,725,872	\$ 5,063,884	\$ 5,403,503
Year-End Inc./(Dec.)	412,850	433,623	334,697	336,372	338,013	339,618	341,187
<b>Ending Funds (Bud.)</b>	<b>\$ 3,621,180</b>	<b>\$ 4,054,803</b>	<b>\$ 4,389,500</b>	<b>\$ 4,725,872</b>	<b>\$ 5,063,884</b>	<b>\$ 5,403,503</b>	<b>\$ 5,744,690</b>

## Factors Affecting Revenue

In 2013, a significant amount of revenue was received due to high developer contributions and annexation fees. These revenues declined in 2014 and are expected to remain relatively consistent through the remainder of the five-year plan. Interest revenue is also expected to remain consistent through the foreseeable future.

## Factors Affecting Expenditures

Expenditures in this fund can vary from year to year depending on the capital projects funded at the time and the

amount collected for each development. A small capital expenditure occurred in 2013 for Nome Park. There are no capital projects projected after 2013. Operating expenditures will remain relatively constant throughout.

## Ending Funds Available

Due to the lack of capital projects, funds available is expected to rise every year in the plan. By 2016, funds available is expected to be \$4.4 million. By 2020, funds available is projected to be \$5.7 million.

# Recreation Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$ 444,578	\$ 500,852	\$ 469,500	\$ 610,460	\$ 469,500
Charges for Services	5,040,545	4,688,595	4,890,488	4,933,957	5,176,805
Investment Income	748	966	-	1,268	-
Other Revenues	237,613	186,470	157,800	164,099	159,550
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 5,723,484</b>	<b>\$ 5,376,883</b>	<b>\$ 5,517,788</b>	<b>\$ 5,709,784</b>	<b>\$ 5,805,855</b>
<b>Transfers In (from other funds)</b>	<b>3,604,226</b>	<b>3,978,976</b>	<b>4,196,141</b>	<b>4,196,141</b>	<b>4,577,962</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 9,327,710</b>	<b>\$ 9,355,859</b>	<b>\$ 9,713,929</b>	<b>\$ 9,905,925</b>	<b>\$ 10,383,817</b>
From Decrease in Funds Available	140,868	173,055	78,112	-	5,644
<b>Total Sources</b>	<b>\$ 9,468,578</b>	<b>\$ 9,528,914</b>	<b>\$ 9,792,041</b>	<b>\$ 9,905,925</b>	<b>\$ 10,389,461</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 6,530,824	\$ 6,683,282	\$ 6,974,438	\$ 6,924,887	\$ 7,288,492
Supplies & Services	2,034,503	1,915,312	1,802,961	2,014,272	1,929,265
Utilities	737,477	738,006	817,843	734,173	964,100
Interfund Charges	135,684	156,810	166,799	162,844	177,604
Capital Related	90	5,504	-	-	-
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 9,438,578</b>	<b>\$ 9,498,914</b>	<b>\$ 9,762,041</b>	<b>\$ 9,836,176</b>	<b>\$ 10,359,461</b>
<b>Transfers Out (to other funds)</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 9,468,578</b>	<b>\$ 9,528,914</b>	<b>\$ 9,792,041</b>	<b>\$ 9,866,176</b>	<b>\$ 10,389,461</b>
To Increase Funds Available	-	-	-	39,749	-
<b>Total Uses</b>	<b>\$ 9,468,578</b>	<b>\$ 9,528,914</b>	<b>\$ 9,792,041</b>	<b>\$ 9,905,925</b>	<b>\$ 10,389,461</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 483,370</b>	<b>\$ 342,502</b>	<b>\$ 406,581</b>	<b>\$ 169,447</b>	<b>\$ 209,196</b>
Net Changes in Funds Available	(140,868)	(173,055)	(78,112)	39,749	(5,644)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 342,502</b>	<b>\$ 169,447</b>	<b>\$ 328,469</b>	<b>\$ 209,196</b>	<b>\$ 203,552</b>
<b>Components of Funds Available</b>					
Assigned for Recreation Services	\$ 342,502	\$ 169,447	\$ 328,469	\$ 209,196	\$ 203,552

## Purpose of the Fund

The Recreation Fund, established in 1986, accounts for recreational services provided to citizens. Funding for these services comes from user fees and a General Fund transfer, intended to cover mandated costs which include personal services costs, utilities, interfund charges and other required costs such as custodial fees and contractual escalators.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 9,355,859	\$ 9,905,925	\$ 10,383,817	\$ 10,600,385	\$ 10,825,806	\$ 11,056,287	\$ 11,291,944
Expenditures	9,528,914	9,866,176	10,389,461	10,604,423	10,829,850	11,066,386	11,330,561
<b>Surplus/(Deficit)</b>	<b>\$ (173,055)</b>	<b>\$ 39,749</b>	<b>\$ (5,644)</b>	<b>\$ (4,038)</b>	<b>\$ (4,044)</b>	<b>\$ (10,099)</b>	<b>\$ (38,617)</b>
<b>Funds Available</b>							
Beginning	\$ 342,502	\$ 169,447	\$ 209,196	\$ 203,552	\$ 199,514	\$ 195,470	\$ 185,371
Year-End Inc./ (Dec.)	(173,055)	39,749	(5,644)	(4,038)	(4,044)	(10,099)	(38,617)
<b>Ending Funds (Bud.)</b>	<b>\$ 169,447</b>	<b>\$ 209,196</b>	<b>\$ 203,552</b>	<b>\$ 199,514</b>	<b>\$ 195,470</b>	<b>\$ 185,371</b>	<b>\$ 146,754</b>

## Factors Affecting Revenue

Year-to-year revenue variation in this fund is primarily related to revenue from user fees. For 2014, fee-related revenue decreased \$352,000 (7.0 percent) due to restructuring in Sports Programs and the closures of Utah and Del Mar Pools. The 2015 revenue from user fees is projected to increase \$245,400 (5.2 percent) over 2014 actuals due in part to the reopening of the aforementioned aquatic centers and an increase in attendance at recreation centers and in most sports programs. The 2016 total revenue excluding transfers will increase \$96,100 (1.7 percent) due to more efficient programming of tournaments coupled with the addition of year-round fields at the Aurora Sports Park.

Each year the Recreation Fund receives a transfer in from the General Fund to help subsidize its programs. The 2014 General Fund transfer increased \$374,800 (10.4 percent) from 2013, and it is projected to increase \$217,200 (5.5 percent) in 2015. The total 2016 Recreation Fund subsidy is nearly \$4.6 million, a 9.1 percent increase from the 2015 Original Budget, due to the new budget amendments adding programming and staff to the COMPASS program and the Aurora Sports Park.

## Factors Affecting Expenditures

Expenditures in the Recreation Fund tend to follow revenue variances as staff reacts to changes in program participation levels by either increasing or decreasing expenditures. In 2014, expenditures including transfers out increased only \$60,300 (0.6 percent) from the 2013 levels as savings in supplies and services balanced out new

personal service expenditures associated with providing health insurance for contingent employees. In 2015, total expenditures are projected to be \$74,100 over the Original Budget due in large part to unbudgeted expenses in the after-school and summer pilot program that are tied to new intergovernmental revenue to expand the program. These expenditures are offset by savings in personal services and utilities attributed to management finding some efficiencies in programming. The 2016 increase over the 2015 Original Budget in total expenditures of \$597,400 (6.1 percent) is largely attributed to two new amendments: the expansion of the COMPASS program and the addition of year-round fields at the Aurora Sports Park. Utility charges make up \$229,900 of this increase and include both mandated costs coupled with the additional electrical costs to light the year-round fields. Personal services in 2016 will increase \$314,100 due in part to 2.0 new FTE to manage the additional programming for the COMPASS program and at the Aurora Sports Park.

## Ending Funds Available

Ending funds available are projected to increase \$39,700 (23.5 percent) in 2015, primarily due to new revenue from user fees and savings in personal services and utilities. The fund in 2016 is expected to balance. The Parks, Recreation and Open Space Department will continue to put an emphasis on other revenue generating programs in addition to exploring new program offerings in an effort to improve customer service and meet the needs of the community. In order to maintain the existing funds available from 2017 to 2020, an average annual 2.5 percent increase in the General Fund transfer is required.

# Risk Management Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Charges for Services	\$ 6,348,536	\$ 6,856,416	\$ 7,884,878	\$ 7,884,878	\$ 8,594,517
Investment Income	112,194	109,080	132,255	132,255	131,382
Other Revenues	290,088	883,831	200,000	401,598	411,712
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 6,750,818</b>	<b>\$ 7,849,327</b>	<b>\$ 8,217,133</b>	<b>\$ 8,418,732</b>	<b>\$ 9,137,611</b>
<b>Transfers In (from other funds)</b>	<b>500,000</b>	<b>900,000</b>	<b>-</b>	<b>1,100,000</b>	<b>135,000</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 7,250,818</b>	<b>\$ 8,749,327</b>	<b>\$ 8,217,133</b>	<b>\$ 9,518,732</b>	<b>\$ 9,272,611</b>
From Decrease in Funds Available	743,982	410,140	78,304	-	-
<b>Total Sources</b>	<b>\$ 7,994,800</b>	<b>\$ 9,159,467</b>	<b>\$ 8,295,437</b>	<b>\$ 9,518,732</b>	<b>\$ 9,272,611</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 691,714	\$ 782,535	\$ 840,372	\$ 862,008	\$ 1,011,259
Supplies & Services	7,297,176	8,370,542	7,447,724	7,680,871	8,197,126
Interfund Charges	5,911	6,389	7,341	7,341	7,994
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 7,994,800</b>	<b>\$ 9,159,467</b>	<b>\$ 8,295,437</b>	<b>\$ 8,550,220</b>	<b>\$ 9,216,379</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 7,994,800</b>	<b>\$ 9,159,467</b>	<b>\$ 8,295,437</b>	<b>\$ 8,550,220</b>	<b>\$ 9,216,379</b>
To Increase Funds Available	-	-	-	968,512	56,232
<b>Total Uses</b>	<b>\$ 7,994,800</b>	<b>\$ 9,159,467</b>	<b>\$ 8,295,437</b>	<b>\$ 9,518,732</b>	<b>\$ 9,272,611</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 3,640,839</b>	<b>\$ 2,896,857</b>	<b>\$ 3,128,375</b>	<b>\$ 2,486,717</b>	<b>\$ 3,455,229</b>
Net Changes in Funds Available	(743,982)	(410,140)	(78,304)	968,512	56,232
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 2,896,857</b>	<b>\$ 2,486,717</b>	<b>\$ 3,050,071</b>	<b>\$ 3,455,229</b>	<b>\$ 3,511,462</b>
<b>Components of Funds Available</b>					
Assigned for Additional Claim Liability*	\$ 2,896,857	\$ 2,486,717	\$ 3,050,071	\$ 3,455,229	\$ 3,511,462

## Purpose of the Fund

The Risk Management Fund accounts for centralized costs of self-insurance retention, administration, safety and occupational health programs and excess insurance coverage for claims and judgments made against the City. Revenues are derived from charges to departments, interest income and insurance recoveries.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 8,749,327	\$ 9,518,732	\$ 9,272,611	\$ 9,617,246	\$ 10,291,244	\$ 11,024,155	\$ 11,831,807
Expenditures	9,159,467	8,550,220	9,216,379	9,652,121	10,223,881	10,834,113	11,485,439
<b>Surplus/(Deficit)</b>	<b>\$ (410,140)</b>	<b>\$ 968,512</b>	<b>\$ 56,232</b>	<b>\$ (34,875)</b>	<b>\$ 67,363</b>	<b>\$ 190,042</b>	<b>\$ 346,369</b>
<b>Funds Available</b>							
Beginning	\$ 2,896,857	\$ 2,486,717	\$ 3,455,229	\$ 3,511,462	\$ 3,476,586	\$ 3,543,950	\$ 3,733,992
Year-End Inc./(Dec.)	(410,140)	968,512	56,232	(34,875)	67,363	190,042	346,369
<b>Ending Funds (Bud.)</b>	<b>\$ 2,486,717</b>	<b>\$ 3,455,229</b>	<b>\$ 3,511,462</b>	<b>\$ 3,476,586</b>	<b>\$ 3,543,950</b>	<b>\$ 3,733,992</b>	<b>\$ 4,080,360</b>

## Factors Affecting Revenue

Charges for services assessed on departments are 94.0 percent of 2016 revenues before accounting for transfers in. Approximately 77.5 percent of the charges to departments are from the General Fund. A total of \$411,700 is projected for a number of other revenues, primarily subrogations and insurance recoveries on claims paid out in excess of the City's self-insured retention policy. These other revenues include a one-time performance guarantee payment from Kaiser that must be used for employee wellness-related programs.

Charges to departments will increase 9.0 percent in 2016; previous increases were 15.0 percent in 2015 and 8.0 percent in 2014. Settlements of long-standing worker's compensation (WC) claims in the past two years have heavily impacted the fund, creating the need for a series of transfers in from the General Fund. A total of \$1.4 million was transferred in 2013 and 2014 with an additional \$1.1 million projected to be transferred in mid-year 2015. A transfer in of \$135,000 from the General Fund in 2016 will fund an upgrade to the risk management information system as well as part of the City's wellness program.

## Factors Affecting Expenditures

Higher claim costs in recent years and a series of unfavorable actuarial adjustments for claims incurred but not recorded (IBNR) between 2009 and 2014 have had a negative impact on the fund. Excluding the IBNR adjustment, total claim costs were \$5.9 million in 2014 with \$5.2 million projected for 2015 and \$5.3 million for 2016. The IBNR adjustment was an unfavorable \$836,600 in 2014, coming in \$336,600 (67.3 percent) over budget.

Changes in the supplies and services budget are primarily driven by anticipated increases in WC claims. An additional \$250,000 has been budgeted for WC claims on an ongoing basis starting in 2016. The budget for claims IBNR will be increased by \$300,000 over 2015 for 2016. General liability and property claims budgets will increase by 5.0 percent in 2016. Vehicle claims will remain unchanged in 2016 as claims have fallen in 2014 and 2015.

Total insurance costs, including unemployment, are expected to increase 4.0 percent in 2016. A one-time \$145,000 performance incentive payment received from Kaiser in 2015 will be appropriated in 2016. The funds will be used to fund a third year of the City's onsite health clinic as well as employee wellness programs.

## Ending Funds Available

Funds available decreased in recent years due to higher claim costs and unfavorable IBNR adjustments; a fund balance of \$4.0 million or more is preferred. Funds available are projected to slowly be restored starting in 2016 and continuing through 2020.

The five-year outlook includes a return to 7.0 percent increases in charges to departments beginning in 2017 and going through 2020. That increase is to offset projected 7.0 percent annual claims cost increases in the out years (4.0 percent for vehicle accident). Insurance premiums are projected to increase by 6.0 percent annually starting in 2017. The fund is projected to gradually return to fund balance of slightly over \$4.0 million by 2020.

# Wastewater Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Utility Sales	\$ 46,110,658	\$ 48,746,548	\$ 49,965,653	\$ 49,965,653	\$ 53,906,570
Charges for Services	7,017,585	7,440,082	7,517,352	7,516,479	6,065,317
Development Fees	3,044,264	5,047,188	6,001,896	5,111,910	5,505,500
Investment Income	1,127,788	961,426	1,160,136	1,121,566	793,438
Other Revenues	4,658,278	1,514,849	1,360,578	1,968,907	602,360
Proceeds from Borrowing	-	-	-	-	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 61,958,573</b>	<b>\$ 63,710,093</b>	<b>\$ 66,005,615</b>	<b>\$ 65,684,515</b>	<b>\$ 66,873,185</b>
<b>Transfers In (from other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 61,958,573</b>	<b>\$ 63,710,093</b>	<b>\$ 66,005,615</b>	<b>\$ 65,684,515</b>	<b>\$ 66,873,185</b>
From Decrease in Funds Available	18,911,109	11,807,836	5,378,158	-	16,836,990
<b>Total Sources</b>	<b>\$ 80,869,682</b>	<b>\$ 75,517,929</b>	<b>\$ 71,383,773</b>	<b>\$ 65,684,515</b>	<b>\$ 83,710,175</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 10,134,730	\$ 10,237,069	\$ 11,423,629	\$ 11,100,004	\$ 11,954,226
Allocated Expenses	2,334,361	2,775,780	2,378,532	2,378,532	2,476,429
Supplies & Services	2,704,272	2,902,497	4,390,777	3,385,698	4,372,978
Utilities	23,740,117	24,144,607	25,842,581	25,601,196	28,767,812
Interfund Charges	878,945	901,271	986,326	981,267	981,821
Debt Related	24,329,786	1,559,812	1,559,812	1,560,312	1,559,812
Capital Related	415,218	2,186,460	2,677,361	2,095,004	2,789,505
Capital Projects (Continuing Appropriation)	16,332,253	30,810,433	22,124,755	9,008,000	30,807,592
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 80,869,682</b>	<b>\$ 75,517,929</b>	<b>\$ 71,383,773</b>	<b>\$ 56,110,013</b>	<b>\$ 83,710,175</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 80,869,682</b>	<b>\$ 75,517,929</b>	<b>\$ 71,383,773</b>	<b>\$ 56,110,013</b>	<b>\$ 83,710,175</b>
To Increase Funds Available	-	-	-	9,574,502	-
<b>Total Uses</b>	<b>\$ 80,869,682</b>	<b>\$ 75,517,929</b>	<b>\$ 71,383,773</b>	<b>\$ 65,684,515</b>	<b>\$ 83,710,175</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 45,328,219</b>	<b>\$ 26,417,110</b>	<b>\$ 16,536,242</b>	<b>\$ 14,609,274</b>	<b>\$ 24,183,776</b>
Net Changes in Funds Available	(18,911,109)	(11,807,836)	(5,378,158)	9,574,502	(16,836,990)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 26,417,110</b>	<b>\$ 14,609,274</b>	<b>\$ 11,158,084</b>	<b>\$ 24,183,776</b>	<b>\$ 7,346,786</b>
<b>Components of Funds Available</b>					
Assigned to Wastewater Operations	\$ 26,417,110	\$ 14,609,274	\$ 11,158,084	\$ 24,183,776	\$ 7,346,786

## Purpose of the Fund

The Wastewater Fund is an enterprise fund that provides for the systems and operations used in the collection and treatment of wastewater from the sanitary sewer as well as stormwater activities of the City.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 63,710,093	\$65,684,515	\$ 66,873,185	\$ 136,953,393	\$ 76,740,172	\$ 121,529,679	\$ 86,174,952
Expenditures, Operating	44,707,496	47,102,013	52,902,583	61,101,792	59,952,060	68,790,493	71,273,105
Expenditures, Capital	30,810,433	9,008,000	30,807,592	41,001,505	51,323,352	42,974,203	25,832,490
<b>Surplus/(Deficit)</b>	<b>\$(11,807,836)</b>	<b>\$ 9,574,502</b>	<b>\$ (16,836,990)</b>	<b>\$ 34,850,095</b>	<b>\$ (34,535,240)</b>	<b>\$ 9,764,982</b>	<b>\$ (10,930,643)</b>
<b>Funds Available</b>							
Beginning	\$ 26,417,110	\$14,609,274	\$ 24,183,776	\$ 7,346,786	\$ 42,196,881	\$ 7,661,641	\$ 17,426,623
Year-End Inc./(Dec.)	(11,807,836)	9,574,502	(16,836,990)	34,850,095	(34,535,240)	9,764,982	(10,930,643)
<b>Ending Funds (Bud.)</b>	<b>\$ 14,609,274</b>	<b>\$24,183,776</b>	<b>\$ 7,346,786</b>	<b>\$ 42,196,881</b>	<b>\$ 7,661,641</b>	<b>\$ 17,426,623</b>	<b>\$ 6,495,980</b>

## Factors Affecting Revenue

Revenue for the fund is comprised primarily of utility sales, development fees and other charges for services. On average, utility sales account for more than 75.0 percent of total revenue, excluding bond proceeds. Utility sales are expected to increase \$3.9 million (7.9 percent) in 2016 over the 2015 Original Budget, which assumes a 4.0 percent rate increase for sanitary sewer (Metro Wastewater Reclamation District (Metro) pass through) and a \$1.00/month increase in the monthly usage fee for storm drainage service. Revenue requirements will increase in 2016 primarily due to a \$2.8 million increase in annual charges paid to Metro and an increase in capital projects costs.

Charges for services will be down \$1.5 million (19.3 percent) in 2016 compared to the 2015 Original Budget as Aurora Water's contribution to the Wastewater Fund for the reclaimed portion of the 1999 Colorado Water Resources & Power Development Authority loan for the upgrade of Sand Creek plant will be paid off in 2015. Revenue from development fees, which includes sanitary sewer connection and drainage basin development fees, are projected to decrease \$496,400 in the 2016 budget compared to the 2015 Original Budget. These revenues are expected to increase in the out-years based on conservative population growth and housing start estimates.

For the purposes of the long-range outlook, revenue growth assumes increased demand due to growth and anticipated rate increases, as well as borrowings in 2017 and 2019.

Rate increases after 2016 have not been determined or approved by City Council; however, sanitary sewer rates and monthly usage fees for storm drainage service are projected to increase annually through 2020 to help sustain a healthy fund balance and finance necessary capital projects in the fund. The sanitary sewer rate increases will fund anticipated charges paid to Metro. Metro is projecting annual increases, ranging from 3.75 percent to 4.5

percent, through 2025 to fund extensive capital expenditures to meet regulatory, rehabilitation and capacity requirements, as well as meet its debt service and other financial obligations. These out-year rate increases have not yet been officially determined or approved by City Council and are discussed here for planning purposes only. The amount of increases, if any, will be determined in a future budget. In addition, the need to borrow and the amount borrowed will change dependent on a number of factors including population growth, capital needs, timing, revenue requirements and inflationary increases.

## Factors Affecting Expenditures

Expenditures in the fund can vary greatly primarily as a result of increases in sanitary sewer treatment charges from Metro and capital projects spending. Operating expenditures in 2016 are anticipated to be up \$3.6 million (7.6 percent) compared to the 2015 Original Budget, with no major programmatic changes. Operating expenditure increases in 2016 are primarily due to utilities, primarily annual Metro service charges up \$2.9 million (11.3 percent). Personal services are up \$530,600 (4.6 percent). Major 2016-2020 capital projects include Second Creek drainage improvements (\$31.1 million), Fitzsimons drainage improvements (\$26.0 million), Interceptor Rehab (\$19.4 million), Westerly Creek future phases (\$17.3 million), and Easterly Creek outfall improvements (\$14.9 million). In the out-years, increases in operating expenditures are primarily driven by third-party sanitary sewer service charges and debt service increases, as well as inflationary increases for supplies, materials and personnel costs.

## Ending Funds Available

Ending funds available is projected to decrease in 2016 by \$16.8 million (69.6 percent) primarily due to capital projects spending using existing cash balances. Despite planned borrowings in 2017 and 2019, ending funds available will decrease by \$11.0 million from 2014 to 2020 primarily the result of capital projects spending.

# Water Fund Summary

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Utility Sales	\$ 96,157,902	\$ 97,854,314	\$ 110,265,021	\$ 102,278,270	\$ 104,080,588
Development Fees	21,949,651	20,026,462	23,290,414	21,700,000	23,377,390
Charges for Services	911,914	27,059,852	896,746	832,204	900,359
Investment Income	3,233,567	3,356,082	3,300,000	3,300,619	3,119,778
Other Revenues	2,843,206	2,586,753	634,423	1,736,800	603,586
Proceeds from Borrowing	-	-	-	-	-
Assets Restricted for Debt Service	910,000	(241,758)	-	-	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 126,006,240</b>	<b>\$ 150,641,705</b>	<b>\$ 138,386,604</b>	<b>\$ 129,847,893</b>	<b>\$ 132,081,701</b>
<b>Transfers In (from other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 126,006,240</b>	<b>\$ 150,641,705</b>	<b>\$ 138,386,604</b>	<b>\$ 129,847,893</b>	<b>\$ 132,081,701</b>
From Decrease in Funds Available	-	8,626,615	-	21,113,393	22,137,234
<b>Total Sources</b>	<b>\$ 126,006,240</b>	<b>\$ 159,268,320</b>	<b>\$ 138,386,604</b>	<b>\$ 150,961,286</b>	<b>\$ 154,218,935</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 20,221,124	\$ 20,890,718	\$ 23,111,595	\$ 22,416,481	\$ 24,656,647
Allocated Expenses	2,103,526	2,386,479	1,883,320	1,883,320	2,026,146
Supplies & Services	15,223,858	15,114,632	20,217,505	18,501,088	20,029,157
Utilities	6,521,991	7,280,575	9,481,939	5,370,930	6,933,616
Interfund Charges	1,587,501	1,658,341	1,797,314	1,746,347	1,718,977
Debt Related	30,262,143	54,431,224	28,816,167	58,475,089	27,508,316
Capital Related	1,184,272	1,467,261	2,244,094	1,836,325	1,832,594
Capital Projects (Continuing Appropriation)	15,917,846	53,330,405	47,891,438	40,731,706	69,513,482
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 93,022,261</b>	<b>\$ 156,559,635</b>	<b>\$ 135,443,372</b>	<b>\$ 150,961,286</b>	<b>\$ 154,218,935</b>
<b>Transfers Out (to other funds)</b>	<b>1,231,315</b>	<b>2,708,685</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 94,253,576</b>	<b>\$ 159,268,320</b>	<b>\$ 135,443,372</b>	<b>\$ 150,961,286</b>	<b>\$ 154,218,935</b>
To Increase Funds Available	31,752,664	-	2,943,232	-	-
<b>Total Uses</b>	<b>\$ 126,006,240</b>	<b>\$ 159,268,320</b>	<b>\$ 138,386,604</b>	<b>\$ 150,961,286</b>	<b>\$ 154,218,935</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 45,520,621</b>	<b>\$ 77,273,285</b>	<b>\$ 74,013,566</b>	<b>\$ 68,646,670</b>	<b>\$ 47,533,277</b>
Net Changes in Funds Available	31,752,664	(8,626,615)	2,943,232	(21,113,393)	(22,137,234)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 77,273,285</b>	<b>\$ 68,646,670</b>	<b>\$ 76,956,798</b>	<b>\$ 47,533,277</b>	<b>\$ 25,396,043</b>
<b>Components of Funds Available</b>					
Assigned to Water Operations	\$ 77,273,285	\$ 68,646,670	\$ 76,956,798	\$ 47,533,277	\$ 25,396,043

## Purpose of the Fund

The Water Fund is an enterprise fund that provides for the acquisition of water and water rights and the operation and maintenance of the water purification facilities and distribution system.

	2014 Actual	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Long Range Outlook</b>							
Revenues	\$150,641,705	\$129,847,893	\$132,081,701	\$154,883,085	\$141,141,219	\$164,778,193	\$154,213,073
Expenditures, Operating	105,937,915	110,229,580	84,705,453	87,539,007	88,677,757	91,264,064	105,022,824
Expenditures, Capital	53,330,405	40,731,706	69,513,482	75,079,963	65,028,297	57,260,058	65,278,672
<b>Surplus/(Deficit)</b>	<b>\$ (8,626,615)</b>	<b>\$ (21,113,393)</b>	<b>\$ (22,137,234)</b>	<b>\$ (7,735,885)</b>	<b>\$ (12,564,835)</b>	<b>\$ 16,254,071</b>	<b>\$ (16,088,423)</b>
<b>Funds Available</b>							
Beginning	\$ 77,273,285	\$ 68,646,670	\$ 47,533,277	\$ 25,396,043	\$ 17,660,158	\$ 5,095,322	\$ 21,349,393
Year-End Inc./(Dec.)	(8,626,615)	(21,113,393)	(22,137,234)	(7,735,885)	(12,564,835)	16,254,071	(16,088,423)
<b>Ending Funds (Bud.)</b>	<b>\$ 68,646,670</b>	<b>\$ 47,533,277</b>	<b>\$ 25,396,043</b>	<b>\$ 17,660,158</b>	<b>\$ 5,095,322</b>	<b>\$ 21,349,393</b>	<b>\$ 5,260,970</b>

## Factors Affecting Revenue

Revenue is comprised primarily of utility sales, development fees and investment income. Sales account for, on average, more than 75 percent of revenue excluding proceeds from borrowing. Growth in utility sales originates from increased demand due to growth and planned rate increases. The 2014 revenues include a \$26 million one-time payment from Roxborough Water & Sanitation District under a water supply agreement. The 2015 revenues are projected to be below budget primarily due to a wet and cooler start to the irrigation season.

The 2016 revenues are based on conservative population growth and housing start estimates, and average year temperature and precipitation projections. No water rate increase is recommended for 2016. Utility sales are expected to decrease \$6.2 million (5.6 percent) in 2016 compared to the 2015 Original Budget. Development revenues, primarily tap fees, are projected to increase \$87,000 (0.4 percent) in 2016 compared to the 2015 Original Budget.

For the purposes of the long-range outlook, 3.8 percent water rate increases are included annually from 2017-2020. In addition, the outlook includes borrowings in 2017 and 2019 to fund capital projects improvements. The need and amount of rate increases or borrowings will change based on a number of factors including the rate of population growth, capital needs, timing, revenue requirements and inflationary increases. If needed, the department will utilize borrowing options to finance capital projects while maintaining coverage ratios and keeping water rates affordable. These out-year rate increases have not yet been officially determined or approved by City Council. These are proforma projections only. The amount of increase, if any, will be determined in future budgets.

## Factors Affecting Expenditures

Expenditures in the Water Fund vary from year to year, largely due to capital projects spending. Operating expenditures in

2014 and 2015 include the prepayment of water debt (\$23.9 million and \$29.6 million in principal respectively). Operating expenditures in 2016 are anticipated to be down approximately \$2.8 million (3.3 percent) compared to 2015 Original Budget operating expenditures with no major programmatic changes. This is mainly due to operating expenditure decreases in utilities by \$2.5 million (26.9 percent), in debt service by \$1.3 million (4.5 percent) and in capital related by \$411,500 (18.3 percent). These are offset by an increase in personal services of \$1.5 million (6.7 percent).

Major capital projects funded in 2016-2020 include Terminal Raw Water Reservoir (\$60.9 million), Wild Horse Reservoir (\$34.3 million), Water Rights Acquisition (\$33.1 million), Line Replacement (\$29.0 million), PWP North Campus Expansion to 20 MGD and 30 MGD RBF (\$28.2 million), Homestake Capital Projects (\$15.4 million), and Binney WPF Improvements (\$12.5 million). In the long range outlook, increases in operating expenditures are primarily driven by increases in debt service, and inflationary increases for supplies, materials, and personnel costs. Long range capital planning is undertaken by the department to ensure sufficient and reliable water supplies for Aurora customers and includes significant spending on water and storage acquisition.

## Ending Funds Available

Ending funds available is primarily driven by projected capital projects spending. Ending funds available is projected to decrease \$21.1 million (30.8 percent) in 2015 (compared to the prior year) primarily due to the prepayment of water debt. Ending funds available in 2016 is projected to decrease \$22.1 million (46.6 percent) due to capital projects spending using existing cash balances. Ending funds available is projected to decrease by \$20.1 million from 2016 to 2020 to fund planned capital projects to meet the water needs of Aurora.





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*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

# **Department Budgets**



## 2016 Department Operating Budgets Overview

This section presents detailed information regarding the operating budgets for each City department. The following items are included in the following pages for each department:

- A summary of programs including all funding sources and brief description of services;
- A department summary of FTE and expenditures;
- A list of Council goals directly supported;
- A budget summary for each major type of expenditure;
- A budget narrative of factors influencing the department's budget;
- A listing of base budget adjustments;
- A summary of operating budget amendment requests;
- An operating expenditure summary for each fund in the department;
- A staffing summary for each fund in the department; and
- A program description with expenditures by fund, expenditures by type, staffing and performance measure summaries for each program in the department. Inactive programs are not displayed.

Data for the years 2013 through 2016 are presented for the operating budget. The 2013 through 2014 data represent actual expenditures reconciled to the City's Comprehensive Annual Financial Report with minor variances due to rounding.

The 2015 original data represents the original adopted budget that was adopted by City Council in the fall of 2014. The 2015 projection data represents a projection of year-end expenditures. The 2016 numbers represent the adopted budget.

The City's operating budget is developed with the prior year's budget as a starting point. Base budget adjustments are made in the budget for maintaining service levels from the prior year. Examples of base budget adjustments include increases for costs such as increased fuel costs and increased insurance costs. Due to the large quantity and relative significance of base budgets, the Base Budget Adjustments section summarizes base budget adjustments into several categories listed and described below:

- **One Time Removals.** Adjustments for items placed in or removed from the prior year's budget that were for only one year. An example is one-time equipment purchases.

- **Mid Year Modifications.** Budget supplemental ordinances approved during the year prior to the budget year that have an ongoing impact.
- **Compensation Adjustments.** All full-time positions in the City are projected based on current pay and benefit levels. Personal services budgets are adjusted based on these projections and other projected pay and benefit costs. Examples include increases in planned health insurance contributions or an individual change in a health insurance plan.
- **Mandated Costs.** Expenses the City must fund to maintain service levels. Examples include increasing fuel prices or insurance costs.
- **Grant / Designated Revenues Adjustments.** Due to an often limited time frame for grant funded projects, budgets are adjusted based on current grant awards or the spending down of cash available for a grant.
- **Other Adjustments.** Usually associated with moving operational budgets for specific items from one department to another in accordance with the active management of operations.

The prior year's original budget with the addition of Base Budget Adjustments equals the Base Budget. The Base Budget is amended with programmatic adjustments provided in specific detail in the Amendments section following the Base Budget Adjustments. The amendments section details expenditure, revenue and FTE adjustments that affect how the department operates. While the majority of items affect expenditures, some amendments have impacts to City revenues. For example, an elimination of a recreation program would also likely reduce fee revenue from the program. Therefore, the 'Net' column demonstrates the net impact to the fund from a budget amendment.

The FTE column displays changes to full-time benefited employee counts within a department. Amendments addressing one or more of the City Council's 13 Priority Projects, six Priority Programs or eight Capital Priorities for 2016 are noted as such. For more information on the City Council's Priority Projects, Programs and Capital Priorities, please refer to the Budget Message section of this budget document.

The sum of the prior year's original budget, base budget adjustments and operating budget requests will result in the department's 2016 operating budget. Details on how the funding is used are included by program in the program section.

# Aurora Water

## PROGRAM SUMMARY

<b>Administration</b>  \$421,179                      2 FTE  *Provide executive management direction and control for Aurora Water	<b>Debt Service</b>  \$29,065,948                      0 FTE  *Fund debt service payments for the Water and Wastewater Funds	<b>Financial Administration</b>  \$39,740,921                      30 FTE  *Provide financial support for Aurora Water operations and capital improvement program
<b>Operations &amp; Maintenance</b>  \$20,920,985                      144 FTE  *Operation and maintenance of water delivery system and sanitary sewer and storm drainage collection systems	<b>Planning &amp; Engineering Services</b>  \$5,413,085                      46 FTE  *Provide infrastructure planning and engineering review, inspections, GIS support and manage the capital improvement program	<b>Public Info &amp; Water Conserv</b>  \$2,272,891                      14 FTE  *Provide water information and conservation services to the public
<b>Support Services</b>  \$8,267,446                      78 FTE  *Provide high quality, efficient and cost effective services to internal and external customers and support operational activities	<b>Treatment</b>  \$15,127,642                      71.5 FTE  *Provide treated water, reuse water treatment services and operation and maintenance of raw water supply systems	<b>Water Quality &amp; Environmental Prgm</b>  \$3,784,739                      26.5 FTE  *Provide watershed protection, regulatory reviews, and water and wastewater compliance and permitting
<b>Water Resources</b>  \$10,007,877                      18 FTE  *Manage the planning, acquisition, permitting and use of the City's water supplies		

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	422.00	424.00	429.00	429.00	430.00
<b>EXPENDITURES</b>	141,033,917	148,654,777	134,397,148	155,106,593	135,022,713

# Aurora Water

## DESCRIPTION

Aurora Water is responsible for enhancing and protecting the quality of life for Aurora citizens by providing quality water sewer, and stormwater services in a manner that balances social, environmental, and economic needs. Responsibilities and roles within the organization include: operation and maintenance of the water, sewer, and stormwater systems; water purification and reuse water treatment; utility financial monitoring, planning, customer billing, and revenue collection; infrastructure planning and engineering, inspections, and management of the capital improvement program; public information and water conservation; water resources planning, acquisition, and development; permitting, watershed protection, and water and wastewater regulatory compliance; and administration.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Ensure excellent infrastructure that is well maintained and operated.

\*Provide a well-managed and financially strong city.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	422.00	424.00	429.00	429.00	430.00
Personal Services	30,355,854	31,127,787	34,411,579	33,516,485	36,064,512
Allocated Expenses	4,437,887	5,162,259	4,261,852	4,261,852	4,502,575
Supplies and Services	16,088,875	16,026,495	22,318,123	19,661,786	22,363,173
Utilities	30,262,121	31,425,182	35,324,520	30,972,126	35,701,428
Interfund Charges	2,466,446	2,559,612	2,783,640	2,727,614	2,700,798
Debt Related	54,591,929	55,991,036	30,375,979	60,035,401	29,068,128
Capital Related	1,599,490	3,653,721	4,921,455	3,931,329	4,622,099
Transfers Out	1,231,315	2,708,685	0	0	0
<b>Expenditures Total</b>	<b>\$141,033,917</b>	<b>\$148,654,777</b>	<b>\$134,397,148</b>	<b>\$155,106,593</b>	<b>\$135,022,713</b>

## DEPARTMENT NARRATIVE

### Budget Development for 2016

The Water Department's primary goals are to ensure that Aurora is a well-managed and financially strong city and to ensure that Aurora's utility infrastructure is well maintained and operated. For 2016, the department will continue to work on partnering opportunities for effective regional solutions to water and wastewater challenges, plan for infrastructure sustainability and long-term water supply availability, implement financial strategies to ensure future capital improvements (water storage, etc.) are sufficiently funded and enhance conservation efforts to make better use of Aurora's existing water supplies.

Water deliveries to the South Metro WISE Authority (SMWA) under the Water Infrastructure and Supply Efficiency Partnership (WISE) are scheduled to begin Fall 2016. Aurora Water and Denver Water have committed to deliver up to 5,000 acre-feet/year through May 31, 2021 under this regional cooperative water project, though it is expected that deliveries will slowly ramp up to this amount. Construction of infrastructure (financed and constructed by SMWA) necessary for WISE deliveries is expected to be completed in 2016. SMWA is not obligated to take any water in 2016 but will have an obligation to take water in 2017. Planning and Engineering Services will complete the Integrated Water Master Plan (IWMP) in spring 2016. The plan will integrate long-term water planning with future demand, conservation, source of supply, water resources, water rights, distribution, treatment and watershed management and will provide multi-year Capital Improvement Program guidance. In an effort to improve customer service and meet expanded state water conservation report requirements, the 2016 budget includes the conversion of a 29 hour/week contingent employee to a Water Conservation Specialist for Public Information and Water Conservation. This position will oversee the irrigation audit program and provide backup for irrigation plan reviews and approvals for Aurora Water customers. Aurora Water's external partnerships, infrastructure improvements and additional budget amendments will ensure implementation of the following council goals and objectives: to ensure excellent infrastructure that is well maintained and operated and also provide a well-managed and financially strong city.

# Aurora Water

## DEPARTMENT NARRATIVE

### 2015 Current-Year Department Projection

The 2015 projection for the Water Department is over the 2015 Original Budget by \$20.7 million primarily due to the prepayment of 2005 Series D water debt (\$29.7 million in principal) in June 2015. Funding authority for the prepayment will be requested in the 2015 Fall Supplemental. The increase in debt related costs are offset by significant savings in supplies/services and utilities (primarily electricity).

### 2016 Department Budget

The 2016 budget increased by \$625,600 compared to the 2015 Original Budget. Significant changes to the 2016 budget include a \$2.8 million increase in annual charges for service payment to Metro Wastewater Reclamation District for sanitary sewer services. This is based on Aurora's projected flows and loadings and a 3.75 percent increase in annual charges to all connectors. The Metro Wastewater increase will be partially offset by a \$2.4 million decrease in other utilities including water, sewer, electricity and purchased water/temporary storage. Another increase will be \$1.7 million in personal services primarily to fund the employee performance management program, an increase in the City's portion of health insurance costs and other staffing related changes (new employees, recently vacated positions, salary equity adjustments, etc.). There will also be a \$1.3 million decrease in debt service due to the prepayment of water debt in 2015.

In addition, the Water Department is requesting \$192,600 in budget amendment requests. Amendment requests include the conversion of a 29 hour/week contingent to a Water Conservation Specialist FTE and one-time items. The Water Conservation Specialist is needed due to an increased demand for services (irrigation audits, irrigation plan reviews and approvals, etc.) in Water Conservation. Personal service costs for the position will be partially offset by a savings in temporary salary/benefits. One-time items requested include an operations storage building to store heavy equipment currently parked outdoors at Spinney Mountain Reservoir (\$58,500), an excavator-mounted brush cutter to maintain wood vegetation in stormwater creeks and channels (\$65,000) and a vehicle for a position added in 2015 as part of the budget development process (\$35,000). The vehicle will be used to increase the amount of field oriented oversight of construction inspection and coordination. Budget amendments requested by the Water Department will reduce operating costs long-term, increase employee safety, maximize operational efficiency and improve customer service.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-456,700
Compensation Adjustments	1,483,902
Mandated Costs	-986,198
Other Adjustments	391,920
<b>Total Base Adjustments</b>	<b>\$432,924</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016					
	Wastewater Fund		Water Fund		<u>Total</u>	
	FTE	Budget	FTE	Budget	FTE	Budget
<i>New Appropriation</i>						
Add 1.0 FTE Assistant City Attorney II (Water)	0.00	0	0.00	0	<b>0.00</b>	<b>0</b>
Program affected: Civil Division						
Add 1.0 FTE Assistant City Attorney II to provide legal advice and assistance to the Water Department.						
The personal services costs associated with this position are offset by a reduction in professional services for cases that would typically be sent to an outside attorney.						
This amendment addresses a Council Goal: Excellent Infrastructure.						

# Aurora Water

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016					
	Wastewater Fund		Water Fund		<u>Total</u>	
	FTE	Budget	FTE	Budget	FTE	Budget
<i>New Appropriation</i>						
Contingent Conversion to FTE: 1.0 Water Conservation Specialist	0.00	0	1.00	34,141	1.00	34,141
<p>Program affected: Public Information &amp; Water Conservation</p> <p>This amendment converts a 29 hour per week contingent to a Water Conservation Specialist FTE for oversight of the irrigation audit program and to provide backup for irrigation plan reviews and approvals. This position is needed due to an increased demand for services, expanded State water conservation report requirements and to assist in continuing to meet customer service level expectations. FTE costs will be partially offset by savings in temp salary and benefits.</p> <p>This amendment addresses a Council goal: Excellent Infrastructure and a Council Priority Program: Employee Pay and Benefits and also a Council goal: Well-Managed City.</p>						
Excavator-Mounted Slashbuster Brush Cutter Attachment	0.00	65,000	0.00	0	0.00	65,000
<p>Program affected: Operations &amp; Maintenance</p> <p>This amendment requests funding for an excavator-mounted slashbuster brush cutter attachment for Stormwater to maintain old growth willows/other woody vegetation in stormwater creeks and channels to reduce labor costs, eliminate dump fees (vegetation mulched on site) and transportation costs to disposal sites, and provide a safer method for removing and managing woody vegetation.</p> <p>This amendment addresses a Council goal: Excellent Infrastructure</p>						
Fleet Purchase Vehicle New	0.00	14,000	0.00	21,000	0.00	35,000
<p>Program affected: Planning &amp; Engineering Services</p> <p>This amendment requests a vehicle for position (Inspection Manager) approved in 2015 and filled as a Senior Construction Coordinator. The position was filled at a lower grade to increase the amount of field oriented oversight of construction inspection and coordination.</p> <p>This amendment addresses a Council goal: Excellent Infrastructure</p>						

# Aurora Water

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016					
	Wastewater Fund		Water Fund		<u>Total</u>	
	FTE	Budget	FTE	Budget	FTE	Budget
<i>New Appropriation</i>						
Spinney Mountain Operations Storage Building	0.00	0	0.00	58,500	0.00	58,500
Program affected: Treatment Request funding for a 42'x50' building with insulation to store front end loader grader and backhoe currently parked outside at Spinney Mountain Reservoir. Extreme temperatures weather hydraulic hoses and tires and put a strain on equipment fuel systems, starting systems and batteries.						
This amendment addresses a Council goal: Excellent Infrastructure						
Technical Adjustment: Adjust FTE and Operating Allocations Between Funds	0.79	64,252	-0.79	-64,252	0.00	0
Programs affected: Multiple programs Technical adjustment to re-allocate FTE and operating costs between funds (Water and Wastewater). An internal review of Aurora Water's service programs identified activities shared by the Water and Wastewater Funds, looked at business functions of each program, and allocated operating costs in a systematic manner between Aurora's multiple service utilities (Water, Sewer and Storm).						
This amendment addresses a Council goal: Well-Managed City						
<b>New Appropriation Total</b>	<b>0.79</b>	<b>143,252</b>	<b>0.21</b>	<b>49,389</b>	<b>1.00</b>	<b>192,641</b>
<b>Amendment Request Total</b>	<b>0.79</b>	<b>143,252</b>	<b>0.21</b>	<b>49,389</b>	<b>1.00</b>	<b>192,641</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Wastewater Fund	64,537,434	44,707,522	49,212,645	47,102,013	52,766,890
Water Fund	76,496,483	103,947,255	85,184,503	108,004,580	82,255,823
<b>Expenditures Total</b>	<b>\$141,033,917</b>	<b>\$148,654,777</b>	<b>\$134,397,148</b>	<b>\$155,106,593</b>	<b>\$135,022,713</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Wastewater Fund	148.18	143.77	145.37	143.02	143.81
Water Fund	273.82	280.23	283.63	285.98	286.19
<b>Staffing Total</b>	<b>422.00</b>	<b>424.00</b>	<b>429.00</b>	<b>429.00</b>	<b>430.00</b>

# Aurora Water

## PROGRAM DETAIL

### Administration

**Net Cost \$421,179**

Provide executive management direction and control of the City's water, sanitary sewer and stormwater utility systems to ensure sufficient, safe, and reliable water supplies and wastewater services for current and future citizens.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	137,655	126,905	185,121	139,330	168,475
Water Fund	297,644	200,648	277,539	209,049	252,704
<b>Expenditures Total</b>	<b>\$435,299</b>	<b>\$327,553</b>	<b>\$462,660</b>	<b>\$348,379</b>	<b>\$421,179</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	407,012	326,760	329,694	336,347	288,497
Supplies and Services	24,497	-3,677	129,803	7,581	129,803
Interfund Charges	3,790	4,470	3,163	4,451	2,879
<b>Expenditures Total</b>	<b>\$435,299</b>	<b>\$327,553</b>	<b>\$462,660</b>	<b>\$348,379</b>	<b>\$421,179</b>
<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	1.20	1.20	1.20	1.20	0.80
Water Fund	1.80	1.80	1.80	1.80	1.20
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>

### Debt Service

**Net Cost \$29,065,948**

Fund debt service payments for the Water and Wastewater Funds.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	24,333,922	1,559,812	1,559,812	1,559,812	1,559,812
Water Fund	30,300,675	54,429,974	28,813,987	58,474,339	27,506,136
<b>Expenditures Total</b>	<b>\$54,634,597</b>	<b>\$55,989,786</b>	<b>\$30,373,799</b>	<b>\$60,034,151</b>	<b>\$29,065,948</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Debt Related	54,634,597	55,989,786	30,373,799	60,034,151	29,065,948
<b>Expenditures Total</b>	<b>\$54,634,597</b>	<b>\$55,989,786</b>	<b>\$30,373,799</b>	<b>\$60,034,151</b>	<b>\$29,065,948</b>

# Aurora Water

## PROGRAM DETAIL

### Financial Administration

**Net Cost \$20,538,872**

Provide support with regard to financial decision and direction for Aurora Water. Includes customer billing and collections, maintaining the utility billing system, accounting activities, budget development, financial reporting, recommendations regarding rate and fee adjustments and issuance of debt. This also covers department-wide funding not related to any specific Aurora Water program including short-term water leases, temporary storage, Metro Wastewater charge for sanitary sewer services, risk charges, and administration costs paid to the General Fund. Maintain the financial integrity of the Water and Wastewater Funds.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	27,357,193	28,806,951	29,970,304	29,918,333	33,495,882
Water Fund	6,890,209	10,674,880	7,438,960	6,881,659	6,245,039
<b>Expenditures Total</b>	<b>\$34,247,402</b>	<b>\$39,481,831</b>	<b>\$37,409,264</b>	<b>\$36,799,992</b>	<b>\$39,740,921</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,620,188	1,751,049	1,424,476	1,808,355	1,789,703
Allocated Expenses	4,523,400	5,256,866	4,261,852	4,278,311	4,502,575
Supplies and Services	882,766	292,769	371,974	141,121	430,718
Utilities	25,059,178	27,148,810	28,864,813	28,393,531	29,731,438
Interfund Charges	973,459	1,048,402	1,205,869	1,198,656	1,301,394
Debt Related	-42,668	1,250	2,180	1,250	2,180
Capital Related	-236	1,274,000	1,278,100	978,768	1,982,913
Transfers Out	1,231,315	2,708,685	0	0	0
<b>Expenditures Total</b>	<b>\$34,247,402</b>	<b>\$39,481,831</b>	<b>\$37,409,264</b>	<b>\$36,799,992</b>	<b>\$39,740,921</b>
<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	15.48	9.66	8.76	8.76	10.50
Water Fund	11.52	18.34	16.24	16.24	19.50
<b>Staffing Total</b>	<b>27.00</b>	<b>28.00</b>	<b>25.00</b>	<b>25.00</b>	<b>30.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
85% of all invoices entered and paid within 30 days of invoice date	90%	88%	85%	87%	85%
90% of customer calls will be answered in 30 seconds or less	86.6%	92%	90%	91%	90%

# Aurora Water

## PROGRAM DETAIL

### Operations & Maintenance

**Net Cost \$20,877,485**

Provide reliable water, sanitary sewer and stormwater services for Aurora residents and businesses through the operation and maintenance of Aurora's water distribution system, potable pumping and storage facilities, sanitary sewer collection system, wastewater pumping facilities, and storm drainage collection system.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	6,616,745	7,590,830	9,695,370	8,072,448	9,209,915
Water Fund	10,425,356	10,274,990	12,121,807	9,294,848	11,711,070
<b>Expenditures Total</b>	<b>\$17,042,101</b>	<b>\$17,865,820</b>	<b>\$21,817,177</b>	<b>\$17,367,296</b>	<b>\$20,920,985</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	9,228,640	9,594,294	10,632,203	10,086,993	10,898,961
Allocated Expenses	-85,433	-93,336	0	-16,459	0
Supplies and Services	2,729,428	3,000,391	4,277,154	3,279,343	4,357,900
Utilities	2,746,736	2,627,609	2,791,596	590,139	2,766,200
Interfund Charges	1,069,223	1,073,486	1,129,569	1,076,028	1,018,801
Capital Related	1,353,507	1,663,376	2,986,655	2,351,252	1,879,123
<b>Expenditures Total</b>	<b>\$17,042,101</b>	<b>\$17,865,820</b>	<b>\$21,817,177</b>	<b>\$17,367,296</b>	<b>\$20,920,985</b>

<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	70.00	69.51	69.51	67.36	67.41
Water Fund	76.00	75.49	75.49	77.64	76.59
<b>Staffing Total</b>	<b>146.00</b>	<b>145.00</b>	<b>145.00</b>	<b>145.00</b>	<b>144.00</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of all water main system repairs will have less than eight hours of service interruption	100%	99%	90%	98%	90%
Respond to 100% of storm conveyance system flood emergencies, utilizing UDFCD Alert System, within 30 minutes of notification	92%	100%	100%	100%	100%
Respond to 80% of emergency calls within 30 minutes from time of call to customer contact	87%	83.5%	80%	80%	80%
Respond to emergency calls within a 45 minute time period on 80% of all calls to maintain system reliability and ensure continuous water and wastewater service	91%	93%	80%	80%	80%

# Aurora Water

## PROGRAM DETAIL

### Planning & Engineering Services

**Net Cost \$5,412,930**

Provide engineering review, utility infrastructure planning, GIS and records management of Aurora's utility systems, wet utilities field and erosion control inspections during construction, process new tap applications, and manage the capital improvement program (water and wastewater). Deliver compatible and functional utility infrastructure on schedule and within established financial limits through project delivery, construction management, process and cost controls, technology implementation and support and external relations and administration.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	1,714,116	1,835,983	2,152,337	2,053,918	2,282,470
Water Fund	2,411,650	2,788,783	3,051,383	2,930,510	3,130,615
<b>Expenditures Total</b>	<b>\$4,125,766</b>	<b>\$4,624,766</b>	<b>\$5,203,720</b>	<b>\$4,984,428</b>	<b>\$5,413,085</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	3,642,147	3,820,976	4,397,029	4,327,228	4,702,800
Allocated Expenses	0	-129	0	0	0
Supplies and Services	363,654	671,787	751,708	602,370	596,295
Interfund Charges	53,853	62,672	54,983	54,830	42,990
Capital Related	66,112	69,460	0	0	71,000
<b>Expenditures Total</b>	<b>\$4,125,766</b>	<b>\$4,624,766</b>	<b>\$5,203,720</b>	<b>\$4,984,428</b>	<b>\$5,413,085</b>
<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	17.90	17.20	18.00	18.00	18.40
Water Fund	26.10	25.80	27.00	27.00	27.60
<b>Staffing Total</b>	<b>44.00</b>	<b>43.00</b>	<b>45.00</b>	<b>45.00</b>	<b>46.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Deliver capital projects on schedule and within established budgets with less than 5% construction contract change orders	2.4%	2.3%	5%	2.6%	5%
Engineering plan review timeframes shall meet or exceed requirements set forth by Development Services 95% of the time	93%	95%	95%	95%	95%

### Public Info & Water Conserv

**Net Cost \$2,141,491**

Provide water information and conservation services to the public; develop school curriculums; and develop and administer water conservation programs including Xeriscape education, rebates on water conserving devices, and lawn permits. Provide education and awareness programs for citizens and other interested groups as investments are made in enhancing and expanding the utility system on an ongoing basis.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Water Fund	1,948,048	1,810,527	2,207,622	1,822,978	2,272,891
<b>Expenditures Total</b>	<b>\$1,948,048</b>	<b>\$1,810,527</b>	<b>\$2,207,622</b>	<b>\$1,822,978</b>	<b>\$2,272,891</b>

# Aurora Water

## PROGRAM DETAIL

### Public Info & Water Conserv

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,292,688	1,245,108	1,234,637	1,314,225	1,381,037
Supplies and Services	636,527	520,167	954,927	492,157	845,633
Interfund Charges	18,833	21,144	18,058	16,596	13,261
Capital Related	0	24,108	0	0	32,960
<b>Expenditures Total</b>	<b>\$1,948,048</b>	<b>\$1,810,527</b>	<b>\$2,207,622</b>	<b>\$1,822,978</b>	<b>\$2,272,891</b>
<b><u>STAFFING SUMMARY</u></b>					
Water Fund	15.00	14.00	14.00	14.00	14.00
<b>Staffing Total</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Respond to initial media and public inquiries within one business day/final response within three business days	99%	100%	100%	100%	100%

### Support Services

**Net Cost \$8,267,446**

Provide high quality, efficient and cost effective services to internal and external customers, and support operational activities. Responsible for emergency operations plans, warehouse services, specialized trades support, vehicle/equipment utilization, preventative repair and maintenance of small equipment, cross connection control program, contractor services on new infrastructure, wet utility locates, water meter related activities, fire hydrant use permits, and technical support for the automation and control of process and security systems associated with the City's water infrastructure.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	1,404,845	1,780,321	2,130,285	2,029,323	2,242,958
Water Fund	4,791,658	5,054,468	5,848,110	5,652,654	6,024,488
<b>Expenditures Total</b>	<b>\$6,196,503</b>	<b>\$6,834,789</b>	<b>\$7,978,395</b>	<b>\$7,681,977</b>	<b>\$8,267,446</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	4,976,326	5,189,321	5,973,210	5,806,835	6,157,359
Supplies and Services	887,885	1,155,927	1,589,312	1,432,487	1,752,364
Utilities	23,766	23,601	24,599	22,154	27,500
Interfund Charges	187,523	200,856	212,274	211,001	162,343
Capital Related	121,003	265,084	179,000	209,500	167,880
<b>Expenditures Total</b>	<b>\$6,196,503</b>	<b>\$6,834,789</b>	<b>\$7,978,395</b>	<b>\$7,681,977</b>	<b>\$8,267,446</b>
<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	17.00	19.60	20.30	20.30	20.30
Water Fund	57.00	55.40	57.70	57.70	57.70
<b>Staffing Total</b>	<b>74.00</b>	<b>75.00</b>	<b>78.00</b>	<b>78.00</b>	<b>78.00</b>

# Aurora Water

## PROGRAM DETAIL

### Support Services

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Achieve a level of service for the turn-around time for preventative maintenance service for small equipment which is 10 days or less	N/A	N/A	N/A	<10 Days	<10 Days
Achieve a level of service greater than 90% for completion of SCADA work orders within a defined amount of time	96%	94.1%	90%	93%	90%
Team average of overall satisfaction from Customer Service Satisfaction Survey will be 90% or above	96%	96.3%	90%	96.8%	90%

### Treatment

**Net Cost \$15,118,142**

Provide treated water for Aurora residents and businesses (that meets or exceeds regulatory requirements) to the water transmission and distribution system, delivery of raw water to Aurora's water purification facilities through a network of system facilities (reservoirs, tunnels, pipelines, diversions structures, rivers, and pumping stations), and reuse water treatment services.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	1,475,881	1,471,061	1,536,251	1,451,921	1,816,320
Water Fund	10,202,566	9,528,494	12,849,667	11,574,460	13,311,322
<b>Expenditures Total</b>	<b>\$11,678,447</b>	<b>\$10,999,555</b>	<b>\$14,385,918</b>	<b>\$13,026,381</b>	<b>\$15,127,642</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	5,147,077	5,215,242	5,946,864	5,684,402	6,367,244
Supplies and Services	4,961,853	4,047,480	6,495,626	5,622,065	6,801,792
Utilities	1,448,806	1,345,710	1,486,243	1,331,652	1,516,190
Interfund Charges	108,391	104,120	104,985	105,497	105,693
Capital Related	12,320	287,003	352,200	282,765	336,723
<b>Expenditures Total</b>	<b>\$11,678,447</b>	<b>\$10,999,555</b>	<b>\$14,385,918</b>	<b>\$13,026,381</b>	<b>\$15,127,642</b>
<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	10.75	10.75	10.75	10.75	10.75
Water Fund	55.75	57.75	60.75	60.75	60.75
<b>Staffing Total</b>	<b>66.50</b>	<b>68.50</b>	<b>71.50</b>	<b>71.50</b>	<b>71.50</b>

# Aurora Water

## PROGRAM DETAIL

### Treatment

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
100% compliance with Office of the State Engineer requirements for dam leakage monitoring for the five Aurora-owned dams	100%	100%	100%	100%	100%
13 daily water quality parameters comply with NPDES Discharge Permit and Reclaimed Water Control Regulation (regulation 84) 100% of the time	100%	100%	100%	100%	100%
75 daily tests at potable water treatment plants comply with Primary Drinking Water Standards and produce effluent water quality that meets state drinking water standards 100% of the time	100%	100%	100%	100%	100%

### Water Quality & Environmental Prgm

**Net Cost \$3,784,739**

Provide support including data analysis, regulatory reviews, and compliance and permitting assistance to ensure water, sanitary sewer and stormwater programs meet applicable federal, state and local standards. Manage Aurora's watersheds to ensure adequate source water protection from both natural and human induced impacts. Conduct analyses to provide qualitative and quantitative data for use in operational decisions.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	1,497,077	1,535,659	1,983,165	1,876,928	1,991,058
Water Fund	877,608	823,811	1,055,063	1,475,619	1,793,681
<b>Expenditures Total</b>	<b>\$2,374,685</b>	<b>\$2,359,470</b>	<b>\$3,038,228</b>	<b>\$3,352,547</b>	<b>\$3,784,739</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,866,908	1,867,489	2,129,673	2,251,636	2,496,712
Allocated Expenses	-80	-1,142	0	0	0
Supplies and Services	440,041	470,378	812,171	1,006,914	1,204,671
Interfund Charges	25,464	22,745	28,384	33,599	29,356
Capital Related	42,352	0	68,000	60,398	54,000
<b>Expenditures Total</b>	<b>\$2,374,685</b>	<b>\$2,359,470</b>	<b>\$3,038,228</b>	<b>\$3,352,547</b>	<b>\$3,784,739</b>

<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	15.85	15.85	16.85	16.65	15.65
Water Fund	8.15	8.15	8.15	8.15	10.85
<b>Staffing Total</b>	<b>24.00</b>	<b>24.00</b>	<b>25.00</b>	<b>24.80</b>	<b>26.50</b>

# Aurora Water

## PROGRAM DETAIL

### Water Quality & Environmental Prgm

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Zero Water Quality or NPDES Discharge Permit violations and zero Reclaimed Water Control Regulation (regulation 84) violations	0	0	0	0	0

### Water Resources

**Net Cost \$9,890,592**

Manage the acquisition and use of the City's raw water supplies in the Colorado, Arkansas and South Platte Basins. Provide short-term and long-term planning to meet the City's existing and future water resource needs while protecting the City's water rights portfolio. Includes funding for water authorities (Aurora-Colorado Springs Joint Water Authority and Busk-Ivanhoe Water System Authority) formed by contract for the purpose of developing and operating water resources, systems, and facilities in whole or in part for the benefit of the parties. Detail water authority budgets are included in Appendix 12.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Water Fund	8,351,069	8,360,680	11,520,365	9,688,464	10,007,877
<b>Expenditures Total</b>	<b>\$8,351,069</b>	<b>\$8,360,680</b>	<b>\$11,520,365</b>	<b>\$9,688,464</b>	<b>\$10,007,877</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,174,868	2,117,548	2,343,793	1,900,464	1,982,199
Supplies and Services	5,162,224	5,871,273	6,935,448	7,077,748	6,243,997
Utilities	983,635	279,452	2,157,269	634,650	1,660,100
Interfund Charges	25,910	21,717	26,355	26,956	24,081
Capital Related	4,432	70,690	57,500	48,646	97,500
<b>Expenditures Total</b>	<b>\$8,351,069</b>	<b>\$8,360,680</b>	<b>\$11,520,365</b>	<b>\$9,688,464</b>	<b>\$10,007,877</b>

<b><u>STAFFING SUMMARY</u></b>					
Water Fund	22.50	23.50	22.50	22.70	18.00
<b>Staffing Total</b>	<b>22.50</b>	<b>23.50</b>	<b>22.50</b>	<b>22.70</b>	<b>18.00</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Maintain a minimum of 50,500 acre-feet of available water in our storage reservoirs at all times	92,750 AF	85,408 AF	82,300 AF	120,000 AF	82,300 AF

# City Attorney

## PROGRAM SUMMARY

Civil Division		Criminal Justice Division	
\$6,047,439	28.8 FTE	\$2,324,062	25 FTE
*Provide legal counsel to City offices and City Council		*Prosecute City ordinance violations	

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
REGULAR - FTE	50.00	50.80	50.80	50.80	53.80
EXPENDITURES	7,118,142	7,534,194	8,079,381	8,130,966	8,371,501

# City Attorney

## DESCRIPTION

The City Attorney's Office has two divisions, the Civil Division and the Criminal Justice Division. The Civil Division works to prepare City ordinances, defend the City in litigation, and provide legal counsel to City offices and City Council. The Criminal Justice Division handles prosecution of violations of municipal ordinances and regulations.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Assure a safe community for people.

\*Provide a well-managed and financially strong city.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	50.00	50.80	50.80	50.80	53.80
Personal Services	4,904,590	5,264,619	5,363,489	5,533,740	5,990,578
Supplies and Services	2,139,945	2,190,079	2,624,472	2,505,806	2,281,275
Interfund Charges	73,607	79,496	91,420	91,420	99,648
<b>Expenditures Total</b>	<b>\$7,118,142</b>	<b>\$7,534,194</b>	<b>\$8,079,381</b>	<b>\$8,130,966</b>	<b>\$8,371,501</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The primary goal of the City Attorney's Office is to assure a safe community for people through its Criminal Division while providing a well-managed city through its Civil Division. In 2016, the department will continue to focus on handling the prosecution of violations, as well as providing high quality legal services to protect the City, its officials and its staff. In the last 12 months, the department has undergone significant staffing changes, including the promotion of an Assistant City Attorney to Deputy City Attorney of the Criminal Division, and the hiring of two new Assistant City Attorneys in the Civil Division. In 2016, the office will focus on improving quality of service to City officials and staff. The addition of 3.0 FTEs to the department will help maintain quality work while increasing customer service to internal customers.

Through June 2015, the Criminal Justice Division has seen a slight decrease in both traffic and criminal filings into the Municipal Court when compared to year-to-date filings in 2014, although the year-end projections include 1.5 percent growth. The Civil Division's workload remains high, particularly given the complex nature of litigation and legal questions facing the City. The quality and timeliness of the legal services provided by the department are critical to ensuring that the objectives of the City Council and City staff are met. Both divisions will continue to evaluate innovative solutions to manage the increasing workload of the department.

### 2015 Current-Year Department Projection

The 2015 projection for the City Attorney's office is higher than the 2015 Original Budget by \$51,600 (0.6 percent). This is largely due to the addition of a 1.0 FTE Senior Assistant City Attorney in the Civil Division to provide legal advice to the Police Department. This position will be added to the 2015 budget during the supplemental process. Additionally, the Criminal Division has an overhire, however the expenses are expected to be partially offset by vacancy savings from the Special Projects Assistant.

### 2016 Department Budget

The 2016 Proposed Budget increased \$292,100 (3.6 percent) compared to the 2015 Original Budget. The budget increase is driven by amendments for additional staffing which is partially offset by the elimination of funding for the Council Special Projects Assistant Contract position as decided at the Fall Budget Workshop. The Criminal Division will add 1.0 FTE Assistant City Attorney I to handle increased workload and improve customer service. The Civil Division includes the aforementioned 1.0 FTE for a Senior Assistant City Attorney to provide legal advice to the Police Department, as well as 1.0 FTE Assistant City Attorney II to provide legal advice to Aurora Water. The Water Assistant City Attorney is funded by the Water Fund using an offset created by reducing professional services as cases that would be typically sent to outside council are brought in house. At the Fall Budget Workshop, City Council also reduced outside legal fees by \$100,000 in the Water Fund due to the hiring for the new Assistant City Attorney for Water. Base budget adjustments related to compensation and mandated costs account for \$217,100 of the budget increase. The majority of the increase is a result of market compensation

# City Attorney

## DEPARTMENT NARRATIVE

adjustments for a number of office staff.

## BASE ADJUSTMENTS

Base Adjustments	2016
Compensation Adjustments	208,827
Mandated Costs	8,228
<b>Total Base Adjustments</b>	<b>\$217,055</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Assistant City Attorney I	1.00	96,623	0	96,623
Program affected: Criminal Justice Division				
Add 1.0 FTE Assistant City Attorney I in the Criminal Justice Division to handle increased workload and improve customer service.				
This amendment addresses a Council Goal: Safe Community.				
Add 1.0 FTE Senior Assistant City Attorney (Police)	1.00	178,442	0	178,442
Program affected: Civil Division				
Add 1.0 FTE Senior Assistant City Attorney to provide legal advice to the Police Department. This FTE will be added to the 2015 budget during the supplemental process.				
This amendment addresses a Council Goal: Safe Community.				
Eliminate Funding for Council Special Projects Assistant Contract Position	0.00	-100,000	0	-100,000
Program affected: Civil Division				
At the October 3, 2015 Budget Workshop, City Council eliminated funding for the vacant Council Special Projects Assistant Contract position.				
This amendment address a Council goal: Well-Managed City.				
<b>New Appropriation Total</b>	<b>2.00</b>	<b>175,065</b>	<b>0</b>	<b>175,065</b>
<b>General Fund Total</b>	<b>2.00</b>	<b>175,065</b>	<b>0</b>	<b>175,065</b>
<u>Water Fund / New Appropriation</u>				
Add 1.0 FTE Assistant City Attorney II (Water)	1.00	0	0	0
Program affected: Civil Division				
Add 1.0 FTE Assistant City Attorney II to provide legal advice and assistance to the Water Department. The personal services costs associated with this position are offset by a reduction in professional services for cases that would typically be sent to an outside attorney.				
This amendment addresses a Council Goal: Excellent Infrastructure.				

# City Attorney

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Water Fund / New Appropriation</u>				
Reduce Outside Legal Fees	0.00	-100,000	0	-100,000
Program affected: Civil Division				
At the October 3, 2015 Budget Workshop, Council reduced outside legal fees by \$100,000.				
This amendment address a Council Goal: Well-Managed City.				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>-100,000</b>	<b>0</b>	<b>-100,000</b>
<b>Water Fund Total</b>	<b>1.00</b>	<b>-100,000</b>	<b>0</b>	<b>-100,000</b>
<b>Amendment Request Total All Funds</b>	<b>3.00</b>	<b>75,065</b>	<b>0</b>	<b>75,065</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	5,278,889	5,543,534	5,854,381	5,905,966	6,246,501
Water Fund	1,839,253	1,990,660	2,225,000	2,225,000	2,125,000
<b>Expenditures Total</b>	<b>\$7,118,142</b>	<b>\$7,534,194</b>	<b>\$8,079,381</b>	<b>\$8,130,966</b>	<b>\$8,371,501</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	50.00	50.80	50.80	50.80	52.80
Water Fund	0.00	0.00	0.00	0.00	1.00
<b>Staffing Total</b>	<b>50.00</b>	<b>50.80</b>	<b>50.80</b>	<b>50.80</b>	<b>53.80</b>

## PROGRAM DETAIL

### Civil Division

**Net Cost \$6,046,939**

The Civil Division prepares City ordinances and resolutions, defends the City in litigation, and provides legal counsel to City offices and City Council through both oral and written advice, including the drafting of memoranda and review of legal documents. Department performance may be measured primarily by maintaining the confidence of Council/clients and by performing all legal work with the highest of quality in a timely manner.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	3,355,394	3,534,282	3,755,969	3,780,130	3,922,439
Water Fund	1,839,253	1,990,660	2,225,000	2,225,000	2,125,000
<b>Expenditures Total</b>	<b>\$5,194,647</b>	<b>\$5,524,942</b>	<b>\$5,980,969</b>	<b>\$6,005,130</b>	<b>\$6,047,439</b>

# City Attorney

## PROGRAM DETAIL

### Civil Division

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	3,091,112	3,349,679	3,376,803	3,510,945	3,786,242
Supplies and Services	2,029,928	2,095,767	2,512,746	2,402,765	2,161,549
Interfund Charges	73,607	79,496	91,420	91,420	99,648
<b>Expenditures Total</b>	<b>\$5,194,647</b>	<b>\$5,524,942</b>	<b>\$5,980,969</b>	<b>\$6,005,130</b>	<b>\$6,047,439</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	26.00	26.80	26.80	26.80	27.80
Water Fund	0.00	0.00	0.00	0.00	1.00
<b>Staffing Total</b>	<b>26.00</b>	<b>26.80</b>	<b>26.80</b>	<b>26.80</b>	<b>28.80</b>

### Criminal Justice Division

**Net Cost \$2,320,062**

The Criminal Justice Division provides trained and qualified attorneys to represent the City in the role of prosecuting violations of municipal ordinances and regulations.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,923,495	2,009,252	2,098,412	2,125,836	2,324,062
<b>Expenditures Total</b>	<b>\$1,923,495</b>	<b>\$2,009,252</b>	<b>\$2,098,412</b>	<b>\$2,125,836</b>	<b>\$2,324,062</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,813,478	1,914,940	1,986,686	2,022,795	2,204,336
Supplies and Services	110,017	94,312	111,726	103,041	119,726
<b>Expenditures Total</b>	<b>\$1,923,495</b>	<b>\$2,009,252</b>	<b>\$2,098,412</b>	<b>\$2,125,836</b>	<b>\$2,324,062</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	24.00	24.00	24.00	24.00	25.00
<b>Staffing Total</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>25.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Summonses	62,564	59,091	62,500	60,000	62,000

# City Council

## PROGRAM SUMMARY

City Council		Council Contingency	
\$1,249,076	15 FTE	\$15,716	0 FTE
*City Council and associated legislative activities		* Contingency for unanticipated items	

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
REGULAR - FTE	14.00	14.00	14.00	14.00	15.00
EXPENDITURES	948,490	1,066,557	1,069,061	1,065,151	1,264,792

# City Council

## DESCRIPTION

City Council's role is to set goals and provide leadership to facilitate attainment of citizen satisfaction. This is accomplished by addressing constituent service requests in a timely manner, assuring broad citizen input/representation on issues, enacting ordinances for the benefit of citizens' health and safety, and representing Aurora's interests at the local, state, regional, and national level.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

- \*Serve as leaders and partner with other governments and jurisdictions.
- \*Assure a safe community for people.
- \*Create a superior quality of life for residents making the city a desirable place to live and visit.
- \*Be a great place to locate, expand and operate a business and provide for well-planned growth and development.
- \*Ensure excellent infrastructure that is well maintained and operated.
- \*Provide a well-managed and financially strong city.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	14.00	14.00	14.00	14.00	15.00
Personal Services	583,439	586,659	619,337	588,039	757,234
Supplies and Services	358,939	473,125	442,133	473,317	499,284
Interfund Charges	6,112	6,773	7,591	3,795	8,274
<b>Expenditures Total</b>	<b>\$948,490</b>	<b>\$1,066,557</b>	<b>\$1,069,061</b>	<b>\$1,065,151</b>	<b>\$1,264,792</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

City Council expenditures account for only 0.4 percent of total General Fund expenditures in a given year. The majority of the changes from year to year are from personal services adjustments in accordance with City policy. Supplies and services budget includes council contingency, a small amount of money Council can use to fund expenses not known during the creation of the annual budget.

### 2015 Current-Year Department Projection

The City Council 2015 year-end projection is expected to be \$3,900 (0.4 percent) below budget. Per City Council rules, a total of \$42,500 in unspent travel budget was carried forward from 2014 into 2015 and is captured in the 2015 year-end projection as being spent.

### 2016 Department Budget

A number of changes have been made to the City Council budget for 2016. At the October 3, 2015 Fall Budget Workshop, the City Council added an additional 1.0 FTE Council Management Analyst to provide research and logistical support for council members. Funding for compensation adjustments for existing Council staff in the amount of \$25,000 was added as well. Expenditures for that adjustment will be reduced from an amendment for citywide compensation increases found in the Non-Departmental budget; as such, there is no bottom line impact to the General Fund. Other changes made at the workshop include the addition of one-time funding for military-related activities at the Aurora Chamber, a one-time increase of the Council annual travel stipends of \$22,000 (a \$2,000 increase for each council member and the mayor) and the elimination of the City's membership at the Metro North Chamber.

Other changes to the Council budget include new appropriation of \$15,000 for an additional trip to Washington, D.C. for the Federal, State and Intergovernmental Relations Policy Committee to meet with the City's congressional delegation. Several other smaller increases for council expense stipends and dues and subscriptions benefiting the entire City have been factored into the budget as well.

*A detailed breakdown of City Council spending can be found in Appendix 7.*

# City Council

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-22,000
Compensation Adjustments	34,187
Mandated Costs	30,869
<b>Total Base Adjustments</b>	<b>\$43,056</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Council Management Analyst	1.00	83,710	0	83,710
<p>Program affected: City Council</p> <p>At the October 3, 2015 Fall Budget Workshop, Council added funding for an additional Council Management Analyst to serve the Council and supervise the two front desk staff. One-time supplies and services expenses of \$5,000 are included.</p> <p>This amendment addresses a Council Goal: Well-Managed City.</p>				
Additional Council Travel Budget	0.00	22,000	0	22,000
<p>Program affected: City Council</p> <p>At the October 3, 2015 Fall Budget Workshop, the Council elected to increase the travel budget for each member of the Council and the Mayor by \$2,000 each on a one-time basis. The 2016 travel budgets are \$11,000 and \$7,000 for the Mayor and council members, respectively.</p> <p>This amendment addresses a Council Goal: Well-Managed City.</p>				
Allocate Compensation Market Study Adjustment Amounts to Council and Public Defender	0.00	25,000	0	25,000
<p>Programs affected: City Council (City Council), Operating Transfers (Non-Departmental) and Public Defender (Public Defender) department budgets</p> <p>At the October 3, 2015 Budget Workshop, City Council allocated funding that had been set aside in non-departmental for citywide 2016 compensation adjustments (see non-departmental amendments) to the City Council and Public Defender departments. The funds will be used for salary adjustments for Council support staff and Deputy Public Defender I staff.</p> <p>This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well-Managed City.</p>				
Eliminate Metro North Chamber Membership	0.00	-3,035	0	-3,035
<p>Program affected: City Council</p> <p>At the October 3, 2015 Fall Budget Workshop, Council eliminated the City's membership in the Metro North Chamber of Commerce. Membership dues will be removed from the City Council budget.</p> <p>This amendment addresses a Council Goal: Well-Managed City.</p>				

# City Council

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Support to Aurora Chamber for Activities Related to the Military	0.00	25,000	0	25,000
Program affected: City Council At the October 3, 2015 Fall Budget Workshop, Council added \$25,000 in one-time funding for military-related activities administered by the Aurora Chamber of Commerce.				
This amendment addresses a Council Goal: Business and Development.				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>152,675</b>	<b>0</b>	<b>152,675</b>
<b>General Fund Total</b>	<b>1.00</b>	<b>152,675</b>	<b>0</b>	<b>152,675</b>
<b>Amendment Request Total All Funds</b>	<b>1.00</b>	<b>152,675</b>	<b>0</b>	<b>152,675</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	948,490	1,066,557	1,069,061	1,065,151	1,264,792
<b>Expenditures Total</b>	<b>\$948,490</b>	<b>\$1,066,557</b>	<b>\$1,069,061</b>	<b>\$1,065,151</b>	<b>\$1,264,792</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	14.00	14.00	14.00	14.00	15.00
<b>Staffing Total</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>15.00</b>

## PROGRAM DETAIL

### City Council

**Net Cost \$1,249,076**

This program is the funding to support the legislative (policy making) component of Aurora city government. It includes addressing constituent service requests in a timely manner, assuring broad citizen input/representation on issues, enacting ordinances for the benefit of citizens' health and safety and representing Aurora's interests at the local, state, regional and national level.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	943,200	1,058,611	1,053,345	1,049,435	1,249,076
<b>Expenditures Total</b>	<b>\$943,200</b>	<b>\$1,058,611</b>	<b>\$1,053,345</b>	<b>\$1,049,435</b>	<b>\$1,249,076</b>

# City Council

## PROGRAM DETAIL

### City Council

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	583,439	586,659	619,337	588,039	757,234
Supplies and Services	353,649	465,179	426,417	457,601	483,568
Interfund Charges	6,112	6,773	7,591	3,795	8,274
<b>Expenditures Total</b>	<b>\$943,200</b>	<b>\$1,058,611</b>	<b>\$1,053,345</b>	<b>\$1,049,435</b>	<b>\$1,249,076</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	14.00	14.00	14.00	14.00	15.00
<b>Staffing Total</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>15.00</b>

### Council Contingency

**Net Cost \$15,716**

Special funding is set aside for use by Council in the event of unanticipated needs not directly associated with departmental operations.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	5,290	7,946	15,716	15,716	15,716
<b>Expenditures Total</b>	<b>\$5,290</b>	<b>\$7,946</b>	<b>\$15,716</b>	<b>\$15,716</b>	<b>\$15,716</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	5,290	7,946	15,716	15,716	15,716
<b>Expenditures Total</b>	<b>\$5,290</b>	<b>\$7,946</b>	<b>\$15,716</b>	<b>\$15,716</b>	<b>\$15,716</b>

# Civil Service Commission

## PROGRAM SUMMARY

### Civil Service Commission

\$820,945 4 FTE

\*New applicant and promotional  
certification of civil service  
\*Disciplinary appeal hearings

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>EXPENDITURES</b>	<b>790,414</b>	<b>740,158</b>	<b>764,304</b>	<b>808,948</b>	<b>820,945</b>

# Civil Service Commission

## DESCRIPTION

The Civil Service Commission is responsible for administering the City of Aurora's separate civil service system to examine and certify highly qualified candidates for civil service positions in the Fire and Police departments. Additionally, the Commission handles promotional testing and disciplinary appeal hearings of civil service personnel actions in accordance with its charter and ordinance responsibilities.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Assure a safe community for people.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	4.00	4.00	4.00	4.00	4.00
Personal Services	476,899	491,029	453,844	531,157	510,250
Supplies and Services	311,411	246,857	307,847	275,178	307,847
Interfund Charges	2,104	2,272	2,613	2,613	2,848
<b>Expenditures Total</b>	<b>\$790,414</b>	<b>\$740,158</b>	<b>\$764,304</b>	<b>\$808,948</b>	<b>\$820,945</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

By providing the citizens of Aurora with the most qualified applicants for firefighter and police officer positions, the Civil Service Commission plays an important role in helping to assure that Aurora continues to be a safe community. The commission's desire is to ensure objective and impartial public safety employment while inspiring public confidence in the civil service system. The projected number of candidates to be screened or certified for 2015 and 2016 is expected to be down 39 percent when compared to 2014. This is due to the Police entry-level hiring list not scheduled to expire until 2016 when new testing will take place.

### 2015 Current-Year Department Projection

The 2015 projected expenditures for the Civil Service Commission are higher than the 2015 Original Budget by \$44,600 due to compensation adjustments given end-of-year 2014. Increases were given to career service employees in accordance with Human Resources recommendations, with only one exception where the individual's education and experience as an analyst was judged to merit additional consideration. Additionally, Criminal Background Investigators, which are contingent part-time positions, were given \$2/hour adjustments. Adjustments were given in order to bring wages in line with internal and external comparisons with the goal to increase employee retention and parity within the City. It is expected that the Civil Service Commission will require supplemental budget for 2015 to cover the increased expenditures.

### 2016 Department Budget

The 2016 Proposed Budget included an increase of \$12,000 compared to the 2015 Original Budget primarily for the citywide pay and benefit increases. The 2016 Adopted Budget includes an additional \$44,600 added by City Council at the October 3rd Fall Budget Workshop in order to adjust the personal services budget to the appropriate level to accommodate the 2014 pay increases.

## BASE ADJUSTMENTS

Base Adjustments	2016
Compensation Adjustments	11,760
Mandated Costs	235
<b>Total Base Adjustments</b>	<b>\$11,995</b>

# Civil Service Commission

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Civil Service Pay Adjustments	0.00	44,646	0	44,646
Program affected: Civil Service Commission At the October 3rd Fall Budget Workshop, City Council added appropriation to adjust the Civil Service Commission personal services budget to the appropriate level to accommodate compensation adjustments given at the end of 2014.  This Council adjustment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well-Managed City.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>44,646</b>	<b>0</b>	<b>44,646</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>44,646</b>	<b>0</b>	<b>44,646</b>
<b>Amendment Request Total All Funds</b>	<b>0.00</b>	<b>44,646</b>	<b>0</b>	<b>44,646</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	790,414	740,158	764,304	808,948	820,945
<b>Expenditures Total</b>	<b>\$790,414</b>	<b>\$740,158</b>	<b>\$764,304</b>	<b>\$808,948</b>	<b>\$820,945</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	4.00	4.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## PROGRAM DETAIL

### Civil Service Commission

**Net Cost \$804,945**

This function provides for Police Officer and Fire Fighter candidate examination and certification. Additionally, it provides yearly promotion testing and certification of Police ranks from Agent through Captain, and Fire ranks from Engineer through Captain. It is also responsible for review of disciplinary actions associated with Police and Fire personnel.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	790,414	740,158	764,304	808,948	820,945
<b>Expenditures Total</b>	<b>\$790,414</b>	<b>\$740,158</b>	<b>\$764,304</b>	<b>\$808,948</b>	<b>\$820,945</b>

# Civil Service Commission

## PROGRAM DETAIL

### Civil Service Commission

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	476,899	491,029	453,844	531,157	510,250
Supplies and Services	311,411	246,857	307,847	275,178	307,847
Interfund Charges	2,104	2,272	2,613	2,613	2,848
<b>Expenditures Total</b>	<b>\$790,414</b>	<b>\$740,158</b>	<b>\$764,304</b>	<b>\$808,948</b>	<b>\$820,945</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	4.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Number of candidates screened or certified	3,965	3,291	3,500	2,000	2,000

# Communications

## PROGRAM SUMMARY

<b>Access Aurora</b>  \$181,841                      2.56 FTE  *Provide citizens and visitors with information on City services and community resources; work to resolve customer/resident concerns	<b>Art Media</b>  \$382,778                      3.8 FTE  *Provide brand consistent print and electronic graphic design services to City departments	<b>Aurora Channel</b>  \$995,981                      4.75 FTE  *Provide quality local coverage of the news and activities of the City and community
<b>Mail Center</b>  \$335,683                      3 FTE  *Provide centralized mailing, shipping and delivery services to meet the City's needs	<b>Media and Public Relations</b>  \$1,203,533                      7 FTE  *Provide internal/external communications, and public and media relations support for the City	<b>Multimedia Support</b>  \$88,036                      1 FTE  *Support audio/visual of City meetings and maintain equipment *Provide tech support to the Aurora Channel
<b>Printing Services</b>  \$486,750                      3.25 FTE  *Provide centralized printing services to meet the City's needs		

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	21.05	22.86	22.86	22.86	25.36
<b>EXPENDITURES</b>	2,305,073	3,212,992	3,316,888	3,272,375	3,674,602

# Communications

## DESCRIPTION

The Communications Department is responsible for conducting internal and external communications, as well as providing professional public and media relations support for the City. Communications also manages the City brand and marketing program. The department also provides citizen assistance through Access Aurora. The department communicates the issues, priorities, activities and news of the City to residents of Aurora and the metro area, with a goal of providing accurate and timely information. Information is provided via the Aurora Channel and its productions, City social media accounts, the City website, City-produced publications and communication vehicles of the department and its partners. The Communications Department focuses on issue management and presenting positive stories of the City and community. The Communications Director serves as the liaison to Visit Aurora and Aurora Sister Cities. The department oversees: Public Information, Marketing and Branding, Access Aurora, the Aurora Channel, Art Media, the Mail Center, and the Print Shop. Additionally, the department works with many community partners on mutually beneficial marketing public relations projects.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Create a superior quality of life for residents making the city a desirable place to live and visit.

\*Provide a well-managed and financially strong city.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	21.05	22.86	22.86	22.86	25.36
Personal Services	1,719,278	1,837,262	1,900,339	1,849,330	2,195,347
Supplies and Services	482,674	919,416	940,775	1,003,550	1,070,314
Interfund Charges	15,534	19,103	20,098	21,319	23,265
Capital Related	87,587	437,211	455,676	398,176	385,676
<b>Expenditures Total</b>	<b>\$2,305,073</b>	<b>\$3,212,992</b>	<b>\$3,316,888</b>	<b>\$3,272,375</b>	<b>\$3,674,602</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The primary goals of the Communications Department are to provide a well-managed and financially strong City and to create a superior quality of life for residents making the City a desirable place to live and visit. The Communications Department serves all City departments, as well as external resident and business customers. In 2016, the department will focus on providing exceptional customer service to the City through various media and marketing strategies.

In 2016, the City enters the third year of the Branding and Marketing Campaign. The campaign began in 2014 with various data collection and analysis techniques including stakeholder interviews, focus groups, phone surveys and online questionnaires. In 2015, the campaign focused on strategy implementation by introducing the "A-Book" through employee and stakeholder training, which outlined the brand elements and marketing standards to be used going forward. Throughout 2015 the campaign featured various media strategies targeting developers, realtors and millennial professionals. The campaign will continue through 2016, focusing on large corporate employers, Aurora and metro residents. In 2016, the campaign will be supported by the addition of 1.0 FTE Senior Marketing and Branding Officer to assist with the campaign and online efforts.

### 2015 Current-Year Department Projection

The 2015 projection for the Communications Department is \$44,500 (1.3 percent) lower than the 2015 Original Budget. This decrease is largely attributed to vacancy savings in the Art Media program. The savings however will appear up in the 'Supplies and Services' category as expenses for a freelance graphic designer were charged as personal services expenses instead of professional services. The Designated Revenues Fund, which funds TV equipment upgrades, is projected to be on budget in 2015.

### 2016 Department Budget

The Communications Department's 2016 budget will increase \$357,700 (10.8 percent) over the 2015 Original budget. The budget increase is partially driven by amendments totaling \$254,300 for additional staffing. The 2016 budget amendments

# Communications

## DEPARTMENT NARRATIVE

include 1.0 Senior Market and Branding Officer, 0.5 FTE Printer to assist with workloads in the Print Shop, and 0.5 Contingent Graphic Artist to convert a part-time contingent Graphic Artist to a full-time contingent Graphic Artist. At the October 3, 2015 Fall Budget Workshop, a 1.0 FTE Senior Cable TV Producer was also added to Channel 8 by City Council. As citywide services expand, the demands placed upon the Communications Department grow as it strives to meet the needs of all City departments. The increased staffing included in the budget will help the department manage the increasing workload.

Base budget adjustments related to compensation and mandated cost increases account for \$103,400 of the budget increase.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-5,000
Compensation Adjustments	49,463
Mandated Costs	53,906
Other Adjustments	5,000
<b>Total Base Adjustments</b>	<b>\$103,369</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 0.5 Contingent Graphic Artist	0.00	38,000	0	38,000
Program affected: Art Media This amendment provides ongoing funding to increase hours for a part-time contingent Graphics Artist to full-time. This position serves all City departments to promoting a consistent and favorable message to the public about the City and the services provided.  This amendment addresses a Council Goal: Well-Managed City.				
Add 0.5 FTE Printer	0.50	30,798	0	30,798
Program affected: Printing Services Add 0.5 FTE Printer to assist with demand and workloads in the Print Shop. This position will operate printing and photocopying equipment to provide a variety of products to all City departments.  This amendment addresses a Council Goal: Well-Managed City.				
Add 1.0 FTE Senior Cable TV Producer	1.00	85,292	0	85,292
Program affected: Aurora Channel At the October 3, 2015 Budget Workshop, City Council added a 1.0 FTE Senior Cable TV Producer to expand programming for the Aurora Channel.  This Council adjustment addresses a Council goal: Well-Managed City.				

# Communications

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Senior Marketing and Branding Officer	1.00	100,255	0	100,255
Program affected: Media and Public Relations Add 1.0 FTE Senior Marketing and Branding Officer to manage the marketing and branding campaign, as well as lead online engagement efforts. This position will be responsible for overseeing the City brand assets and ensuring established standards are met.				
This amendment addresses a Council Goal: Well-Managed City.				
<b>New Appropriation Total</b>	<b>2.50</b>	<b>254,345</b>	<b>0</b>	<b>254,345</b>
<b>General Fund Total</b>	<b>2.50</b>	<b>254,345</b>	<b>0</b>	<b>254,345</b>
<b>Amendment Request Total All Funds</b>	<b>2.50</b>	<b>254,345</b>	<b>0</b>	<b>254,345</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Designated Revenues Fund	191,444	510,313	483,523	483,523	483,829
General Fund	2,113,428	2,702,679	2,833,365	2,788,852	3,190,773
Gifts & Grants Fund	201	0	0	0	0
<b>Expenditures Total</b>	<b>\$2,305,073</b>	<b>\$3,212,992</b>	<b>\$3,316,888</b>	<b>\$3,272,375</b>	<b>\$3,674,602</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	21.05	22.86	22.86	22.86	25.36
<b>Staffing Total</b>	<b>21.05</b>	<b>22.86</b>	<b>22.86</b>	<b>22.86</b>	<b>25.36</b>

## PROGRAM DETAIL

### Access Aurora

**Net Cost \$181,841**

Access Aurora serves as a single point of contact for citizens and visitors by providing information on City services and community resources. Access Aurora works to solve customer and resident concerns in a timely and responsive manner, including walkup guests, phone, email and online inquiries as well as communications through the Access Aurora website.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	166,513	177,848	180,374	179,441	181,841
<b>Expenditures Total</b>	<b>\$166,513</b>	<b>\$177,848</b>	<b>\$180,374</b>	<b>\$179,441</b>	<b>\$181,841</b>

# Communications

## PROGRAM DETAIL

### Access Aurora

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	164,922	176,094	178,449	177,516	179,916
Supplies and Services	1,591	1,754	1,925	1,925	1,925
<b>Expenditures Total</b>	<b>\$166,513</b>	<b>\$177,848</b>	<b>\$180,374</b>	<b>\$179,441</b>	<b>\$181,841</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	2.50	2.56	2.56	2.56	2.56
<b>Staffing Total</b>	<b>2.50</b>	<b>2.56</b>	<b>2.56</b>	<b>2.56</b>	<b>2.56</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of calls answered within the established standard of 30 seconds or less (Target is 90%)	86%	86%	85%	90%	90%
Percentage of customer requests for assistance assigned to Access Aurora resolved in 2 business days or less (Target is 95%)	N/A	96%	N/A	90%	95%
Percentage of survey responders rating assistance from Access Aurora as 'above average' or better (Target is 90%)	98%	100%	85%	90%	90%

### Art Media

**Net Cost \$382,778**

The City's team of five graphic artists design more than 3,000 graphic jobs a year. The team continually seeks ways to deliver professional and attractive brand consistent designs at an economical cost to the City.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	295,342	315,702	351,390	318,573	382,778
<b>Expenditures Total</b>	<b>\$295,342</b>	<b>\$315,702</b>	<b>\$351,390</b>	<b>\$318,573</b>	<b>\$382,778</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	280,296	297,289	305,492	293,652	332,880
Supplies and Services	15,046	18,413	45,898	19,921	49,898
Capital Related	0	0	0	5,000	0
<b>Expenditures Total</b>	<b>\$295,342</b>	<b>\$315,702</b>	<b>\$351,390</b>	<b>\$318,573</b>	<b>\$382,778</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	2.80	3.80	3.80	3.80	3.80
<b>Staffing Total</b>	<b>2.80</b>	<b>3.80</b>	<b>3.80</b>	<b>3.80</b>	<b>3.80</b>

# Communications

## PROGRAM DETAIL

### Art Media

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of jobs processed by Art Media completed on-time or early (Target is 90%)	91%	87%	85%	80%	90%
Percentage of of internal customers rating support from Art Media, Mail Center and Print Shop as 'above average' or better (Target is 90%)	98%	99%	85%	90%	90%

### Aurora Channel

**Net Cost \$512,152**

The Aurora Channel provides quality local news and public affairs coverage about the community, as well as other educational programs of interest to residents and businesses. The station also produces information and promotion videos for City departments and monitors cable television franchises in Aurora. Additionally, AuroraTV.org offers a host of on demand programming.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	191,444	510,313	483,523	483,523	483,829
General Fund	275,382	366,227	432,881	415,706	512,152
<b>Expenditures Total</b>	<b>\$466,826</b>	<b>\$876,540</b>	<b>\$916,404</b>	<b>\$899,229</b>	<b>\$995,981</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	312,707	326,753	379,078	365,500	460,374
Supplies and Services	65,146	112,576	86,650	140,553	149,625
Interfund Charges	1,386	0	0	0	306
Capital Related	87,587	437,211	450,676	393,176	385,676
<b>Expenditures Total</b>	<b>\$466,826</b>	<b>\$876,540</b>	<b>\$916,404</b>	<b>\$899,229</b>	<b>\$995,981</b>

<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.75	3.75	3.75	4.75
<b>Staffing Total</b>	<b>3.00</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>4.75</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of customers finding the Aurora Channel's video production service to be 'useful' or 'very useful' in accomplishing key department objectives (Target is 90%)	94%	100%	85%	90%	90%
Percentage of viewers finding the programming on the Aurora Channel(s), YouTube and/or AuroraTV.org to be 'useful' or 'very useful' (Target is 90%)	92%	100%	85%	90%	90%

# Communications

## PROGRAM DETAIL

### Mail Center

**Net Cost \$335,683**

The Mail Center delivers and processes approximately 248,000 pieces of USPS mail, packages and internal mail to 1,500 stops throughout the City. It also handles over 1,300 pieces of freight each month. Mail technicians pickup of water bill payments from remote City facilities as well. Employing Mail Technicians as couriers has allowed the City to save on external document delivery costs.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	305,561	331,811	311,998	319,642	335,683
<b>Expenditures Total</b>	<b>\$305,561</b>	<b>\$331,811</b>	<b>\$311,998</b>	<b>\$319,642</b>	<b>\$335,683</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	127,695	130,136	130,049	139,315	139,889
Supplies and Services	174,494	196,837	177,496	174,653	189,796
Interfund Charges	3,372	4,838	4,453	5,674	5,998
<b>Expenditures Total</b>	<b>\$305,561</b>	<b>\$331,811</b>	<b>\$311,998</b>	<b>\$319,642</b>	<b>\$335,683</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of internal customers rating support from Art Media, Mail Center and Print Shop as 'above average' or better (Target is 90%)	98%	99%	85%	90%	90%

### Media and Public Relations

**Net Cost \$1,203,533**

Media and Public Relations has the dual role of providing management oversight of the Communications Department and serving as the City's primary liaison to various members of the community and media on citywide issues. The Public Relations staff responds to media inquiries, proactively pitches positive City stories and prepares materials including News Aurora, the Ethnic Food Guide, the Welcome Packet, Progress Report to Citizens, etc. The group also maintains the City's accounts on various social media sites including Facebook, Twitter, YouTube and works with the Information Technology Department to maintain the City's website. Additionally, the department manages the branding and marketing program that began in 2014.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	609,757	954,408	1,060,416	1,066,078	1,203,533
<b>Expenditures Total</b>	<b>\$609,757</b>	<b>\$954,408</b>	<b>\$1,060,416</b>	<b>\$1,066,078</b>	<b>\$1,203,533</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	560,102	600,520	606,057	597,195	748,176
Supplies and Services	44,476	346,798	446,205	460,729	446,469
Interfund Charges	5,179	7,090	8,154	8,154	8,888
<b>Expenditures Total</b>	<b>\$609,757</b>	<b>\$954,408</b>	<b>\$1,060,416</b>	<b>\$1,066,078</b>	<b>\$1,203,533</b>

# Communications

## PROGRAM DETAIL

### Media and Public Relations

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	6.00	6.00	6.00	6.00	7.00
<b>Staffing Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of media inquiries receiving a response by next day of business (Target is 90%)	100%	100%	90%	90%	90%
Ratio of user/follower comments, feedback, questions, and other interactions for every City social media post. Number reflects the average number of responses per City post (Target is 20:1)	55:1	69:1	10:1	20:1	20:1

### Multimedia Support

**Net Cost \$88,036**

Multimedia Support staff supports audio and visual needs for high-level meetings scheduled in the Aurora Municipal Center, including the City Council Chambers, in coordination with Facilities Operations. The program also assists with technical support to Aurora Channel operations.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	76,962	103,466	80,675	80,529	88,036
<b>Expenditures Total</b>	<b>\$76,962</b>	<b>\$103,466</b>	<b>\$80,675</b>	<b>\$80,529</b>	<b>\$88,036</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	73,416	75,112	78,545	78,399	80,806
Supplies and Services	2,266	25,841	0	0	5,000
Interfund Charges	1,280	2,513	2,130	2,130	2,230
<b>Expenditures Total</b>	<b>\$76,962</b>	<b>\$103,466</b>	<b>\$80,675</b>	<b>\$80,529</b>	<b>\$88,036</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	1.00	1.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of internal customers rating audio/visual services as 'above average' or better (Target is 90%)	100%	100%	85%	90%	90%

# Communications

## PROGRAM DETAIL

### Printing Services

**Net Cost \$486,750**

Provide centralized printing and high volume and special copy services to meet City department needs. The Print Shop processes over 4,500 print jobs each year. The division is responsible for printing the monthly water bills for more than 86,000 customers resulting in a significant savings to the City each year compared to using external print shops.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	383,911	453,217	415,631	408,883	486,750
<b>Expenditures Total</b>	<b>\$383,911</b>	<b>\$453,217</b>	<b>\$415,631</b>	<b>\$408,883</b>	<b>\$486,750</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	200,140	231,358	222,669	197,753	253,306
Supplies and Services	179,454	217,197	182,601	205,769	227,601
Interfund Charges	4,317	4,662	5,361	5,361	5,843
Capital Related	0	0	5,000	0	0
<b>Expenditures Total</b>	<b>\$383,911</b>	<b>\$453,217</b>	<b>\$415,631</b>	<b>\$408,883</b>	<b>\$486,750</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	2.75	2.75	2.75	2.75	3.25
<b>Staffing Total</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>3.25</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of Council packets printed within four hours of receipt of final files (Target is 95%)	100%	100%	90%	95%	95%
Percentage of internal customers rating support from Art Media, Mail Center and Print Shop as 'above average' or better (Target is 90%)	97%	99%	85%	90%	90%
Percentage of jobs processed by Printing Services will be completed on-time or early (Target is 90%)	88%	85%	85%	90%	90%

# Court Administration

## PROGRAM SUMMARY

<b>Case Management</b>  \$1,777,942                      22 FTE *Manage all court records *Process all summonses for entries, settings, and collections *Coordinate jury services	<b>Detention</b>  \$4,768,511                      57 FTE *Provide safe environment for staff and detainees	<b>Marshal</b>  \$850,770                      9 FTE *Provide safe environment for staff and public *Transport prisoners
<b>Office of the Court Administrator</b>  \$1,069,558                      6 FTE *Operational leadership and management of Case Management, Court Information System Services, Marshals, Probation, and Detention	<b>Probation</b>  \$772,343                      10 FTE *Supervise and monitor defendants sentenced to probation programs	

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	<b>101.00</b>	<b>101.00</b>	<b>104.00</b>	<b>104.00</b>	<b>104.00</b>
<b>EXPENDITURES</b>	<b>7,359,926</b>	<b>7,631,781</b>	<b>8,198,892</b>	<b>9,276,038</b>	<b>9,239,124</b>

# Court Administration

## DESCRIPTION

The Court Administration Department is composed of five divisions that provide a variety of services and programs. The Office of the Court Administrator oversees administrative and court technology services. The Case Management Division serves as the custodian of all municipal court records and processes all summonses for City code violations. The Court Division handles a wide variety of violations such as traffic, zoning, sales tax, building code, and animal control ordinance violations. The Marshal Division enforces court orders, transports prisoners, and provides security for the Municipal Court Building, court personnel, and the public. The Probation Division provides sentencing options and monitors defendants to ensure compliance with court orders. The Detention Center is responsible for the custodial care, safety, and well-being of all persons placed in custody.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Serve as leaders and partner with other governments and jurisdictions.

\*Assure a safe community for people.

\*Provide a well-managed and financially strong city.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	101.00	101.00	104.00	104.00	104.00
Personal Services	5,954,412	6,230,797	6,752,720	7,246,978	7,800,301
Supplies and Services	1,182,516	1,156,980	1,166,932	1,748,598	1,139,762
Interfund Charges	222,498	244,504	276,240	277,344	299,061
Capital Related	500	-500	3,000	3,118	0
<b>Expenditures Total</b>	<b>\$7,359,926</b>	<b>\$7,631,781</b>	<b>\$8,198,892</b>	<b>\$9,276,038</b>	<b>\$9,239,124</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The Court Administration Department supports the Council goals to provide a well-managed and financially strong city, assure a safe community for people and to serve as leaders and partner with other governments and jurisdictions. The Court Administration customers include Council, Aurora citizens, various City departments and any person facing a Municipal charge in the City of Aurora.

In 2015, Court Administration will focus on increasing the efficiencies of operations by upgrading internal systems, including the Detention Center upgrade to install and expand video surveillance coverage in occupied cells without video surveillance. In 2016, Court Administration will continue to evaluate alternative and innovative solutions to provide exceptional customer service and manage increasing demands on the department.

### 2015 Current-Year Department Projection

The Court Administration Department expenditures are projected to be \$1.1 million higher than the 2015 Original Budget. The 2015 budget variance is largely related to compensation increases throughout the Court Administration department. The compensation increases were based on recommendations from the Human Resources compensation study, which found that several positions were not within current market pay ranges. The compensation increases will be added to the 2015 budget in the supplemental process. Also included in the budget variance is one-time funding of \$609,000 for the video surveillance improvements at the Detention Facility, which was approved during the 2015 Spring Supplemental.

In 2015, the Gifts and Grants Fund is projected to decrease \$12,100 to adjust the Smart Probation Grant budget down to the actual level of spending in 2015. Originally anticipated to end in 2014, the City obtained a no-cost grant extension allowing the remaining Females Utilizing Treatment and Undertaking Recovery Efforts (FUTURE) grant funds to be spent into 2015, with all expenditures completed during the first quarter of the year.

# Court Administration

## DEPARTMENT NARRATIVE

### 2016 Department Budget

The 2016 budget for Court Administration is \$1.0 million higher than the 2015 Original Budget. This increase is driven by the aforementioned compensation adjustments, as well as the proposed citywide compensation and benefit increases. Base budget adjustments and mandated cost increases for detainee healthcare and meals account for \$31,600 of the 2016 increase. The Court Administration Department has no amendment requests in 2016.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-44,100
Compensation Adjustments	1,052,781
Mandated Costs	31,551
<b>Total Base Adjustments</b>	<b>\$1,040,232</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	7,184,776	7,478,263	8,154,792	9,244,049	9,239,124
Gifts & Grants Fund	175,150	153,518	44,100	31,989	0
<b>Expenditures Total</b>	<b>\$7,359,926</b>	<b>\$7,631,781</b>	<b>\$8,198,892</b>	<b>\$9,276,038</b>	<b>\$9,239,124</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	101.00	101.00	104.00	104.00	104.00
<b>Staffing Total</b>	<b>101.00</b>	<b>101.00</b>	<b>104.00</b>	<b>104.00</b>	<b>104.00</b>

## PROGRAM DETAIL

### Case Management

**Net Cost \$1,777,942**

Serve as custodian of all court records. Collect all court related fines, fees, court costs, restitution, bonds and jury fees. Provide information to all court departments, as well as the Police Department, attorneys and the public. Manage collections for fines through the courts website, IVR system and collection agencies. Coordinate jury summonses and services. Coordinate and supervise work programs to satisfy court fines, costs and payment plans.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,386,590	1,471,208	1,534,637	1,657,331	1,777,942
<b>Expenditures Total</b>	<b>\$1,386,590</b>	<b>\$1,471,208</b>	<b>\$1,534,637</b>	<b>\$1,657,331</b>	<b>\$1,777,942</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,173,951	1,242,066	1,273,421	1,463,839	1,507,609
Supplies and Services	212,639	229,142	261,216	193,492	270,333
<b>Expenditures Total</b>	<b>\$1,386,590</b>	<b>\$1,471,208</b>	<b>\$1,534,637</b>	<b>\$1,657,331</b>	<b>\$1,777,942</b>

# Court Administration

## PROGRAM DETAIL

### Case Management

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	22.00	22.00	22.00	22.00	22.00
<b>Staffing Total</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Summonses	62,564	59,091	62,500	60,000	62,000

### Detention

**Net Cost \$4,768,511**

Provide custodial care, safety, and well-being for all people placed in the detention facility. With the emphasis on safety, efficiency and security for staff and detainees, the Detention Center provides custodial care for the well-being of all persons placed in custody. Process all detainees admitted and released, video and audio monitor everyone in the facility. Transport inmates to and from other city and county jail facilities, assist the public with bonding of inmates, court-ordered fingerprints and sex offender registrations.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	3,582,572	3,694,969	4,217,295	4,270,113	4,768,511
<b>Expenditures Total</b>	<b>\$3,582,572</b>	<b>\$3,694,969</b>	<b>\$4,217,295</b>	<b>\$4,270,113</b>	<b>\$4,768,511</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,872,763	2,982,687	3,490,773	3,533,368	4,031,026
Supplies and Services	701,038	698,629	713,483	723,706	724,728
Interfund Charges	8,771	13,653	13,039	13,039	12,757
<b>Expenditures Total</b>	<b>\$3,582,572</b>	<b>\$3,694,969</b>	<b>\$4,217,295</b>	<b>\$4,270,113</b>	<b>\$4,768,511</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	54.00	54.00	57.00	57.00	57.00
<b>Staffing Total</b>	<b>54.00</b>	<b>54.00</b>	<b>57.00</b>	<b>57.00</b>	<b>57.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Detainees	15,776	16,285	17,052	17,052	17,734

### Marshal

**Net Cost \$850,770**

Provide security for the Municipal Court building, court personnel and the public. Enforce court orders, serve warrants, assist with trials, and manage prisoner holding cells. The Marshal Division transfers prisoners from the court room to holding cells, completes necessary processing, and transports prisoners to and from other metro jail facilities.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	670,773	715,166	694,159	827,090	850,770
<b>Expenditures Total</b>	<b>\$670,773</b>	<b>\$715,166</b>	<b>\$694,159</b>	<b>\$827,090</b>	<b>\$850,770</b>

# Court Administration

## PROGRAM DETAIL

### Marshal

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	636,498	687,180	655,580	784,970	815,644
Supplies and Services	23,991	16,853	26,054	28,373	24,239
Interfund Charges	10,284	11,133	10,525	11,629	10,887
Capital Related	0	0	2,000	2,118	0
<b>Expenditures Total</b>	<b>\$670,773</b>	<b>\$715,166</b>	<b>\$694,159</b>	<b>\$827,090</b>	<b>\$850,770</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	9.00	9.00	9.00	9.00	9.00
<b>Staffing Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Remands	990	1,110	1,200	1,100	1,200
Transports	2,497	2,069	2,450	2,000	2,060

### Office of the Court Administrator

**Net Cost \$1,069,558**

Provide direction and oversight of activities performed by the administrative divisions of the Aurora Municipal Court which includes: Case Management, Court Information System Services, Marshals, Probation, and Detention. Ensure that these divisions provide a high level of customer service, operate efficiently and effectively, promote fiscal responsibility, and adhere to City and judicial policies as well as city, state, and federal laws. Serve as information coordinator and staff support for administrative services provided to court employees and customers.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	905,651	955,307	991,349	1,712,362	1,069,558
<b>Expenditures Total</b>	<b>\$905,651</b>	<b>\$955,307</b>	<b>\$991,349</b>	<b>\$1,712,362</b>	<b>\$1,069,558</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	606,398	655,356	624,931	703,372	683,899
Supplies and Services	95,310	80,733	113,742	756,314	110,242
Interfund Charges	203,443	219,718	252,676	252,676	275,417
Capital Related	500	-500	0	0	0
<b>Expenditures Total</b>	<b>\$905,651</b>	<b>\$955,307</b>	<b>\$991,349</b>	<b>\$1,712,362</b>	<b>\$1,069,558</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	6.00	6.00	6.00	6.00	6.00
<b>Staffing Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# Court Administration

## PROGRAM DETAIL

### Probation

**Net Cost \$772,343**

Provide judges with background information, sentencing options, and recommendations when requested. Monitor defendants to ensure compliance with court orders. Coordinate and supervise various community service programs. Provide information on high-profile defendants to the specialized units of the Aurora Police Department to enhance police, victim and community safety. Maintain a proactive role in working with specific City departments and community agencies for the prevention and treatment of animal abuse, fire-setting, and other acts of violence.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	639,190	641,613	717,352	777,153	772,343
Gifts & Grants Fund	175,150	153,518	44,100	31,989	0
<b>Expenditures Total</b>	<b>\$814,340</b>	<b>\$795,131</b>	<b>\$761,452</b>	<b>\$809,142</b>	<b>\$772,343</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	664,802	663,508	708,015	761,429	762,123
Supplies and Services	149,538	131,623	52,437	46,713	10,220
Capital Related	0	0	1,000	1,000	0
<b>Expenditures Total</b>	<b>\$814,340</b>	<b>\$795,131</b>	<b>\$761,452</b>	<b>\$809,142</b>	<b>\$772,343</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	10.00	10.00	10.00	10.00	10.00
<b>Staffing Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
New cases	778	710	780	700	715

# Finance

## PROGRAM SUMMARY

<b>Accounting</b>  \$1,167,399                      10 FTE  *Maintain the official financial accounts and records of the City *Ensure compliance with accounting standards	<b>Accounts Payable</b>  \$228,345                              3 FTE  *Review City invoices for accuracy, proper approval, appropriateness and make timely payment to vendors	<b>Administration</b>  \$600,186                              3 FTE  *Provide citywide financial planning, advice and administration of financial operations
<b>Budget &amp; Financial Planning</b>  \$833,773                              7.5 FTE  *Provide citywide budget guidance and develop budget, provide analysis and manage the budget process, perform special projects	<b>Central Cashiering</b>  \$286,224                              4 FTE  *Central receipt and management of all City cash	<b>Debt, Investments &amp; Treasury Management</b>  \$536,817                              3 FTE  *Manage the investment of all City cash; issue and manage all City debt and financing
<b>Marijuana Enforcement</b>  \$670,500                              3 FTE  *Provide all department functions needed for retail marijuana establishments to include plan review, licensing and enforcement	<b>Payroll</b>  \$348,373                              4 FTE  *Manage and process payroll including payment of deductions and benefits, and reconciliation of information	<b>Tax and Licensing</b>  \$1,542,197                              12.67 FTE  *Issue and manage general tax, and special licensing for city businesses and collect unpaid taxes through collection activities excluding audit
<b>Tax Audit</b>  \$940,081                              10.33 FTE  *Audit businesses for compliance with City tax laws and collect unpaid taxes through the audit process	<b>Transfers and Other Requirements</b>  \$264,000                              0 FTE  *Property Tax Collection Fee to Counties	

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	<b>58.50</b>	<b>56.50</b>	<b>56.50</b>	<b>56.50</b>	<b>60.50</b>
<b>EXPENDITURES</b>	<b>5,165,488</b>	<b>6,255,420</b>	<b>6,852,494</b>	<b>6,929,197</b>	<b>7,417,895</b>

# Finance

## DESCRIPTION

The Finance Department provides for city government general financial functions, business licensing, and tax collection. The department provides support and advice to the City Manager, City Council, and departments in matters related to financial issues, economic development policy, and strategic planning. Specific functions in carrying out this mission include management of the budget process, support in strategic planning, development of long-range financial options, economic and revenue analysis, revenue management, licensing of businesses, collection of various taxes, accounting and financial reporting, cash management, financial controls, debt and capital planning, accounts receivable and payable, payroll, grant management, and marijuana enforcement.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Be a great place to locate, expand and operate a business and provide for well-planned growth and development.

\*Provide a well-managed and financially strong city.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	58.50	56.50	56.50	56.50	60.50
Personal Services	4,548,574	4,973,771	5,507,936	5,334,630	5,746,652
Allocated Expenses	-466,279	-445,652	-489,463	-319,543	-67,052
Supplies and Services	1,011,845	1,602,162	1,790,455	1,870,080	1,692,336
Interfund Charges	35,098	37,217	43,566	43,694	45,959
Debt Related	500	3,000	0	0	0
Capital Related	0	84,922	0	336	0
Transfers Out	35,750	0	0	0	0
<b>Expenditures Total</b>	<b>\$5,165,488</b>	<b>\$6,255,420</b>	<b>\$6,852,494</b>	<b>\$6,929,197</b>	<b>\$7,417,895</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The Finance Department's primary goal is to ensure Aurora is a well-managed city. The improving economy has created new challenges and opportunities for the City as economic development and leveraging the light rail become a priority. Changes will take place in Finance in 2016 in order to support exciting projects and evolving policies. As always, the department will continue to focus on providing exceptional customer service and maintaining internal controls while working to better understand internal and external customer's needs.

Tax and Licensing will spend 2016 focused on the implementation of a new system, serving both internal and external customers. Tax Audit will continue to audit businesses to ensure compliance with tax laws, placing a special emphasis on taxpayer education and outreach. Two additional tax auditors will be added in 2016 to assist in these efforts.

The Marijuana Enforcement Division requires 2.0 FTE to create an integral team of 3.0 FTE including the Manager, a Planner and a Tax and Licensing professional. The resulting baseline budget for the division is completely offset by division licensing revenue.

Treasury and debt operations continue to review opportunities to increase yields from investing and to take advantage of favorable financing opportunities. Recent financing projects include a new joint police and fire training facility and another pre-payment on bonds in the Water Fund.

Other initiatives within the Finance Department include assisting departments with the review of citywide internal controls and related policies. Additionally, a vacant Senior Budget Assistant position has been reclassified to a Special Projects Manager in the Budget Office to assist the City Manager with special analytical and research projects as necessary. This position will be key in enhancing communication between City Council and the City staff members. Two interns will support the Special Projects Manager, as well as the Budget Office staff when available as needed. These measures are intended to help ensure the Finance Department continues to provide consistently high quality customer service in 2016 and the years ahead.

# Finance

## DEPARTMENT NARRATIVE

### 2015 Current-Year Department Projection

The 2015 projection for Finance is over the 2015 Original Budget because the projection includes supplemental budget, while the original budget does not. Supplemental budget of \$169,900 was appropriated in the spring for a change in the method of accounting for the investment management budget. The increased expenditures generated by the accounting change will be offset by projected vacancy savings in the department for a net variance of \$76,700. Department vacancy savings are being used to cover costs for the third Deputy City Manager in 2015. The approval for the FTE in General Management will be brought forward in an upcoming supplemental process as a net zero change to the General Fund.

### 2016 Department Budget

The 2016 budget is \$565,400 higher than the 2015 Original Budget. This includes base adjustments totaling \$404,800 and new appropriation of \$160,700 to add 2.0 FTE Tax Auditors. These auditors are expected to generate tax revenue which will entirely offset the cost of adding these positions. A second amendment in Finance will create budget authority for 2.0 FTE in the Marijuana Enforcement Division. No new funding is required as funding for these positions was previously appropriated to cover the charges in to the division from other departments. The increase in the base budget is driven by personnel expenditures resulting from the citywide pay and benefit increases, as well as reclassing the vacant Senior Budget Assistant position to a Special Projects Manager. Additionally, the 2015 supplemental for the accounting change in the Investment Management program added \$169,900. Other base adjustments include minor funding adjustments to cover department mandated costs and funding for interns to work in conjunction with the Special Projects Manager.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-115,000
Mid Year Modifications	169,920
Compensation Adjustments	185,547
Mandated Costs	3,559
Other Adjustments	160,725
<b>Total Base Adjustments</b>	<b>\$404,751</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 2.0 FTE Tax Auditors	2.00	160,650	200,000	-39,350
Program affected: Tax Audit				
Add 2.0 FTE Tax Auditors, bringing the total number of FTE to 10.0. The additional auditors will support efforts to increase compliance with city tax codes and ensure ongoing collections and fairness. This add will also allow for an increased focus on unlicensed vendors. These vendors would be identified and licensed to ensure future compliance. These additional compliance efforts will improve Aurora's revenue collections and allow these auditors to be added with a net increase to the General Fund as the additional revenue will more than offset the cost of positions.				

This amendment addresses a Council Priority Project: Structural Budget Deficit Plan and also a Council Goal: Well-Managed City.

# Finance

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 2.0 FTE to Achieve Baseline Staffing for Marijuana Enforcement Division	2.00	0	0	0
Program affected: Marijuana Enforcement Add 1.0 FTE Tax Auditor and 1.0 FTE Planner as baseline staffing for the Marijuana Enforcement Division. This will result in total division staffing of 3.0 FTE, including the Manager. This is a net zero add as budget for these employees was already appropriated to cover their charges in to the division.				
This amendment addresses a Council Goal: Well-Managed City.				
<b>New Appropriation Total</b>	<b>4.00</b>	<b>160,650</b>	<b>200,000</b>	<b>-39,350</b>
<b>General Fund Total</b>	<b>4.00</b>	<b>160,650</b>	<b>200,000</b>	<b>-39,350</b>
<b>Amendment Request Total All Funds</b>	<b>4.00</b>	<b>160,650</b>	<b>200,000</b>	<b>-39,350</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	5,129,738	6,255,420	6,852,494	6,929,197	7,417,895
Surplus & Deficiency Fund	35,750	0	0	0	0
<b>Expenditures Total</b>	<b>\$5,165,488</b>	<b>\$6,255,420</b>	<b>\$6,852,494</b>	<b>\$6,929,197</b>	<b>\$7,417,895</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	58.50	56.50	56.50	56.50	60.50
<b>Staffing Total</b>	<b>58.50</b>	<b>56.50</b>	<b>56.50</b>	<b>56.50</b>	<b>60.50</b>

## PROGRAM DETAIL

### Accounting

**Net Cost \$1,167,399**

This function oversees all financial activity of the City, maintains the official accounting records, and produces the annually required City financial statements. This program is also responsible for designing, implementing and monitoring financial controls. The Grant Officer position and duties moved to this division in 2015.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	953,536	1,033,122	1,205,973	991,051	1,167,399
<b>Expenditures Total</b>	<b>\$953,536</b>	<b>\$1,033,122</b>	<b>\$1,205,973</b>	<b>\$991,051</b>	<b>\$1,167,399</b>

# Finance

## PROGRAM DETAIL

### Accounting

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	818,633	773,754	967,892	739,970	969,318
Allocated Expenses	-26,448	-14,326	0	0	0
Supplies and Services	161,351	273,694	238,081	251,081	198,081
<b>Expenditures Total</b>	<b>\$953,536</b>	<b>\$1,033,122</b>	<b>\$1,205,973</b>	<b>\$991,051</b>	<b>\$1,167,399</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	9.00	10.00	10.00	10.00	10.00
<b>Staffing Total</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Close month end by the 5th business day of the following month excluding year end. Target is 100%	100%	100%	100%	100%	100%

### Accounts Payable

**Net Cost \$228,345**

This function verifies that proper purchasing procedures are followed, proper authorization is obtained, and no duplicate payments are made. Invoices for payment are batched by departments but reviewed by the Accounts Payable function. Errors are noted, researched, and corrected as appropriate and payments are processed. This function also oversees the citywide purchasing card program, vendor identification system and production of the IRS form 1099s.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	196,761	225,261	225,221	192,129	228,345
<b>Expenditures Total</b>	<b>\$196,761</b>	<b>\$225,261</b>	<b>\$225,221</b>	<b>\$192,129</b>	<b>\$228,345</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	176,233	216,530	222,372	188,301	225,496
Supplies and Services	20,528	8,731	2,849	3,828	2,849
<b>Expenditures Total</b>	<b>\$196,761</b>	<b>\$225,261</b>	<b>\$225,221</b>	<b>\$192,129</b>	<b>\$228,345</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Target 30 days for 85% of vendor payments	88%	88%	85%	85%	85%

# Finance

## PROGRAM DETAIL

### Administration

**Net Cost \$600,186**

This function includes the Finance Director, Deputy Finance Director, and the Administrative Assistant. This function includes development of recommended citywide financial policy, support to Council's Management and Finance Committee, administration of the Finance Department, and general financial advice to city departments, city management and City Council.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	690,143	846,047	666,145	645,589	600,186
<b>Expenditures Total</b>	<b>\$690,143</b>	<b>\$846,047</b>	<b>\$666,145</b>	<b>\$645,589</b>	<b>\$600,186</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	541,978	479,624	448,174	471,570	454,718
Supplies and Services	118,382	334,211	180,984	137,032	105,984
Interfund Charges	29,783	32,212	36,987	36,987	39,484
<b>Expenditures Total</b>	<b>\$690,143</b>	<b>\$846,047</b>	<b>\$666,145</b>	<b>\$645,589</b>	<b>\$600,186</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	5.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>5.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

### Budget & Financial Planning

**Net Cost \$833,773**

This function manages the annual budget process, prepares the City's budget documents and makes recommendations with regard to short and long term financial plans. It analyzes revenues, expenditures and economic factors, prepares financial projections for all City funds and makes recommendations to management and City Council. It oversees financial aspects of the City's capital program including all long-range financial planning. The function supports the work of other City departments by facilitating accurate and efficient administration of the budget at all levels of the City. The Division also performs special projects as assigned by the City Manager's office. The level of involvement with special projects will increase in 2016 with the addition of the Special Projects Manager and interns.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	559,887	550,075	604,064	643,913	833,773
<b>Expenditures Total</b>	<b>\$559,887</b>	<b>\$550,075</b>	<b>\$604,064</b>	<b>\$643,913</b>	<b>\$833,773</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	658,308	657,841	713,648	723,197	943,685
Allocated Expenses	-127,977	-126,827	-139,543	-139,543	-143,871
Supplies and Services	29,556	19,061	29,959	60,259	33,959
<b>Expenditures Total</b>	<b>\$559,887</b>	<b>\$550,075</b>	<b>\$604,064</b>	<b>\$643,913</b>	<b>\$833,773</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	7.50	7.50	7.50	7.50	7.50
<b>Staffing Total</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>

# Finance

## PROGRAM DETAIL

### Budget & Financial Planning

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Reports are issued quarterly/monthly within 10 business days of month end close 100% of the time excluding December and January reports	100%	100%	100%	90%	100%

### Central Cashiering

**Net Cost \$286,224**

The Cashier's Office receives, identifies, segregates, and records the receipt of all cash for deposit. It also designs and implements citywide cash controls and performs the first stage processing of all tax returns.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	320,855	277,683	270,423	276,503	286,224
<b>Expenditures Total</b>	<b>\$320,855</b>	<b>\$277,683</b>	<b>\$270,423</b>	<b>\$276,503</b>	<b>\$286,224</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	266,000	191,977	215,089	229,563	230,890
Supplies and Services	54,855	85,706	55,334	46,940	55,334
<b>Expenditures Total</b>	<b>\$320,855</b>	<b>\$277,683</b>	<b>\$270,423</b>	<b>\$276,503</b>	<b>\$286,224</b>

<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	4.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Daily cash over and short occurrence of more than \$1 less than three times per month(number of months there were greater than 3 occurrences)	1 mo >3	0 mo >3	0 mo >3	0 mo >3	0 mo >3
Daily cash over and short occurrence of not more than \$10 anytime during the month	3	2	0	4	0
Reporting distributed to the GL by 4pm daily; daily deposits reach the bank before 6pm deadline; no daily holdover on sales tax payments excluding quarter end and year end which are processed within four business days 100% of the time.	97%	94%	100%	90%	100%

# Finance

## PROGRAM DETAIL

### Debt, Investments & Treasury Management

**Net Cost \$536,817**

This function manages across all city departments the issuance of new debt/financing instruments, city wide short-term investments, and all treasury/banking functions. The division monitors the city's compliance with requirements for previously issued debt, and manages the administration of existing debt. This function also participates in analysis of development incentive agreements and works on special projects.

The program also manages cash investments and bank relations. The City portfolio was \$338.6 million as of 6/30/2015 and the projected 2015 revenue from this portfolio is \$4.0 million.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	284,309	255,531	372,274	489,819	536,817
<b>Expenditures Total</b>	<b>\$284,309</b>	<b>\$255,531</b>	<b>\$372,274</b>	<b>\$489,819</b>	<b>\$536,817</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	328,350	325,340	345,329	310,661	339,793
Allocated Expenses	-311,854	-304,499	-349,920	-180,000	-180,000
Supplies and Services	265,887	230,150	375,094	357,387	375,094
Interfund Charges	1,426	1,540	1,771	1,771	1,930
Debt Related	500	3,000	0	0	0
<b>Expenditures Total</b>	<b>\$284,309</b>	<b>\$255,531</b>	<b>\$372,274</b>	<b>\$489,819</b>	<b>\$536,817</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Average portfolio yield above the benchmark yield. The benchmark yield is the City's composite yield based on the different type of investments and the percent invested in each type.	0.96%	0.47%	0.50%	0.46%	0.50%
Perform four quarterly reviews of debt portfolio for refunding opportunities	4	4	4	4	4

### Marijuana Enforcement

**Net Cost \$0**

This division was formed in 2014 to create, implement and enforce the rules and regulations for retail marijuana establishments. A cross-functional team provides assistance in licensing, tax collections, auditing, development assistance, plan review, permitting and inspections.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	0	848,711	627,321	839,132	670,500
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$848,711</b>	<b>\$627,321</b>	<b>\$839,132</b>	<b>\$670,500</b>

# Finance

## PROGRAM DETAIL

### Marijuana Enforcement

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	552,920	589,536	704,947	368,181
Allocated Expenses	0	0	0	0	256,819
Supplies and Services	0	219,687	37,785	133,721	45,500
Interfund Charges	0	0	0	128	0
Capital Related	0	76,104	0	336	0
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$848,711</b>	<b>\$627,321</b>	<b>\$839,132</b>	<b>\$670,500</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	0.00	1.00	1.00	1.00	3.00
<b>Staffing Total</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>3.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Total number of cultivation facilities open	0	0	5	5	10
Total number of Manufactured Infused Products facilities (MIPs)	0	0	0	2	7
Total number of retail stores open	0	6	18	18	24

### Payroll

**Net Cost \$348,373**

This function is responsible for producing the City payroll and associated reports. This function reviews time card batches produced by departments, generates payment for all payroll, associated taxes, pensions, deferred compensation, garnishments, insurance premiums and files all quarterly and annual tax filings.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	338,635	351,281	339,747	355,625	348,373
<b>Expenditures Total</b>	<b>\$338,635</b>	<b>\$351,281</b>	<b>\$339,747</b>	<b>\$355,625</b>	<b>\$348,373</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	325,646	337,675	330,102	345,059	338,614
Supplies and Services	12,989	13,606	9,645	10,566	9,759
<b>Expenditures Total</b>	<b>\$338,635</b>	<b>\$351,281</b>	<b>\$339,747</b>	<b>\$355,625</b>	<b>\$348,373</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	4.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Three corrections or less in a month(number of months there were greater than 3 corrections)	5 mo >3	2 mo > 3	0 mo >3	0 mo >3	0 mo >3

# Finance

## PROGRAM DETAIL

### Tax and Licensing

**Net Cost \$1,542,197**

This function accepts applications for review, issues and manages all city general business, tax, and special licenses. This operation also works to collect past due tax, process tax returns, provide customer information, and assistance. Special licenses such as liquor licenses require substantial review and processing. Primary collection enforcement mechanism is telephone contact and site visits with business owners. When necessary, this function places a lien on the business property. As a last resort, businesses' personal property assets may be seized and sold. This function also identifies and follows-up on businesses that may not be licensed and performs periodic compliance checks. Revenues collected for this program exceed direct expenditures.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	895,372	996,815	1,519,151	1,522,268	1,542,197
<b>Expenditures Total</b>	<b>\$895,372</b>	<b>\$996,815</b>	<b>\$1,519,151</b>	<b>\$1,522,268</b>	<b>\$1,542,197</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	825,894	855,154	935,518	930,093	957,775
Supplies and Services	65,712	129,520	578,977	587,519	580,029
Interfund Charges	3,766	3,323	4,656	4,656	4,393
Capital Related	0	8,818	0	0	0
<b>Expenditures Total</b>	<b>\$895,372</b>	<b>\$996,815</b>	<b>\$1,519,151</b>	<b>\$1,522,268</b>	<b>\$1,542,197</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	13.67	12.67	12.67	12.67	12.67
<b>Staffing Total</b>	<b>13.67</b>	<b>12.67</b>	<b>12.67</b>	<b>12.67</b>	<b>12.67</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
89% of general licenses are turned around in 20 days or less	89%	90%	89%	89%	89%
Yearly field tax collections are 100% or greater than previous 3 year CPI adjusted average	99%	114%	100%	100%	100%

### Tax Audit

**Net Cost \$940,081**

This function audits businesses for compliance with tax laws, proper payment of taxes and either collects or refunds any tax due or overpaid. Program staff also provide taxpayer education.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	639,508	618,966	758,175	709,168	940,081
<b>Expenditures Total</b>	<b>\$639,508</b>	<b>\$618,966</b>	<b>\$758,175</b>	<b>\$709,168</b>	<b>\$940,081</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	607,532	582,956	740,276	691,269	918,182
Supplies and Services	31,853	35,868	17,747	17,747	21,747
Interfund Charges	123	142	152	152	152
<b>Expenditures Total</b>	<b>\$639,508</b>	<b>\$618,966</b>	<b>\$758,175</b>	<b>\$709,168</b>	<b>\$940,081</b>

# Finance

## PROGRAM DETAIL

### Tax Audit

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	8.33	8.33	8.33	8.33	10.33
<b>Staffing Total</b>	<b>8.33</b>	<b>8.33</b>	<b>8.33</b>	<b>8.33</b>	<b>10.33</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Audit revenues are 100% or greater than previous three-year CPI adjusted average	89%	115%	100%	123%	100%

### Transfers and Other Requirements

#### Net Cost \$264,000

This is the property tax collection fee charged by the counties. 2013 also accounts for the transfer of neighborhood fence debt management costs to the Surplus & Deficiency Fund. The Surplus & Deficiency Fund was closed in 2013.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	250,732	251,928	264,000	264,000	264,000
Surplus & Deficiency Fund	35,750	0	0	0	0
<b>Expenditures Total</b>	<b>\$286,482</b>	<b>\$251,928</b>	<b>\$264,000</b>	<b>\$264,000</b>	<b>\$264,000</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	250,732	251,928	264,000	264,000	264,000
Transfers Out	35,750	0	0	0	0
<b>Expenditures Total</b>	<b>\$286,482</b>	<b>\$251,928</b>	<b>\$264,000</b>	<b>\$264,000</b>	<b>\$264,000</b>

# Fire

## PROGRAM SUMMARY

<b>Administration</b>  \$5,165,448                      13 FTE *Provide management support, including strategic planning, budgeting, financial control and overall administrative duties	<b>Arson Investigation</b>  \$383,133                              3 FTE *Investigate fires, explosions and illegal disposal of hazardous materials	<b>Fire Emergency Management</b>  \$390,795                              4 FTE *Manage the City's disaster preparedness operations
<b>Fire Emergency Services</b>  \$38,380,222                      328 FTE *Respond to all requests for emergency Fire Department assistance	<b>Fire Inspection and Education</b>  \$753,308                              7 FTE *Conduct fire inspections and provide fire education to the community	<b>Fire Training</b>  \$976,001                              7 FTE *Provide training to Fire Department personnel

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>CIVIL - FTE</b>	311.00	318.00	329.00	329.00	345.00
<b>REGULAR - FTE</b>	16.00	17.00	17.00	17.00	17.00
<b>EXPENDITURES</b>	39,738,676	41,478,752	44,179,735	44,940,492	46,048,907

# Fire

## DESCRIPTION

The Fire Department is responsible for ensuring a safe community within the City of Aurora by providing protection of life and property threatened by medical emergencies, fires, hazardous materials, severe weather conditions and all other natural or man-made catastrophes. Major programs within the Fire Department include: Fire Emergency Services, Fire Emergency Management, Fire Inspection and Education and Fire Training. Fire Emergency Services is responsible for direct fire fighting and rescue activities as well as providing paramedic assistance. Fire Inspection conducts inspections to ensure fire code compliance. Fire Training provides basic firefighting training to new recruits as well as continuing education for all firefighters. Fire Emergency Management develops the City Emergency Plan and coordinates disaster planning.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Assure a safe community for people.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	327.00	335.00	346.00	346.00	362.00
Personal Services	35,978,198	37,520,761	39,359,743	40,160,555	41,249,733
Allocated Expenses	-15,396	0	0	0	0
Supplies and Services	1,338,570	1,393,945	1,822,940	1,474,900	1,371,122
Utilities	220,536	230,560	252,017	252,017	260,200
Interfund Charges	2,157,426	2,247,751	2,401,351	2,454,504	2,468,942
Debt Related	46,842	0	0	0	0
Capital Related	12,500	85,735	343,684	261,290	361,684
Transfers Out	0	0	0	337,226	337,226
<b>Expenditures Total</b>	<b>\$39,738,676</b>	<b>\$41,478,752</b>	<b>\$44,179,735</b>	<b>\$44,940,492</b>	<b>\$46,048,907</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The department has, and will continue to strive to meet the goals that are set by City Council and ultimately expected from our community. Of these the top priority for the department is to assure a safe community for people. In working to provide a safe community, the department continues to develop a response model that sends the appropriate resources and responders to mitigate the problem at hand.

With that in mind, the department continues to expand a new resource within the department known as the Medical Service Unit (MSU). In 2016, the department added 7.0 FTE to this program to staff three of these units seven days per week, 12 hours per day by the end of next year. This will help provide more resources to the community and enables the right amount of responders to handle calls that require different levels of service. The department also added 5.0 FTE in preparation of opening a new fire station at Highpointe, near the Gaylord project. During the October 3, 2015 Budget Workshop, Council added 4.0 FTE Fire Fighters to assist in reducing overtime expenditures. In 2016, the Regional Transportation District (RTD) will begin operating both light rail and commuter rail trains in the City. In preparation for this, the department will be purchasing equipment and attending training to deal with emergencies related to train accidents or derailments. The department will also be partnering with the Police Department at the new City of Aurora Public Safety Training Center. There will be an additional FTE hired through Public Works that will help manage daily operations of the new City facility.

Other items the department will look at are creating and strengthening community partnerships with agencies such as the University of Colorado and surrounding metro area fire departments to aid in the wellness and safety of all firefighters. The department will also look to collect data that will identify areas in which it can be more involved in community activities and events. One last item the department will focus on is beginning to replace outdated thermal imaging cameras (TICs) to enhance firefighter safety and civilian survivability during a fire.

### 2015 Current-Year Department Projections

The 2015 projection for the Fire Department is over the original budget by \$760,800. The variance is primarily being driven by

# Fire

## DEPARTMENT NARRATIVE

overtime costs for staffing. Due to vacancies created by retirements or other attrition, limited duty due to injuries and sending members to paramedic school, the department often has to fill the shortages created by paying employees overtime to cover daily shifts. It is expected that the Fire Department will require supplemental budget for 2015 to cover the increased expenditures.

### 2016 Department Budget

The Fire Department's 2016 budget will increase \$1.9 million (4.2 percent) over the 2015 Original Budget. The budget increase is primarily driven by personal services increases related to step and grade and budget amendments totaling \$1.1 million. These amendments include 7.0 FTE to grow the MSU response model as well as 5.0 FTE to meet Highpointe/Gaylord staffing by 2018 while covering for members attending school to become paramedics in the interim. During the October 3, 2015 Budget Workshop, Council added 4.0 FTE Fire Fighters to assist in reducing overtime expenditures. With a recruit academy class starting in March 2016, it is anticipated the new FTE will be available to begin working on fire apparatus during the summer months.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-363,336
Compensation Adjustments	1,079,080
Mandated Costs	75,774
Grant / Designated Revenue Adjustments	-35,618
Other Adjustments	-12,774
<b>Total Base Adjustments</b>	<b>\$743,126</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 4.0 FTE Fire Fighters	4.00	281,524	0	281,524
Program affected: Fire Emergency Services				
During the October 3, 2015 budget workshop, Council added 4.0 FTE Fire Fighters to assist in reducing overtime expenditures.				
This amendment addresses a Council Priority Program: Fire Emergency Services and also a Council Goal: Safe Community.				
Add 5.0 FTE Highpointe/Gaylord Fire Station Staffing	5.00	175,573	0	175,573
Program affected: Fire Emergency Services				
Current development around the Highpointe area paired with the estimated 2018 completion of the Gaylord Rockies Resort meets the requirements of recommending a new fire station, fire apparatus and staffing. This amendment requests 5.0 FTE in each of the next three years to meet the required 15.0 FTE to staff the new fire station by the end of 2018. The additional FTE would also be used to offset the backfill cost of sending firefighters to paramedic school until the station is opened.				
This amendment addresses a Council Priority Program: Fire Emergency Services and also a Council Goal: Safe Community.				

# Fire

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 7.0 FTE Medical Service Units and One MSU Vehicle with Equipment	7.00	502,949	0	502,949
<p>Program affected: Fire Emergency Services</p> <p>Requests for emergency medical service represent approximately 70 percent of the total call volume of the Aurora Fire Department. Medical Service Units (MSU) are sport-utility vehicles staffed with two firefighter-paramedics and are assigned to the busiest areas in the City during the busiest times of the day. This specialized EMS resource has been identified as a key component to meeting the community's evolving emergency medical needs. Current staffing only allows the existing MSUs to be in operation four days per week. Analysis of 911 calls for emergency medical service demonstrates the need for MSUs to be operational seven days per week. Expansion of this program will increase the department's ability to meet peak operational demand periods seven days a week. This request will provide 7.0 FTE (6.0 for MSU operations and 1.0 for MSU administrative duties) to allow staffing the MSU program with three vehicles for seven days per week, 12 hours per day.</p> <p>This amendment addresses a Council Priority Program: Fire Emergency Services and also a Council Goal: Safe Community.</p>				
Facilities Program Adjustments for New Facilities	0.00	-74,000	0	-74,000
<p>Program affected: Facilities Operations, Public Utilities</p> <p>The City of Aurora Public Safety Training Center (CAPSTC) and renovated District 2/Traffic building will add over 77,000 square feet of maintenance responsibility for Facilities Operations in Public Works. This request will add 2.0 FTE Facility Maintenance Technicians in Public Works to provide response to facility-related issues and preventative maintenance. This amendment also adds funding for facility operating supplies, utilities and custodial services, etc. for buildings that will be or have recently been added to the facility portfolio. A portion of the CAPSTC operating expense will be offset by savings from the elimination of the Fire Department's annual payment to the Rocky Mountain Fire Academy.</p> <p>This amendment addresses a Council Priority Program: Police District Operations and also a Council Goal: Excellent Infrastructure.</p>				
Rail Incident Response Equipment and Training	0.00	110,000	0	110,000
<p>Program affected: Fire Emergency Services</p> <p>This amendment provides one-time funds for equipment and training to respond to the increasing hazards associated with response to light rail, commuter rail and freight rail incidents. This would include heavy extrication equipment capable of gaining access to trapped parties in rail emergencies. This add also includes the training for Fire Department members to use this equipment in emergency response.</p> <p>This amendment addresses a Council Priority Program: Fire Emergency Services and also a Council Goal: Safe Community.</p>				

# Fire

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Replacement of Outdated Thermal Imaging Cameras	0.00	130,000	0	130,000
Program affected: Fire Emergency Services Thermal Imaging Cameras (TIC) carried on fire apparatus are all beyond their recommended life cycle. This one-time funding would allow for the replacement or upgrade of current TICs and acquiring additional TIC for units that are not currently equipped. Current TICs are no longer able to be serviced due to being at end of life and technology being out of date.				
This amendment addresses a Council Priority Program: Fire Emergency Services and also a Council Goal: Safe Community.				
<b>New Appropriation Total</b>	<b>16.00</b>	<b>1,126,046</b>	<b>0</b>	<b>1,126,046</b>
<b>General Fund Total</b>	<b>16.00</b>	<b>1,126,046</b>	<b>0</b>	<b>1,126,046</b>
<b>Amendment Request Total All Funds</b>	<b>16.00</b>	<b>1,126,046</b>	<b>0</b>	<b>1,126,046</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	39,461,711	41,209,807	44,054,601	44,823,847	45,947,524
Gifts & Grants Fund	276,965	268,945	125,134	116,645	101,383
<b>Expenditures Total</b>	<b>\$39,738,676</b>	<b>\$41,478,752</b>	<b>\$44,179,735</b>	<b>\$44,940,492</b>	<b>\$46,048,907</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	15.50	16.50	16.00	16.00	16.00
General Fund Civil FTE	311.00	318.00	329.00	329.00	345.00
Gifts & Grants Fund	0.50	0.50	1.00	1.00	1.00
<b>Staffing Total</b>	<b>327.00</b>	<b>335.00</b>	<b>346.00</b>	<b>346.00</b>	<b>362.00</b>

## PROGRAM DETAIL

### Administration

**Net Cost \$5,068,565**

This function provides management support to the Fire Department in planning, organizing, budgeting, financial control and overall administrative duties. This program also includes appropriation for anticipated grants and payment of department wide related costs such as risk charges and Old Hire pension costs.

# Fire

## PROGRAM DETAIL

### Administration

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	4,418,172	4,666,457	5,148,872	4,916,450	5,069,065
Gifts & Grants Fund	7,249	6,799	23,224	0	96,383
<b>Expenditures Total</b>	<b>\$4,425,421</b>	<b>\$4,673,256</b>	<b>\$5,172,096</b>	<b>\$4,916,450</b>	<b>\$5,165,448</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	3,332,645	3,478,465	3,816,481	3,551,778	3,706,031
Allocated Expenses	0	-206	0	0	0
Supplies and Services	76,074	95,038	93,989	103,046	83,989
Interfund Charges	1,016,702	1,099,959	1,261,626	1,261,626	1,375,428
<b>Expenditures Total</b>	<b>\$4,425,421</b>	<b>\$4,673,256</b>	<b>\$5,172,096</b>	<b>\$4,916,450</b>	<b>\$5,165,448</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	8.00	8.00	8.00	8.00	8.00
General Fund Civil FTE	5.00	8.00	7.00	7.00	5.00
<b>Staffing Total</b>	<b>13.00</b>	<b>16.00</b>	<b>15.00</b>	<b>15.00</b>	<b>13.00</b>

### Arson Investigation

**Net Cost \$383,133**

This function investigates the cause and origin of fires, explosions and hazardous materials incidents within the City. Investigators function as peace officers and follow criminal cases through investigation, evidence collection, interview, case filing and all court proceedings. Accidental incidents are investigated, documented and reported to support prevention methods in future occurrences.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	377,847	412,788	360,235	425,696	383,133
<b>Expenditures Total</b>	<b>\$377,847</b>	<b>\$412,788</b>	<b>\$360,235</b>	<b>\$425,696</b>	<b>\$383,133</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	372,830	405,185	349,323	419,040	373,047
Supplies and Services	4,349	6,831	10,086	5,830	10,086
Interfund Charges	668	772	826	826	0
<b>Expenditures Total</b>	<b>\$377,847</b>	<b>\$412,788</b>	<b>\$360,235</b>	<b>\$425,696</b>	<b>\$383,133</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund Civil FTE	3.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Maintain origin and cause of 90% of arson cases	100%	99%	90%	99%	90%

# Fire

## PROGRAM DETAIL

### Fire Emergency Management

**Net Cost \$390,795**

This function is responsible for coordinating the prevention of, preparation for, response to, and recovery from natural or man-made disasters that occur within the City. This is accomplished through the production and maintenance of the City Emergency Operations Plan as well as the coordination and evaluation of response and recovery capabilities by providing pre-event exercises and drills. This program is also responsible for all intra-city grant acquisition and oversight related to emergency management within the City.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	90,412	293,937	389,529	381,133	390,795
Gifts & Grants Fund	267,651	255,590	81,292	105,951	0
<b>Expenditures Total</b>	<b>\$358,063</b>	<b>\$549,527</b>	<b>\$470,821</b>	<b>\$487,084</b>	<b>\$390,795</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	238,627	371,771	410,067	448,253	366,693
Allocated Expenses	-472	0	0	0	0
Supplies and Services	116,885	168,799	55,896	33,973	15,896
Interfund Charges	3,023	8,957	4,858	4,858	8,206
<b>Expenditures Total</b>	<b>\$358,063</b>	<b>\$549,527</b>	<b>\$470,821</b>	<b>\$487,084</b>	<b>\$390,795</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	0.50	1.50	1.00	1.00	1.00
General Fund Civil FTE	1.00	2.00	2.00	2.00	2.00
Gifts & Grants Fund	0.50	0.50	1.00	1.00	1.00
<b>Staffing Total</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
OEM personnel will participate in 90% (a minimum of 400 hours) of all local and regional exercises	100%	100%	90%	100%	90%

### Fire Emergency Services

**Net Cost \$37,324,722**

This function provides a full-service emergency response system to the citizens and occupants of the City and includes rapid emergency response and abatement of all fire-related incidents. It also provides initial advanced life support care in order to medically stabilize patients and ensures that they are transported to the appropriate medical facility with appropriate continuing care. This function also provides technical rescue services related to incidents of a specialized nature such as building collapse, trench rescue, water rescue and heavy equipment extrication.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	33,019,451	34,156,949	36,394,951	37,424,778	38,375,222
Gifts & Grants Fund	1,013	6,556	20,618	10,694	5,000
<b>Expenditures Total</b>	<b>\$33,020,464</b>	<b>\$34,163,505</b>	<b>\$36,415,569</b>	<b>\$37,435,472</b>	<b>\$38,380,222</b>

# Fire

## PROGRAM DETAIL

### Fire Emergency Services

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	30,647,460	31,793,730	33,315,445	34,223,006	35,289,258
Allocated Expenses	-14,924	206	0	0	0
Supplies and Services	1,032,194	988,679	1,452,747	1,214,614	1,124,929
Utilities	220,536	230,560	252,017	252,017	260,200
Interfund Charges	1,075,856	1,064,595	1,051,676	1,147,319	1,006,925
Debt Related	46,842	0	0	0	0
Capital Related	12,500	85,735	343,684	261,290	361,684
Transfers Out	0	0	0	337,226	337,226
<b>Expenditures Total</b>	<b>\$33,020,464</b>	<b>\$34,163,505</b>	<b>\$36,415,569</b>	<b>\$37,435,472</b>	<b>\$38,380,222</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund Civil FTE	295.00	298.00	310.00	310.00	328.00
<b>Staffing Total</b>	<b>295.00</b>	<b>298.00</b>	<b>310.00</b>	<b>310.00</b>	<b>328.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of capnography used in all patients who require assisted ventilation	89%	92%	100%	95%	90%
First unit response time to emergencies in under 8 minutes for 90% all events	92%	94%	90%	95%	90%

### Fire Inspection and Education

**Net Cost \$747,609**

This function conducts annual/bi-annual fire inspections in all businesses and schools within the City and enforces compliance with the International Fire Code in matters of fire and life safety. Additionally, this function issues permits, conducts fire safety training, responds to code-related emergencies, performs fire safety standbys, assists fire crews and consults with the public on matters relating to the fire code and its interpretation. A small portion of education related revenue for the program comes from court-ordered restitution.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	678,749	675,948	736,883	698,893	753,308
Gifts & Grants Fund	1,052	0	0	0	0
<b>Expenditures Total</b>	<b>\$679,801</b>	<b>\$675,948</b>	<b>\$736,883</b>	<b>\$698,893</b>	<b>\$753,308</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	614,323	603,861	651,701	659,096	665,472
Supplies and Services	18,413	9,877	19,005	9,009	19,005
Interfund Charges	47,065	62,210	66,177	30,788	68,831
<b>Expenditures Total</b>	<b>\$679,801</b>	<b>\$675,948</b>	<b>\$736,883</b>	<b>\$698,893</b>	<b>\$753,308</b>

# Fire

## PROGRAM DETAIL

### Fire Inspection and Education

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	6.00	6.00	6.00	6.00	6.00
General Fund Civil FTE	1.00	1.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

### Fire Training

**Net Cost \$968,276**

This function provides the necessary resources, instructors, facilities and equipment to conduct basic firefighting training of new recruits. In addition, this function provides continuing education that allows the department to meet not only state required emergency medical training and fire training levels but also meet national standards.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	877,080	1,003,728	1,024,131	976,897	976,001
<b>Expenditures Total</b>	<b>\$877,080</b>	<b>\$1,003,728</b>	<b>\$1,024,131</b>	<b>\$976,897</b>	<b>\$976,001</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	772,313	867,749	816,726	859,382	849,232
Supplies and Services	90,655	124,721	191,217	108,428	117,217
Interfund Charges	14,112	11,258	16,188	9,087	9,552
<b>Expenditures Total</b>	<b>\$877,080</b>	<b>\$1,003,728</b>	<b>\$1,024,131</b>	<b>\$976,897</b>	<b>\$976,001</b>

<b><u>STAFFING SUMMARY</u></b>					
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	6.00	6.00	6.00	6.00	6.00
<b>Staffing Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
80% of all suppression fire personnel will complete 10 hours of non-sanctioned training each month. This training will be in compliance with ISO	82%	84%	80%	85%	80%

# General Management

## PROGRAM SUMMARY

<b>Intergovernmental Relations</b>  \$332,135                      1 FTE  *Manage federal, state and local government affairs	<b>Internal Audit</b>  \$360,116                      3 FTE  *Employ leading practices in partnership with all City departments to manage risk and produce performance improvement	<b>Management Support</b>  \$838,672                      7 FTE  *Manage city code, charter, council agendas and elections *Provide citywide records management services
<b>Office of Development Assistance</b>  \$702,898                      6 FTE  *Provide assistance to developers *Manage the annexation process and the metropolitan district process	<b>Office of International and Immigrant Affairs</b>  \$357,662                      1.5 FTE  *Foster relationships with Aurora's immigrant and refugee community *Administer Sister Cities program and protocol activities	<b>Office of the City Manager</b>  \$1,253,453                      7 FTE  *Provide direction and oversight of all City operations

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	21.00	21.00	24.50	24.50	25.50
<b>EXPENDITURES</b>	2,734,223	2,992,043	3,571,556	3,538,351	3,844,936

# General Management

## DESCRIPTION

It is the responsibility of General Management to ensure that all departments operate efficiently and effectively to meet the goals established by City Council. All of the following groups are housed in General Management: the Office of the City Manager; Deputy City Managers of Development, Operations and Public Safety; Office of Development Assistance; Intergovernmental Relations; Management Support; Internal Audit and the Office of International and Immigrant Affairs.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

- \*Serve as leaders and partner with other governments and jurisdictions.
- \*Assure a safe community for people.
- \*Create a superior quality of life for residents making the city a desirable place to live and visit.
- \*Be a great place to locate, expand and operate a business and provide for well-planned growth and development.
- \*Ensure excellent infrastructure that is well maintained and operated.
- \*Provide a well-managed and financially strong city.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	21.00	21.00	24.50	24.50	25.50
Personal Services	2,175,916	2,408,127	2,705,485	2,763,796	3,126,177
Supplies and Services	520,361	541,569	813,145	721,574	665,016
Interfund Charges	37,946	42,347	52,926	52,981	53,743
<b>Expenditures Total</b>	<b>\$2,734,223</b>	<b>\$2,992,043</b>	<b>\$3,571,556</b>	<b>\$3,538,351</b>	<b>\$3,844,936</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The General Management Department supports all Council goals, priority projects and programs and capital priorities. The department is a collection of a number of smaller offices that oversee broad policy functions and programs. Each office plays a lead role in enhancing the level of customer service to both internal and external customers. The General Management Department facilitated the development of the Council priorities which allowed the City to emphasize them in the budget process.

In 2016, the General Management Department will continue to focus on implementing Council's priority programs and projects. The Office of Development Assistance will proceed with defining and implementing the Single Point of Entry project. The Office of International and Immigrant Affairs will develop and maintain relationships between the City and Aurora's immigrant and refugee communities, oversee Aurora's Sister Cities International program, as well as international protocol-oriented activities. The Internal Audit and Management Support Divisions will support all City departments to improve operations and increase efficiencies throughout the City.

### 2015 Current-Year Department Projection

In 2015, the General Management Department expenditures for all funds are projected to be \$33,200 (0.9 percent) under budget, due to vacancy savings in the General Fund, primarily in the Office of International and Immigrant Affairs. Although the Office of Development Assistance (Development Review Fund) is projected on budget, some of the professional services budget (in supplies and services) is being spent on contingent employee salary (in personal services), which causes variances in those expenditure streams.

### 2016 Department Budget

Total General Management expenditures in the 2016 budget will increase \$273,400 (7.7 percent) over the 2015 Original Budget--an increase of \$264,700 (9.2 percent) in the General Fund and \$8,700 (1.3 percent) in the Development Review Fund. These increases are due to base budget adjustments as there are no amendments in the 2016 budget for the department. The \$95,200 compensation adjustments account for citywide compensation increases, as well as any changes in benefit selections within the department. The \$49,500 net mandated cost increase is driven by the addition of \$50,000 of ongoing funding for the

# General Management

## DEPARTMENT NARRATIVE

annual Global Fest event, partially offset by decreases related to fuel and vehicle repair. The majority of 'other adjustments' in the base budget is funding for the third Deputy City Manager (DCM) position that was incorporated into the department in 2015. The approval for the FTE addition will be brought forward in an upcoming supplemental process as a net zero change. A complete offset to the 2015 cost for the position will come from vacancy savings from the vacant Deputy Finance Director.

Within the General Fund budget is appropriation to cover annual election costs, which can vary substantially from year to year depending on participating entities, ballot questions, TABOR issues and more. Any variances in election costs will be covered via supplemental or transfer from Non-Departmental.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-120,529
Compensation Adjustments	95,175
Mandated Costs	49,517
Other Adjustments	249,217
<b>Total Base Adjustments</b>	<b>\$273,380</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Development Review Fund	501,368	553,259	694,181	694,180	702,898
General Fund	2,232,855	2,438,784	2,877,375	2,844,171	3,142,038
<b>Expenditures Total</b>	<b>\$2,734,223</b>	<b>\$2,992,043</b>	<b>\$3,571,556</b>	<b>\$3,538,351</b>	<b>\$3,844,936</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Development Review Fund	4.00	4.00	6.00	6.00	6.00
General Fund	17.00	17.00	18.50	18.50	19.50
<b>Staffing Total</b>	<b>21.00</b>	<b>21.00</b>	<b>24.50</b>	<b>24.50</b>	<b>25.50</b>

## PROGRAM DETAIL

### Intergovernmental Relations

#### Net Cost \$332,135

Manages federal lobbying contract to ensure Aurora's interests are represented in Washington, D.C. and to secure federal funding for the City. Manages state lobbying contract and analyzes state legislation to determine effects on the City. Lobbies for or against proposals in order to maintain the City's interests. This division fosters and maintains relationships with local governments and affiliated groups.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	314,421	246,867	323,485	340,249	332,135
<b>Expenditures Total</b>	<b>\$314,421</b>	<b>\$246,867</b>	<b>\$323,485</b>	<b>\$340,249</b>	<b>\$332,135</b>

# General Management

## PROGRAM DETAIL

### Intergovernmental Relations

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	114,813	139,263	143,937	151,382	152,587
Supplies and Services	199,608	107,604	179,548	188,867	179,548
<b>Expenditures Total</b>	<b>\$314,421</b>	<b>\$246,867</b>	<b>\$323,485</b>	<b>\$340,249</b>	<b>\$332,135</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	1.00	1.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

### Internal Audit

**Net Cost \$360,116**

Internal Audit conducts financial, operational, performance and compliance audits and investigations. They are also a consulting resource to all City departments and functions.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	250,883	273,026	360,648	360,385	360,116
<b>Expenditures Total</b>	<b>\$250,883</b>	<b>\$273,026</b>	<b>\$360,648</b>	<b>\$360,385</b>	<b>\$360,116</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	189,830	199,588	319,201	322,574	331,169
Supplies and Services	61,053	73,438	41,447	37,811	28,947
<b>Expenditures Total</b>	<b>\$250,883</b>	<b>\$273,026</b>	<b>\$360,648</b>	<b>\$360,385</b>	<b>\$360,116</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of audits on the Audit Plan started and/or completed by the end of the year	63%	100%	90%	100%	95%

# General Management

## PROGRAM DETAIL

### Management Support

**Net Cost \$828,672**

Provides leadership and direction for the activities performed by the City Clerk's Office. These functions include, but are not limited to: managing the City Code and Charter; managing all City Council meetings including the production of Council agendas and packets; conducting successful coordinated elections; effective administration of Boards and Commissions; coordinating all open records requests and maintaining the citywide records management program for hard copy and electronic records.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	731,563	940,916	812,921	785,227	838,672
<b>Expenditures Total</b>	<b>\$731,563</b>	<b>\$940,916</b>	<b>\$812,921</b>	<b>\$785,227</b>	<b>\$838,672</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	574,572	624,580	642,471	615,932	667,000
Supplies and Services	147,529	306,117	158,698	157,543	158,862
Interfund Charges	9,462	10,219	11,752	11,752	12,810
<b>Expenditures Total</b>	<b>\$731,563</b>	<b>\$940,916</b>	<b>\$812,921</b>	<b>\$785,227</b>	<b>\$838,672</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	7.00	7.00	7.00	7.00	7.00
<b>Staffing Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of Council packets completed for delivery by 10:00 am Friday before a Council meeting	61%	68%	100%	75%	100%
Percentage of Open Records Requests responded to within the mandated time allotted	100%	100%	100%	100%	100%

### Office of Development Assistance

**Net Cost \$702,898**

The Office of Development Assistance (ODA) furthers the commitment to quality development and the enhancement of business growth in the City by providing assistance to the development community. Primary functions involve providing a general overview of the development review process, hosting pre-application meetings, offering personalized project management assistance and facilitating solutions to problems that may arise during the review and construction of projects. ODA also manages the review and negotiation of annexation agreements, development agreements and Title 32 Metro Districts.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Development Review Fund	501,368	553,259	694,181	694,180	702,898
<b>Expenditures Total</b>	<b>\$501,368</b>	<b>\$553,259</b>	<b>\$694,181</b>	<b>\$694,180</b>	<b>\$702,898</b>

# General Management

## PROGRAM DETAIL

### Office of Development Assistance

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	423,749	546,606	572,540	686,669	696,053
Supplies and Services	75,790	4,678	119,370	5,240	4,370
Interfund Charges	1,829	1,975	2,271	2,271	2,475
<b>Expenditures Total</b>	<b>\$501,368</b>	<b>\$553,259</b>	<b>\$694,181</b>	<b>\$694,180</b>	<b>\$702,898</b>
<b><u>STAFFING SUMMARY</u></b>					
Development Review Fund	4.00	4.00	6.00	6.00	6.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of pre-application notes provided within established timelines	99%	100%	98%	100%	100%

### Office of International and Immigrant Affairs

**Net Cost \$357,662**

The Office of International and Immigrant Affairs (OIIA) is responsible for conducting various activities with international focus. The office develops and maintains relationships between the City and Aurora's immigrant and refugee communities. The office oversees Aurora's Sister Cities International program, as well as international protocol-oriented activities. Also included in the OIIA budget is \$50,000 of ongoing funding for the annual Global Fest event.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	0	0	383,914	341,435	357,662
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$383,914</b>	<b>\$341,435</b>	<b>\$357,662</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	0	107,885	64,891	126,162
Supplies and Services	0	0	272,029	272,544	231,500
Interfund Charges	0	0	4,000	4,000	0
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$383,914</b>	<b>\$341,435</b>	<b>\$357,662</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	0.00	0.00	1.50	1.50	1.50
<b>Staffing Total</b>	<b>0.00</b>	<b>0.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

# General Management

## PROGRAM DETAIL

### Office of the City Manager

**Net Cost \$1,253,453**

In accordance with the policy guidelines of the Mayor and City Council, this program provides direction and oversight of all City operations, ensures achievement of City Council's stated goals, plans major development projects, prepares the City's budget and multi-year capital improvement program, enforces all ordinances and regulations, helps promote economic development, enhances intergovernmental relations, maintains the City's sound financial condition, manages the personnel and benefits system, provides for construction and maintenance of the City's infrastructure and public facilities and implements all City policies. This program houses the City Manager, Deputy City Managers and administrative support staff.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	935,988	977,975	996,407	1,016,875	1,253,453
<b>Expenditures Total</b>	<b>\$935,988</b>	<b>\$977,975</b>	<b>\$996,407</b>	<b>\$1,016,875</b>	<b>\$1,253,453</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	872,952	898,090	919,451	922,348	1,153,206
Supplies and Services	36,381	49,732	42,053	59,569	61,789
Interfund Charges	26,655	30,153	34,903	34,958	38,458
<b>Expenditures Total</b>	<b>\$935,988</b>	<b>\$977,975</b>	<b>\$996,407</b>	<b>\$1,016,875</b>	<b>\$1,253,453</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	6.00	6.00	6.00	6.00	7.00
<b>Staffing Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of citywide service level measures achieved	82%	85%	90%	85%	90%

# Information Technology

## PROGRAM SUMMARY

<b>Administration</b>  \$1,180,451                      8 FTE  *Provide citywide strategic technology planning, project and security management, and administrative support	<b>Client Services</b>  \$1,680,078                      8 FTE  *Provide citywide PC, mobile device, and peripheral device procurement and support, manages the body-worn camera program	<b>Public Safety</b>  \$3,693,899                      9 FTE  *Provide systems maintenance and support for all public safety systems
<b>Software Applications</b>  \$1,958,937                      11 FTE  *Provide development, maintenance and support of citywide applications and enterprise software solutions	<b>Systems and Networking</b>  \$3,210,879                      11 FTE  *Provide data center operations support, citywide voice and data network design, maintenance and support	

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	43.00	43.00	44.00	44.00	47.00
<b>EXPENDITURES</b>	8,764,051	9,305,054	11,109,198	10,534,475	11,724,244

# Information Technology

## DESCRIPTION

The Information Technology Department is responsible for maintaining, improving, and providing support for systems on a citywide basis. Systems include: network infrastructure, phone systems, radio systems, daily production systems including payroll and financial systems, and the E-911 and computer-aided dispatch systems. Information Technology also supports City departments with business process analysis and business processing reengineering for integrating technology with their business, new applications development, applications maintenance, PC repair and maintenance, and the implementation of new technology solutions.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

- \*Serve as leaders and partner with other governments and jurisdictions.
- \*Assure a safe community for people.
- \*Create a superior quality of life for residents making the city a desirable place to live and visit.
- \*Provide a well-managed and financially strong city.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	43.00	43.00	44.00	44.00	47.00
Personal Services	4,278,365	4,185,432	4,789,171	4,556,612	5,329,260
Supplies and Services	3,608,695	4,842,594	5,997,341	5,752,281	6,094,242
Utilities	24,521	23,601	27,080	27,047	27,225
Interfund Charges	38,162	44,754	50,606	47,751	53,517
Capital Related	814,308	208,673	245,000	150,784	220,000
<b>Expenditures Total</b>	<b>\$8,764,051</b>	<b>\$9,305,054</b>	<b>\$11,109,198</b>	<b>\$10,534,475</b>	<b>\$11,724,244</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The 2016 Information Technology (IT) budget supports the City Council goals for a well-managed and financially strong city and a safe community for people. The budget focuses on continuing initiatives started in 2015. This includes the analysis and implementation of citywide projects for improvements to the City's development process and tax and licensing systems. Newer systems and functionality will enhance customer service for citizens and businesses conducting business in Aurora. To support a safe community, IT will embark upon a project with Public Safety Communications, Fire and Police for standardizing 911 call-answering with the implementation of protocol driven software. The Public Utilities Commission is reviewing 911 rules and standards, and they should be in place in 2016. When those are approved, Aurora can then move forward with a text to 911 solution. The new radio system implementation with updated technology and additional features should be completed in 2016.

To protect City technology infrastructure and the ability for the City to more safely conduct its business, IT is adding a 1.0 FTE Security Manager and a 1.0 FTE Security Analyst to implement best practice programs and initiatives. This program not only includes software, technology and analysis, but also employee information security awareness training.

In 2016, E-911 Fund revenues will increase with the approval from the Public Utilities Commission to increase the surcharge by \$0.50, resulting in a monthly collection of \$1.20 per telephone.

### 2015 Current-Year Department Projection

In 2015, the IT Department is projected to be under budget for a total of \$574,700 (5.2 percent) in the General Fund and E-911 Fund. The General Fund savings are primarily due to personal vacancy savings (\$198,900) and a non-public safety fiber project (\$150,000) that was scheduled in conjunction with the RTD light rail project, but could not be completed in 2015 because light rail construction is not ready for fiber installation. Savings in the E-911 Fund are realized because to date public safety systems have not required emergency maintenance in 2015.

# Information Technology

## DEPARTMENT NARRATIVE

### 2016 Department Budget

The 2016 IT operating budget is approximately \$615,000 (5.5 percent) greater than the 2015 Original Budget. The majority of this increase is found in personal services with the growth arising from the implementation of the IT reorganization, the addition of 3.0 FTE (2.0 FTE for information security, 1.0 FTE Technology Support Specialist transfer from Library and Cultural Services to IT), and 1.0 contingent Service Desk Call Taker in the 2016 budget. Mandated costs for support and maintenance services for software and hardware, in both the General Fund and E-911 Fund, make up the majority of the supply and services increases. The Learning Management System amendment will provide a citywide training/certification management system for employees. The timing of this project is related to the opening of the Fire and Police training academy.

IT has two significant capital projects budgeted for 2016, both from the E-911 Fund. They will implement the protocol program to standardize 911 call-taking procedures for Emergency Medical Services (EMS), Fire and Police, and upgrade the computer-aided dispatch system (CAD).

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-600,000
Compensation Adjustments	157,737
Mandated Costs	394,467
<b>Total Base Adjustments</b>	<b>(\$47,796)</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Enhanced E-911 Fund / New Appropriation</u>				
Answering System Text to 911	0.00	32,950	0	32,950
Program affected: Public Safety				
This project will enable the City's 911 answering system to receive 911 emergency texts and integrate with the CAD system.				
This amendment addresses a Council Priority Program: Public Safety Communications and also a Council Goal: Safe Community.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>32,950</b>	<b>0</b>	<b>32,950</b>
<b>Enhanced E-911 Fund Total</b>	<b>0.00</b>	<b>32,950</b>	<b>0</b>	<b>32,950</b>
<u>General Fund / New Appropriation</u>				
Add 1.0 Contingent Service Desk Call Taker	0.00	65,000	0	65,000
Program affected: Client Services				
The Service Desk Call Taker contingent position will provide a person to answer the IT help desk phone and provide immediate resolution to typical IT requests, hence, better assisting city employees.				
This amendment addresses a Council Goal: Well-Managed City.				

# Information Technology

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 2.0 FTE Security Personnel	2.00	367,359	0	367,359
Program affected: Administration A strong information security, cyber, hardware and physical security program is critical for the City to securely conduct its day-to-day operations. This security program includes 1.0 FTE Security Manager, 1.0 FTE Security Analyst, security software and employee training.				
This amendment addresses a Council Goal: Well-Managed City.				
Learning Management Software	0.00	125,000	0	125,000
Program affected: Software Applications This is a citywide project to implement an information system that provides training and learning management. This program will allow departments to track required certifications and expirations, manage class rosters, and provide tools for employee online learning.				
This amendment addresses a Council Goal: Well-Managed City.				
Technical Adjustment: Move 1.0 FTE Technology Support Specialist from Library and Cultural Services to Information Technology	1.00	72,533	0	72,533
Program affected: Library Collection Management and Systems, Client Services This amendment moves 1.0 FTE Technology Support Specialist from the Library and Cultural Services Department to the Information Technology Department.				
This amendment addresses a Council goal: Well-Managed City.				
<b>New Appropriation Total</b>	<b>3.00</b>	<b>629,892</b>	<b>0</b>	<b>629,892</b>
<b>General Fund Total</b>	<b>3.00</b>	<b>629,892</b>	<b>0</b>	<b>629,892</b>
<b>Amendment Request Total All Funds</b>	<b>3.00</b>	<b>662,842</b>	<b>0</b>	<b>662,842</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Enhanced E-911 Fund	1,640,072	1,762,531	2,296,184	2,045,803	2,442,381
General Fund	7,123,979	7,542,523	8,813,014	8,488,672	9,281,863
<b>Expenditures Total</b>	<b>\$8,764,051</b>	<b>\$9,305,054</b>	<b>\$11,109,198</b>	<b>\$10,534,475</b>	<b>\$11,724,244</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Enhanced E-911 Fund	5.00	5.00	5.00	5.00	5.00
General Fund	38.00	38.00	39.00	39.00	42.00
<b>Staffing Total</b>	<b>43.00</b>	<b>43.00</b>	<b>44.00</b>	<b>44.00</b>	<b>47.00</b>

# Information Technology

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
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## PROGRAM DETAIL

### Administration

**Net Cost \$1,180,451**

Information Technology Administration provides strategic technology planning and evaluation to ensure best practices and efficiencies are utilized throughout the City. Provides project management, facilitates the governance process for projects and implements technological changes when practical. Oversees and manages the information security program. Supports citywide technology purchases and payment processing and provides administrative support for all IT personnel for payroll processing, training, travel and human resources issues.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	389,977	493,581	527,093	843,121	1,180,451
<b>Expenditures Total</b>	<b>\$389,977</b>	<b>\$493,581</b>	<b>\$527,093</b>	<b>\$843,121</b>	<b>\$1,180,451</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	290,688	335,649	422,516	598,243	1,066,350
Supplies and Services	63,436	115,508	56,830	199,982	63,853
Utilities	3,023	3,080	3,373	3,340	3,525
Interfund Charges	32,830	39,344	44,374	41,556	46,723
<b>Expenditures Total</b>	<b>\$389,977</b>	<b>\$493,581</b>	<b>\$527,093</b>	<b>\$843,121</b>	<b>\$1,180,451</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	3.00	3.00	8.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>8.00</b>

### Client Services

**Net Cost \$1,662,578**

The Client Services program has full responsibility for City endpoint computing including all mobile platforms, desktop computers and peripherals and body worn cameras. Primary responsibilities include the procurement and management of PC systems and peripheral devices, as well as the resolution of client desktop issues. Additionally, the division maintains and enforces the City of Aurora employee information security policy.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,526,528	1,389,393	1,749,998	1,521,587	1,680,078
<b>Expenditures Total</b>	<b>\$1,526,528</b>	<b>\$1,389,393</b>	<b>\$1,749,998</b>	<b>\$1,521,587</b>	<b>\$1,680,078</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	579,452	451,489	692,976	535,150	694,871
Supplies and Services	892,574	937,904	1,057,022	986,437	985,207
Capital Related	54,502	0	0	0	0
<b>Expenditures Total</b>	<b>\$1,526,528</b>	<b>\$1,389,393</b>	<b>\$1,749,998</b>	<b>\$1,521,587</b>	<b>\$1,680,078</b>

# Information Technology

## PROGRAM DETAIL

### Client Services

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	7.00	7.00	8.00	8.00	8.00
<b>Staffing Total</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer satisfaction survey on a scale of 1 - 5	N/A	4.8	4.6	4.7	4.6
Percentage of personal computer and laptop break-fix incidents resolved within one business day	71%	75%	70%	70%	70%
Percentage of service requests completed in seven business days or less	N/A	94%	90%	93%	90%

### Public Safety

#### Net Cost \$1,251,518

The Public Safety program provides maintenance and support for all Police and Fire systems, which include all systems for call taking, dispatching, mission accomplishment, scheduling and records keeping. Supports Emergency Management technology in the City's emergency operation center and mobile command and communications vans. Coordinates with public safety staff and vendors of systems and hardware for the ongoing maintenance and upgrade of public safety systems on a 24/7 basis.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Enhanced E-911 Fund	1,640,072	1,762,531	2,296,184	2,045,803	2,442,381
General Fund	1,095,697	998,055	1,197,339	1,081,667	1,251,518
<b>Expenditures Total</b>	<b>\$2,735,769</b>	<b>\$2,760,586</b>	<b>\$3,493,523</b>	<b>\$3,127,470</b>	<b>\$3,693,899</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,096,435	1,007,739	1,128,326	1,001,743	1,056,082
Supplies and Services	1,540,510	1,718,844	2,240,258	2,078,041	2,512,323
Utilities	21,498	20,521	23,707	23,707	23,700
Interfund Charges	4,988	5,410	6,232	6,195	6,794
Capital Related	72,338	8,072	95,000	17,784	95,000
<b>Expenditures Total</b>	<b>\$2,735,769</b>	<b>\$2,760,586</b>	<b>\$3,493,523</b>	<b>\$3,127,470</b>	<b>\$3,693,899</b>
<b><u>STAFFING SUMMARY</u></b>					
Enhanced E-911 Fund	5.00	5.00	5.00	5.00	5.00
General Fund	5.00	5.00	5.00	5.00	4.00
<b>Staffing Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of radio problems resolved within one business day	90%	98%	80%	98%	80%

# Information Technology

## PROGRAM DETAIL

### Software Applications

**Net Cost \$1,958,937**

The Software Application program acquires, develops, tests, provides technical training, coordinates vendor interaction, ensures operation procedures and controls, maintains and supports all multi-user software applications used in the City's day to day business processes not directly related to public safety. This includes applications related to collaboration, work order management, document management and retention, finance and accounting, tax and licensing, the City's public website, geographical information systems, water billing, fleet and facilities management and recreation. These applications ensure that users have timely and appropriate access to applications containing work product and City information related to their duties.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,526,988	1,543,903	2,119,205	1,945,637	1,958,937
<b>Expenditures Total</b>	<b>\$1,526,988</b>	<b>\$1,543,903</b>	<b>\$2,119,205</b>	<b>\$1,945,637</b>	<b>\$1,958,937</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,192,950	1,209,339	1,343,850	1,218,974	1,266,030
Supplies and Services	-155,545	291,342	775,355	726,663	567,907
Capital Related	489,583	43,222	0	0	125,000
<b>Expenditures Total</b>	<b>\$1,526,988</b>	<b>\$1,543,903</b>	<b>\$2,119,205</b>	<b>\$1,945,637</b>	<b>\$1,958,937</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	12.00	12.00	12.00	12.00	11.00
<b>Staffing Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of projects on time and under or at budget	89%	95%	80%	80%	80%

### Systems and Networking

**Net Cost \$3,210,879**

The Systems and Networking program maintains and services the data center operations at the Aurora Municipal Center and Disaster Recovery Center at Tallyn's Reach. This program supports all City line of business applications, including design, maintenance and support of data, hardware, and software of the City's voice and data networks throughout all City facilities. Ensures the network is operational for the required internal and external exchange of data. Plans and executes replacement programs to ensure systems and networks are current with technology requirements and available to users.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	2,584,789	3,117,591	3,219,379	3,096,660	3,210,879
<b>Expenditures Total</b>	<b>\$2,584,789</b>	<b>\$3,117,591</b>	<b>\$3,219,379</b>	<b>\$3,096,660</b>	<b>\$3,210,879</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,118,840	1,181,216	1,201,503	1,202,502	1,245,927
Supplies and Services	1,267,720	1,778,996	1,867,876	1,761,158	1,964,952
Interfund Charges	344	0	0	0	0
Capital Related	197,885	157,379	150,000	133,000	0
<b>Expenditures Total</b>	<b>\$2,584,789</b>	<b>\$3,117,591</b>	<b>\$3,219,379</b>	<b>\$3,096,660</b>	<b>\$3,210,879</b>

# Information Technology

## PROGRAM DETAIL

### Systems and Networking

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	11.00	11.00	11.00	11.00	11.00
<b>Staffing Total</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer satisfaction survey on a scale of 1 - 5 for file services and telephone services	N/A	5	4.6	4.7	4.6
Percentage of physical moves, adds and changes for service completed within seven days, file restoration within 24 hours, and software calls within 2 hours	92%	93%	90%	95%	90%

# Internal Services

## PROGRAM SUMMARY

<b>Administration</b>  \$306,130                      2 FTE *Central Internal Services administration and special projects	<b>Fleet Management Administration</b>  \$9,138,243                      44.75 FTE *Administer and manage fleet operations for the City's fleet of vehicles and equipment	<b>Fleet Replacement</b>  \$4,294,743                      0 FTE *Fund the replacement of City fleet vehicles/equipment
<b>Human Resources Operations</b>  \$2,221,267                      17.5 FTE *Recruitment, hiring, salary and benefit administration; citizen volunteer services; employee relations, training and wellness	<b>Purchasing Services</b>  \$454,413                      9 FTE *Solicit and execute procurement awards *Enforce and terminate contracts	<b>Risk Management Fund</b>  \$8,896,691                      9 FTE *Administer general liability claims and worker's compensation claims, employee safety program and occupational health services

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	77.00	78.00	80.50	80.50	82.25
<b>EXPENDITURES</b>	21,936,980	23,778,990	24,672,940	24,810,277	25,311,487

# Internal Services

## DESCRIPTION

The Internal Services Department provides overall management, organization and control for the following functions: Human Resources (HR), Risk Management, Fleet Management and Purchasing Services. The HR function includes operations, employee relations, Service Aurora, employee training and wellness programs. The Risk Management Division administers claims for losses suffered by residents, workplace injuries to employees and self-insured losses on City-owned property and vehicles. It also administers several programs intended to enhance employee safety. The Fleet Management Division is responsible for repairing and maintaining the City's vehicle and equipment inventory, acquiring and disposing of fleet inventory, purchasing fuel, and administering the City's motor pool. The Purchasing Services function initiates and manages City contracts and agreements.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Provide a well-managed and financially strong city.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	77.00	78.00	80.50	80.50	82.25
Personal Services	5,474,111	5,995,306	6,366,666	6,374,074	7,000,481
Allocated Expenses	-406,933	-371,408	-388,621	-388,621	-399,416
Supplies and Services	13,570,354	14,622,995	13,695,553	14,016,146	13,863,910
Utilities	123,182	132,226	134,913	139,945	153,700
Interfund Charges	136,824	188,451	220,556	169,711	198,939
Debt Related	372,293	0	0	0	0
Capital Related	1,688,914	1,995,816	2,584,830	2,731,518	2,434,830
Transfers Out	978,235	1,215,604	2,059,043	1,767,504	2,059,043
<b>Expenditures Total</b>	<b>\$21,936,980</b>	<b>\$23,778,990</b>	<b>\$24,672,940</b>	<b>\$24,810,277</b>	<b>\$25,311,487</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The Internal Services Department is primarily focused on meeting the City Council's goal of creating a well-managed and financially strong city. The major additions to the department's budget for 2016 are focused entirely on two different approaches to meeting Council's goal:

- Recognizing that the City's employees are its greatest asset and developing and investing in them so they are better empowered and equipped to serve.
- Enhancing the quality of service provided to other City departments so those departments are better able to provide great customer service.

The majority of additions to the Internal Services budget are intended to address Council's Priority Project of improving employee pay and benefits. The City will add an FTE to continue to expand its employee development and retention efforts, in part focusing on making the City an attractive place to work for younger generations. A new program seeking to build connections between City employees and the Aurora community will also be launched in 2016. The program will provide employees with opportunities to work alongside nonprofits to benefit residents while gaining a greater sense of fulfillment for themselves. The wellness program put into place in 2015 has been funded on an ongoing basis starting in 2016 as has the AMC onsite employee health clinic. Employee tuition reimbursement, an immensely popular employee benefit cut several years ago, has been restored as well.

A number of additions spread across the Human Resources (HR), Fleet Management and Risk Management divisions are intended to create operating efficiencies. These efficiencies will better allow department staff to provide high quality and more timely service to customers. The 2016 budget will fund upgrades to the outdated fleet and risk management software systems. The new systems will free up significant staff time when implemented. Both HR and Fleet Management will also add contingent and permanent staffing, respectively, in the interest of creating more capacity to meet customer needs.

# Internal Services

## DEPARTMENT NARRATIVE

### 2015 Current-Year Department Projection

The department is projected to finish the year \$137,300 (0.6 percent) over budget due primarily to larger-than-expected number of worker's compensation claims in the Risk Management Fund. As was the case in 2014, the City is clearing longstanding claims off the books, driving up costs on a one-time basis, while incurring costs related to several new claims. Most of the worker's compensation overage of \$1.1 million (36.2 percent) is offset by savings in general liability (\$655,700) and vehicle accidents claims (\$311,000). A supplemental will be requested to address the overage.

All other funds in the department are expected to end the year slightly under budget.

### 2016 Department Budget

The Internal Services 2016 budget will increase \$638,500 (2.6 percent) over the 2015 budget. The majority of the increase is related to the additions addressing the Council goal mentioned above and total \$712,900. Several of the additions will have offsetting revenues. A total of \$320,200 will be transferred in from the General Fund to the Fleet Management and Risk Management Funds to pay for one-time expenses. A one-time payment of \$145,000 from Kaiser related to the company's performance guarantee will offset the cost of the AMC onsite health clinic and part of the City's wellness program.

A net of 1.75 FTE will be added for 2016. A 1.0 FTE employee development coordinator will be hired to operate the new employee development program. An existing FTE already housed in the department will be moved from the Cultural Services Fund into the General Fund and will operate the City's new employee community outreach program as well as the existing volunteer center. A third vehicle courier with an FTE value of 0.75 will also be added to the Fleet Management Fund in 2016.

Other base adjustments to the 2016 budget will decrease the department's budget by a net of \$74,300. The majority of the changes in the base occur in the department's two internal services funds. Additional appropriation for 'Other Adjustments' totaling \$690,600 in the Risk Management Fund is necessary to accommodate rising costs for claims and actuarial adjustments. The fund has been heavily impacted in recent years due to the growing costs of worker's compensation and general liability claims filed against the City. Base decreases in the Fleet Management Fund netting out to \$898,900 in savings are primarily related to declining fuel costs. These savings largely offset the increases in the Risk Management Fund. Cost savings in the base budget also come from the removal of one-time transfers into the department to pay for a new fueling software system (\$300,000), the elimination of one-time funding for the AMC onsite employee clinic and wellness programs (\$120,000) and the removal of one-time grant funding (\$35,000). The clinic and wellness programs will now be funded on an ongoing basis through budget amendments. Other changes include additional funds for the second language program (\$35,000) and for diversity and safety online training for employees (\$21,000).

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-455,000
Compensation Adjustments	279,655
Mandated Costs	-2,312
Other Adjustments	103,320
<b>Total Base Adjustments</b>	<b>(\$74,337)</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Cultural Services Fund / New Appropriation</u>				
Move 1.0 FTE Coordinator from the Cultural Services Fund to the General Fund to Create Employee Community Outreach and Engagement Program	-1.00	-82,723	0	-82,723
Programs affected: Human Resources Operations (Internal Services), Operating Transfers and Other Requirements (Non-Departmental)				
The City is launching an employee community outreach program to create connections between staff and the community. The City's existing Volunteer Coordinator will be moved from the Cultural Services Fund into the General Fund and will be charged with				

# Internal Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Cultural Services Fund / New Appropriation</u>				
developing the new program; the General Fund subsidy to the Cultural Services Fund will also be reduced. The program will benefit the entire Aurora community while positioning the City as a more attractive place to work for potential employees, particularly Millennials. This amendment will also add funding for two part-time contingents in Internal Services to assist in operating the program.				
This amendment addresses a Council Priority Program: Employee Pay and Benefits and also a Council Goal: Quality of Life.				
<b>New Appropriation Total</b>	<b>-1.00</b>	<b>-82,723</b>	<b>0</b>	<b>-82,723</b>
<b>Cultural Services Fund Total</b>	<b>-1.00</b>	<b>-82,723</b>	<b>0</b>	<b>-82,723</b>
<u>Fleet Management Fund / New Appropriation</u>				
Add 0.75 FTE Fleet Vehicle Courier	0.75	35,245	35,245	0
Program affected: Vehicle and Equipment Maintenance (Internal Services); Operating Transfers and Other Requirements (Non-Departmental)				
Adding a third 0.75 FTE fleet vehicle courier will improve the level of customer service provided to the Police and other departments. The addition will reduce vehicle downtime for customers and ensure other Fleet Management employees are not pulled from vehicle maintenance duties when a courier is out on leave. A one-time transfer from the General Fund (in Non-Departmental) will pay for the 2016 cost; the cost will be rolled into the Fleet Management overhead charge starting in 2017.				
This amendment addresses a Council Goal: Well-Managed City.				
Upgrade to Web-Based Fleet Inventory Management System	0.00	170,000	150,000	20,000
Programs affected: Fleet Management Administration (Internal Services); Operating Transfers and Other Requirements (Non-Departmental)				
The City's fleet inventory management system, FASTER, is outdated and needs to be upgraded. This add will upgrade the existing perpetual license FASTER system to a web-based system and include annual subscription costs. The General Fund will transfer \$150,000 to the Fleet Management Fund to pay for the initial upgrade of the system.				
This amendment addresses a Council Goal: Well-Managed City.				
<b>New Appropriation Total</b>	<b>0.75</b>	<b>205,245</b>	<b>185,245</b>	<b>20,000</b>
<b>Fleet Management Fund Total</b>	<b>0.75</b>	<b>205,245</b>	<b>185,245</b>	<b>20,000</b>

# Internal Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Coordinator to Expand and Improve Employee Development Programs	1.00	124,915	0	124,915
<p>Program affected: Human Resources Operations</p> <p>This request is intended to improve employee attraction and retention by means other than compensation. It includes a 1.0 FTE Employee Development Coordinator and associated supplies to create a multi-faceted development program to serve employees at all levels. The expected results include enhanced employee performance and customer service.</p> <p>This program addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well-Managed City.</p>				
Add Contingent Employee Funding to Address Low-Level Administrative Tasks	0.00	25,000	0	25,000
<p>Program affected: Human Resources Operations</p> <p>A number of lower level administrative tasks are currently performed by HR specialists and analysts. The department believes hiring contingent employees to take over these tasks is an effective way to further enhance HR customer service. This add will free up time for HR specialists and analysts to focus on higher level tasks such as interviewing, crafting recruitment strategies, etc. The add is one-time in nature and may be renewed if found to be effective.</p> <p>This amendment addresses a Council Goal: Well-Managed City.</p>				
Move 1.0 FTE Coordinator from the Cultural Services Fund to the General Fund to Create Employee Community Outreach and Engagement Program	1.00	120,447	0	120,447
<p>Programs affected: Human Resources Operations (Internal Services), Operating Transfers and Other Requirements (Non-Departmental)</p> <p>The City is launching an employee community outreach program to create connections between staff and the community. The City's existing Volunteer Coordinator will be moved from the Cultural Services Fund into the General Fund and will be charged with developing the new program; the General Fund subsidy to the Cultural Services Fund will also be reduced. The program will benefit the entire Aurora community while positioning the City as a more attractive place to work for potential employees, particularly Millennials. This amendment will also add funding for two part-time contingents in Internal Services to assist in operating the program.</p> <p>This amendment addresses a Council Priority Program: Employee Pay and Benefits and also a Council Goal: Quality of Life.</p>				

# Internal Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Restore Employee Tuition Reimbursement Program	0.00	40,000	0	40,000
<p>Program affected: Human Resources Operations</p> <p>In previous years, the City provided a tuition reimbursement program for employees. During the last recession, the program was cut. As part of the City's commitment to its employees, the program is being reinstated to support their efforts to further develop their careers while benefiting the organization through education.</p> <p>This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well-Managed City.</p>				
<b>New Appropriation Total</b>	<b>2.00</b>	<b>310,362</b>	<b>0</b>	<b>310,362</b>
<b>General Fund Total</b>	<b>2.00</b>	<b>310,362</b>	<b>0</b>	<b>310,362</b>
<u>Risk Management Fund / New Appropriation</u>				
Employee Wellness Incentives	0.00	100,000	100,000	0
<p>Programs affected: Risk Management Fund (Internal Services), Operating Transfers and Other Requirements (Non-Departmental)</p> <p>A total of \$100,000 for ongoing wellness program initiatives will be appropriated starting in 2016. The funding will be used to offer employees additional training classes and incentives for participation in wellness programs. This \$65,000 budgeted one-time cost is necessary to fund the initiatives, as various payments from Kaiser will offset the remaining \$35,000 in program costs.</p> <p>This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well-Managed City.</p>				
Ongoing Operation of AMC Employee Clinic	0.00	110,000	110,000	0
<p>Program affected: Risk Management Fund</p> <p>This amendment funds the ongoing operation of an onsite employee health clinic located at AMC. This clinic will be open three half days per week. The clinic will be funded completely through payments received in 2015 related to Kaiser's performance guarantee. The total cost for the clinic in 2016 will be \$110,000; there is no net cost to the City.</p> <p>This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well-Managed City.</p>				
Upgrade of Risk Management Information System	0.00	70,000	70,000	0
<p>Programs affected: Risk Management Fund (Internal Services); Transfers and Other Requirements (Non-Departmental)</p> <p>An upgrade of the City's risk management information system (RMIS) will be useful for determining the root causes of injuries by targeting safety problem areas based on leading indicators of injuries/losses and quantify this information. It will also make it easier for staff to track losses. A one-time transfer of \$70,000 into the Risk Management Fund from the General Fund will pay for the initial cost of the upgrade.</p> <p>This amendment addresses a Council Goal: Well-Managed City.</p>				

# Internal Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Risk Management Fund / New Appropriation</u>				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>280,000</b>	<b>280,000</b>	<b>0</b>
<b>Risk Management Fund Total</b>	<b>0.00</b>	<b>280,000</b>	<b>280,000</b>	<b>0</b>
<b>Amendment Request Total All Funds</b>	<b>1.75</b>	<b>712,884</b>	<b>465,245</b>	<b>247,639</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Cultural Services Fund	65,428	64,700	77,140	44,528	0
Fleet Management Fund	8,922,680	8,998,369	9,762,798	9,759,395	9,138,243
General Fund	4,954,071	5,556,455	6,504,143	6,421,134	6,964,452
Gifts & Grants Fund	0	0	35,000	35,000	0
Risk Management Fund	7,994,801	9,159,466	8,293,859	8,550,220	9,208,792
<b>Expenditures Total</b>	<b>\$21,936,980</b>	<b>\$23,778,990</b>	<b>\$24,672,940</b>	<b>\$24,810,277</b>	<b>\$25,311,487</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Cultural Services Fund	1.00	1.00	1.00	1.00	0.00
Fleet Management Fund	44.00	44.00	44.00	44.00	44.75
General Fund	23.00	24.00	25.50	25.50	27.50
Risk Management Fund	9.00	9.00	10.00	10.00	10.00
<b>Staffing Total</b>	<b>77.00</b>	<b>78.00</b>	<b>80.50</b>	<b>80.50</b>	<b>82.25</b>

## PROGRAM DETAIL

### Administration

**Net Cost \$306,130**

This program consists of the activities of the Director of Internal Services (IS) and the IS Management Assistant. The Director of Internal Services provides overall management direction and financial control for the department's various functions including Human Resources, Risk Management, Fleet Management and Purchasing Services.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	343,622	278,849	296,977	294,322	306,130
<b>Expenditures Total</b>	<b>\$343,622</b>	<b>\$278,849</b>	<b>\$296,977</b>	<b>\$294,322</b>	<b>\$306,130</b>

# Internal Services

## PROGRAM DETAIL

### Administration

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	245,599	226,894	236,270	236,433	242,066
Supplies and Services	14,560	39,998	2,349	927	2,349
Interfund Charges	45,864	49,556	58,358	56,962	61,715
Capital Related	37,599	-37,599	0	0	0
<b>Expenditures Total</b>	<b>\$343,622</b>	<b>\$278,849</b>	<b>\$296,977</b>	<b>\$294,322</b>	<b>\$306,130</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	2.00	2.00	2.00	2.00
<b>Staffing Total</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

### Fleet Management Administration

**Net Cost \$9,113,243**

Administers and manages the replacement and disposal of vehicles; fueling; directs all financial controls; and provides oversight for the entire fleet operations for over 2,500 vehicles maintained in the City's fleet inventory.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Fleet Management Fund	8,922,680	8,998,369	9,762,798	9,759,395	9,138,243
<b>Expenditures Total</b>	<b>\$8,922,680</b>	<b>\$8,998,369</b>	<b>\$9,762,798</b>	<b>\$9,759,395</b>	<b>\$9,138,243</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,911,039	2,958,476	3,140,942	3,092,677	3,245,804
Supplies and Services	5,779,235	5,645,812	6,030,366	5,950,196	5,410,379
Utilities	123,182	132,226	134,913	139,945	153,700
Interfund Charges	84,206	90,302	102,647	102,647	124,430
Capital Related	25,018	171,553	353,930	473,930	203,930
<b>Expenditures Total</b>	<b>\$8,922,680</b>	<b>\$8,998,369</b>	<b>\$9,762,798</b>	<b>\$9,759,395</b>	<b>\$9,138,243</b>
<b><u>STAFFING SUMMARY</u></b>					
Fleet Management Fund	44.00	44.00	44.00	44.00	44.75
<b>Staffing Total</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>	<b>44.00</b>	<b>44.75</b>

# Internal Services

## PROGRAM DETAIL

### Fleet Management Administration

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Fleet Management will maintain an average score of 9 out of a possible 10 in customer ratings following repair and maintenance services	9	9	9	9	9
Percentage of repairs in the body shop completed within 24 hours	81%	86%	80%	80%	80%
Percentage of repairs in the heavy equipment shop completed within 24 hours	79%	83%	80%	80%	80%
Percentage of repairs in the light equipment shop completed within 24 hours	84%	86%	85%	85%	85%
Percentage of the City's fleet vehicle and equipment assets available and in service	93%	95%	90%	90%	90%

### Fleet Replacement

**Net Cost \$4,164,243**

This function provides for the purchase and lease costs associated with the replacement of City vehicles and equipment for General Fund departments. The budgeted cost for this program includes replacement costs and lease payments for several high-cost vehicles such as fire trucks, dump trucks and street sweepers. There are over 2,500 vehicles, powered, and non-powered pieces of equipment in the City's fleet inventory. Due to the complexity of a large fleet, the City has significant vehicle needs and specifications. The personnel costs associated with Fleet Replacement are in the Fleet Management Administration program and are paid out of the Fleet Management Fund.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	3,176,632	3,380,303	4,341,678	4,069,568	4,294,743
<b>Expenditures Total</b>	<b>\$3,176,632</b>	<b>\$3,380,303</b>	<b>\$4,341,678</b>	<b>\$4,069,568</b>	<b>\$4,294,743</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	199,346	261,046	0	42,190	0
Interfund Charges	461	41,791	51,735	2,286	4,800
Debt Related	372,293	0	0	0	0
Capital Related	1,626,297	1,861,862	2,230,900	2,257,588	2,230,900
Transfers Out	978,235	1,215,604	2,059,043	1,767,504	2,059,043
<b>Expenditures Total</b>	<b>\$3,176,632</b>	<b>\$3,380,303</b>	<b>\$4,341,678</b>	<b>\$4,069,568</b>	<b>\$4,294,743</b>

# Internal Services

## PROGRAM DETAIL

### Human Resources Operations

**Net Cost \$2,076,267**

This program is composed of several human resources related functions. HR Operations provides support in the planning and implementation of the recruitment, evaluation, selection, benefit administration and orientation of new City employees. It also performs salary administration for all employees including the negotiation of collective bargaining, job audits, personnel actions and administers the Police Independent Review Board. Volunteer Services coordinates citizen volunteer recruitment, placement and the employee community outreach and engagement program. Employee Relations is responsible for investigating employee claims of discrimination, harassment and sexual harassment in the workplace as well as providing preventative training. Service Aurora and Training provides training and development opportunities to City employees. The Employee Wellness Program coordinates various initiatives designed to improve the overall health of the City's workforce.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Cultural Services Fund	65,428	64,700	77,140	44,528	0
General Fund	1,165,533	1,519,929	1,427,748	1,705,161	1,909,166
Gifts & Grants Fund	0	0	35,000	35,000	0
Risk Management Fund	36,149	74,245	208,897	213,600	312,101
<b>Expenditures Total</b>	<b>\$1,267,110</b>	<b>\$1,658,874</b>	<b>\$1,748,785</b>	<b>\$1,998,289</b>	<b>\$2,221,267</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	996,519	1,353,444	1,434,777	1,553,992	1,879,992
Supplies and Services	270,209	305,017	313,533	443,822	341,275
Interfund Charges	382	413	475	475	0
<b>Expenditures Total</b>	<b>\$1,267,110</b>	<b>\$1,658,874</b>	<b>\$1,748,785</b>	<b>\$1,998,289</b>	<b>\$2,221,267</b>
<b><u>STAFFING SUMMARY</u></b>					
Cultural Services Fund	1.00	1.00	1.00	1.00	0.00
General Fund	12.00	13.00	14.50	14.50	16.50
Risk Management Fund	0.00	0.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>13.00</b>	<b>14.00</b>	<b>16.50</b>	<b>16.50</b>	<b>17.50</b>

# Internal Services

## PROGRAM DETAIL

### Human Resources Operations

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of initial interviews will be scheduled within three business days from the date of the complaint	N/A	96%	100%	100%	100%
Percentage of investigations completed within stated timelines	100%	100%	90%	90%	90%
Percentage of job evaluations including analysis and recommendations will be completed no later than 30 days from receiving the job information questionnaire	10%	100%	95%	95%	95%
Percentage of jobs will have a recruitment plan within three days of PCN approval	N/A	100%	95%	95%	95%
Percentage of participants indicating the training they had received was relevant and that they plan to apply this training in their work setting	96%	97%	85%	85%	85%
Within one business day of receiving a complaint, a written response will be sent to the complainant informing them of the process 100% of the time	N/A	98%	100%	100%	100%

### Purchasing Services

**Net Cost \$454,413**

This program oversees: solicitation, award, enforcement and termination of City contracts for all goods, services and construction projects requested by City departments.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	268,284	377,374	437,740	352,083	454,413
<b>Expenditures Total</b>	<b>\$268,284</b>	<b>\$377,374</b>	<b>\$437,740</b>	<b>\$352,083</b>	<b>\$454,413</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	636,917	734,172	792,174	716,517	819,642
Allocated Expenses	-384,176	-371,408	-388,621	-388,621	-399,416
Supplies and Services	15,543	14,610	34,187	24,187	34,187
<b>Expenditures Total</b>	<b>\$268,284</b>	<b>\$377,374</b>	<b>\$437,740</b>	<b>\$352,083</b>	<b>\$454,413</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	8.00	9.00	9.00	9.00	9.00
<b>Staffing Total</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

# Internal Services

## PROGRAM DETAIL

### Purchasing Services

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Achieve 90 percent of stated administrative lead times listed in the purchasing planner guide	95%	97%	90%	90%	90%

### Risk Management Fund

**Net Cost \$8,498,597**

Administers property, general liability and worker's compensation claims internally. Selects and purchases appropriate insurance broker services and commercial insurance products to protect the City. Provides pre-employment physicals, on-going commercial driver's license drug testing program monitoring and management of the hearing conservation program through Employee Health Services. Manages citywide safety program to reduce and mitigate employee injuries. Manages claims negotiations and litigation with the City Attorney's Office to mitigate the cost of claims and suits filed against the City. Fund revenues come from internal service charges to other funds as well as insurance-recovery payments.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Risk Management Fund	7,788,002	9,085,221	8,084,962	8,336,620	8,896,691
<b>Expenditures Total</b>	<b>\$7,788,002</b>	<b>\$9,085,221</b>	<b>\$8,084,962</b>	<b>\$8,336,620</b>	<b>\$8,896,691</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	684,037	722,320	762,503	774,455	812,977
Allocated Expenses	-22,757	0	0	0	0
Supplies and Services	7,120,811	8,356,512	7,315,118	7,554,824	8,075,720
Interfund Charges	5,911	6,389	7,341	7,341	7,994
<b>Expenditures Total</b>	<b>\$7,788,002</b>	<b>\$9,085,221</b>	<b>\$8,084,962</b>	<b>\$8,336,620</b>	<b>\$8,896,691</b>
<b><u>STAFFING SUMMARY</u></b>					
Risk Management Fund	9.00	9.00	9.00	9.00	9.00
<b>Staffing Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer satisfaction surveys of worker's comp customers will exceed 3.5 on satisfaction scale of 0.0 to 5.0	N/A	4.6	3.5	3.5	3.5

# Judicial

## PROGRAM SUMMARY

<b>Court Reporting</b>  \$319,787                      4 FTE *Create the official court record for all court proceedings *Maintain court system data	<b>Courtroom Assistants</b>  \$446,622                      7.5 FTE *Maintain courtroom decorum *Organize people and files for each court	<b>Judicial</b>  \$1,630,291                      8 FTE *Preside over all court proceedings to ensure the fair and impartial administration of justice
<b>Teen Court</b>  \$170,823                      2 FTE *Administer the Teen Court Program to divert first-time juvenile offenders from criminal activity	<b>Wellness Court</b>  \$235,000                      0 FTE *Administer the Wellness Court Program for defendants whose criminal behavior is affected by mental illness.	

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	21.50	21.50	21.50	21.50	21.50
<b>EXPENDITURES</b>	2,247,665	2,308,310	2,486,896	2,582,440	2,802,523

# Judicial

## DESCRIPTION

The primary objective of the Judicial Department is to administer justice in a fair and impartial manner. The functions of the Judicial Department are performed by judges, bailiffs, and court reporters. The bailiffs maintain courtroom decorum and serve as the point of contact for all participants in court proceedings. The court reporters serve as the official record-maker for the municipal court. The Judicial Department also oversees the Teen Court and the Wellness Court.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Assure a safe community for people.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	21.50	21.50	21.50	21.50	21.50
Personal Services	2,163,619	2,228,382	2,324,383	2,289,749	2,340,736
Supplies and Services	67,011	61,530	141,355	271,533	438,724
Interfund Charges	17,035	18,398	21,158	21,158	23,063
<b>Expenditures Total</b>	<b>\$2,247,665</b>	<b>\$2,308,310</b>	<b>\$2,486,896</b>	<b>\$2,582,440</b>	<b>\$2,802,523</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The Judicial Department's fundamental goal is to assure Aurora is a safe community for people. The department is responsible for ensuring that every person is provided their full rights of due process within their constitutionally protected period of speedy trial. The accomplishment of these goals is dependent on collaboration and cooperation between the Judicial Department and Court Administration, City Attorney and Public Defender.

In 2016, the department will support Council's Homelessness Priority Project by implementing a new Wellness Court. The Wellness Court will address the needs of individuals with mental health issues who are involved in the criminal justice system. The Court will attempt to prevent criminalization and to reduce recidivism using a collaborative problem solving approach, providing critical mental health and intensive case management wraparound services. Additionally, the department has a Teen Court program to divert qualified first-time juvenile offenders into a program of peer review, emphasizing education which, upon completion, allows these offenders the opportunity to learn from their mistakes without a criminal record. Judicial expects a consistently increasing workload for 2016 and is positioned to provide high quality service to citizens within the court system as required. As always, each division will continue to incorporate efficiencies into its processes.

### 2015 Current-Year Department Projection

In 2015, Judicial Department expenditures are projected to be \$95,500 (3.8 percent) higher than budget. The overage compared to the 2015 Original Budget is predominately driven by the implementation of the Wellness Court in September, as well as the addition of the Byrne Justice Assistance Grant to fund a contract Project Coordinator for the Wellness Court. Both Wellness Court additions were approved during the 2015 Spring Supplemental process. Also included in the 2015 budget variance are the citywide employee compensation increases that were transferred from Non-Departmental.

### 2016 Department Budget

The 2016 budget for Judicial is \$315,600 (12.7 percent) higher than the 2015 Original Budget. This increase is largely driven by General Fund increases for the Wellness Court; a \$34,000 Spring Supplemental provided partial-year funding, a \$66,000 budget amendment to implement full-year funding. An ongoing appropriation of \$135,000 from surcharge fund balance in the Teen Court Designated Revenue Fund will be used for transitional housing and housing management. This appropriation will be continually monitored for the next three years for fiscal viability. Also included in the General Fund increase is \$15,000 to provide one-time funding for laptops and network requirements in the Municipal Center courtrooms. Base budget adjustments related to compensation and mandated cost increases account for \$18,300 of the budget increase.

Additional variances are due to Gifts and Grants Fund and Designated Revenue Fund adjustments. The 2016 Gifts and Grants Fund includes a \$40,400 increase over the 2015 Original Budget due to the anticipated renewal of the Byrne Justice Assistance Grant to provide funding through September 2016. The 2016 Designated Revenues Fund includes a \$7,000 increase to account for the anticipated shift of expenditures from the Gifts and Grants Fund due to the decline in Spirit of Aurora donations.

# Judicial

## BASE ADJUSTMENTS

Base Adjustments	2016
Mid Year Modifications	34,000
Compensation Adjustments	16,353
Mandated Costs	1,905
Grant / Designated Revenue Adjustments	47,369
<b>Total Base Adjustments</b>	<b>\$99,627</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Designated Revenues Fund / New Appropriation</u>				
Wellness Court	0.00	135,000	0	135,000
Program affected: Judicial This amendment provides ongoing funding to continue the Wellness (Mental Health) Court that was established in the Fall of 2015. The Wellness Court was approved during the 2015 Spring Supplemental process. The \$66,000 appropriation from the General Fund is for annualized Wellness Court operations. An ongoing appropriation of \$135,000 has been added to fund housing and housing management for the program participants in 2016. This appropriation will be paid out of surcharge fund balance generated by the Teen Court program.				
This amendment addresses Council Goal: Safe Community.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>135,000</b>	<b>0</b>	<b>135,000</b>
<b>Designated Revenues Fund Total</b>	<b>0.00</b>	<b>135,000</b>	<b>0</b>	<b>135,000</b>
<u>General Fund / New Appropriation</u>				
Courtroom Technology	0.00	15,000	0	15,000
Program affected: Judicial This amendment provides one-time funding for laptops and network requirements in the Municipal Center courtrooms.				
This amendment addresses Council Goal: Safe Community.				
Wellness Court	0.00	66,000	0	66,000
Program affected: Judicial This amendment provides ongoing funding to continue the Wellness (Mental Health) Court that was established in the Fall of 2015. The Wellness Court was approved during the 2015 Spring Supplemental process. The \$66,000 appropriation from the General Fund is for annualized Wellness Court operations. An ongoing appropriation of \$135,000 has been added to fund housing and housing management for the program participants in 2016. This appropriation will be paid out of surcharge fund balance generated by the Teen Court program.				
This amendment addresses Council Goal: Safe Community.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>81,000</b>	<b>0</b>	<b>81,000</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>81,000</b>	<b>0</b>	<b>81,000</b>

# Judicial

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
Amendment Request Total All Funds	0.00	216,000	0	216,000

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Designated Revenues Fund	110,980	120,373	154,414	154,414	298,823
General Fund	2,131,807	2,171,171	2,325,482	2,359,482	2,456,331
Gifts & Grants Fund	4,878	16,766	7,000	68,544	47,369
<b>Expenditures Total</b>	<b>\$2,247,665</b>	<b>\$2,308,310</b>	<b>\$2,486,896</b>	<b>\$2,582,440</b>	<b>\$2,802,523</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Designated Revenues Fund	2.00	2.00	2.00	2.00	2.00
General Fund	19.50	19.50	19.50	19.50	19.50
<b>Staffing Total</b>	<b>21.50</b>	<b>21.50</b>	<b>21.50</b>	<b>21.50</b>	<b>21.50</b>

## PROGRAM DETAIL

### Court Reporting

**Net Cost \$319,787**

Serve as the official record maker for the municipal court as required by the State of Colorado for courts of record; produce transcripts as requested and maintain court system data.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	297,742	299,901	315,327	315,326	319,787
<b>Expenditures Total</b>	<b>\$297,742</b>	<b>\$299,901</b>	<b>\$315,327</b>	<b>\$315,326</b>	<b>\$319,787</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	296,885	299,560	311,549	307,621	316,009
Supplies and Services	857	341	3,778	7,705	3,778
<b>Expenditures Total</b>	<b>\$297,742</b>	<b>\$299,901</b>	<b>\$315,327</b>	<b>\$315,326</b>	<b>\$319,787</b>
<b>STAFFING SUMMARY</b>					
General Fund	4.00	4.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

# Judicial

## PROGRAM DETAIL

### Courtroom Assistants

**Net Cost \$446,622**

Maintain courtroom decorum and serve as a contact person for jurors, defendants, attorneys, witnesses, and the public.  
Maintain the flow of persons and files, to and from the courtroom and other areas of the courthouse.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	391,672	389,292	447,066	447,066	446,622
<b>Expenditures Total</b>	<b>\$391,672</b>	<b>\$389,292</b>	<b>\$447,066</b>	<b>\$447,066</b>	<b>\$446,622</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	391,016	389,181	445,866	437,402	445,422
Supplies and Services	656	111	1,200	9,664	1,200
<b>Expenditures Total</b>	<b>\$391,672</b>	<b>\$389,292</b>	<b>\$447,066</b>	<b>\$447,066</b>	<b>\$446,622</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	7.50	7.50	7.50	7.50	7.50
<b>Staffing Total</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>

### Judicial

**Net Cost \$1,589,922**

It is the responsibility of the court to provide due process of law to every person charged with a crime, while providing an efficient and fair administration of the law to every person who comes to court and are affected by our proceedings.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,442,393	1,481,978	1,563,089	1,563,090	1,589,922
Gifts & Grants Fund	0	13,456	0	61,544	40,369
<b>Expenditures Total</b>	<b>\$1,442,393</b>	<b>\$1,495,434</b>	<b>\$1,563,089</b>	<b>\$1,624,634</b>	<b>\$1,630,291</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,376,355	1,431,400	1,440,909	1,422,078	1,450,927
Supplies and Services	49,805	46,502	102,018	182,394	157,387
Interfund Charges	16,233	17,532	20,162	20,162	21,977
<b>Expenditures Total</b>	<b>\$1,442,393</b>	<b>\$1,495,434</b>	<b>\$1,563,089</b>	<b>\$1,624,634</b>	<b>\$1,630,291</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	8.00	8.00	8.00	8.00	8.00
<b>Staffing Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Summonses	62,564	59,091	62,500	60,000	62,000

# Judicial

## PROGRAM DETAIL

### Teen Court

Net Cost \$0

Educate youth on the judicial process and provide first-time juvenile offenders the opportunity to correct their mistakes without a criminal conviction.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	110,980	120,373	154,414	154,414	163,823
Gifts & Grants Fund	4,878	3,310	7,000	7,000	7,000
<b>Expenditures Total</b>	<b>\$115,858</b>	<b>\$123,683</b>	<b>\$161,414</b>	<b>\$161,414</b>	<b>\$170,823</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	99,363	108,241	126,059	122,648	128,378
Supplies and Services	15,693	14,576	34,359	37,770	41,359
Interfund Charges	802	866	996	996	1,086
<b>Expenditures Total</b>	<b>\$115,858</b>	<b>\$123,683</b>	<b>\$161,414</b>	<b>\$161,414</b>	<b>\$170,823</b>
<b><u>STAFFING SUMMARY</u></b>					
Designated Revenues Fund	2.00	2.00	2.00	2.00	2.00
<b>Staffing Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Teen court program participants	282	307	300	400	435

### Wellness Court

Net Cost \$100,000

The Wellness Court provides supervision, behavioral health treatment and an integrated continuum of care for defendants whose criminal behavior is affected by mental illness, through services provided by community resources. The program seeks to increase long-term public safety, reduce recidivism, and lower the costs of first responders, hospitalization, and incarceration by holding defendants whose criminal behavior is affected by mental illness accountable and assisting them to achieve long term stability, self-sufficiency, and to become law-abiding citizens.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	0	0	0	0	135,000
General Fund	0	0	0	34,000	100,000
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$34,000</b>	<b>\$235,000</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	0	0	0	34,000	235,000
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$34,000</b>	<b>\$235,000</b>

# Library & Cultural Services

## PROGRAM SUMMARY

<b>Administration</b>  \$727,598                      6 FTE *Manages departmental personnel, financial, and public service library functions; houses all general and programming related donations	<b>Art in Public Places</b>  \$743,179                      1 FTE *Coordinates, funds, selects, displays, and maintains public art per City Ordinance 93-63	<b>Arts Programs</b>  \$1,373,932                      7 FTE *Manages Aurora Fox, music, dance and visual arts programs, Bicentennial Art Center, Show Wagon and Aurora Summer Concerts
<b>Cultural Services Division Management</b>  \$331,948                      3 FTE *Manages all Cultural Services programs	<b>Historic Services</b>  \$522,817                      6 FTE *Manages all programs and facilities of the Aurora History Museum and Historic Preservation Sites	<b>Library Collection Management and Systems</b>  \$1,656,470                      3 FTE *Manages acquisition and cataloging of new and donated materials *Weeds collection for obsolete items *Provides technical/computer support
<b>Library Facilities and Public Services</b>  \$3,214,635                      53.6 FTE *Provides direct customer services to library users including adult and children's programming and outreach	<b>Remote PC Centers</b>  \$722,699                      5.5 FTE *Provides access to library materials, internet, and general computer programs in strategic, non-library locations throughout the City	

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	<b>73.40</b>	<b>76.60</b>	<b>78.60</b>	<b>78.60</b>	<b>85.10</b>
<b>EXPENDITURES</b>	<b>6,375,074</b>	<b>7,029,868</b>	<b>7,651,446</b>	<b>7,918,077</b>	<b>9,293,278</b>

# Library & Cultural Services

## DESCRIPTION

The Library and Cultural Services Department provides educational and arts programs for all ages that enhance the quality of life of citizens and the desirability of Aurora as a place to live, work, and play. The Administration Division centrally manages internal services including finance, personnel, marketing, meeting room services and computer systems that assist the operating divisions in providing their programs and services. The Library Facilities and Public Services Division oversees operation of the multiple library branches and computer centers. The Cultural Services Division operates one museum, one visual arts center, one performing arts center, the Show Wagon, historic preservation, 29 historic sites/districts, and Aurora's summer concerts.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

- \*Serve as leaders and partner with other governments and jurisdictions.
- \*Assure a safe community for people.
- \*Create a superior quality of life for residents making the city a desirable place to live and visit.
- \*Be a great place to locate, expand and operate a business and provide for well-planned growth and development.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	73.40	76.60	78.60	78.60	85.10
Personal Services	4,340,457	4,625,267	5,117,209	4,916,622	5,663,751
Supplies and Services	1,849,351	2,234,835	2,386,542	2,850,734	3,410,711
Utilities	57,233	55,124	65,399	77,595	64,010
Interfund Charges	61,049	69,787	82,296	73,126	84,806
Capital Related	529	44,855	0	0	70,000
Transfers Out	66,455	0	0	0	0
<b>Expenditures Total</b>	<b>\$6,375,074</b>	<b>\$7,029,868</b>	<b>\$7,651,446</b>	<b>\$7,918,077</b>	<b>\$9,293,278</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The Library and Cultural Services Department's primary goal is to create a superior quality of life for residents making Aurora a desirable place to live and visit. For 2016, the department will focus on expanding Library services and innovative educational outreach programs through both divisions, as well as enhancing financial controls and ongoing staff development to ensure unsurpassed customer service.

The first priority for 2016 is upgrading the patron records software. This upgrade will bring the Library in-line with the most common patron software used by Colorado library systems. It will allow all libraries to proceed with radio frequency identification (RFID) tagging for all materials in 2016, that can be scaled to include an integrated point of sale/printing system in the future.

According to Pew Research Center, community libraries are very important and somewhat important to 91 percent of citizens surveyed. With that in mind, the department's next priorities in 2016 include opening a fifth computer center in Ward IV to include 3.5 FTE and increasing public hours by an additional day at all branches to include 4.0 FTE. The department's 2016 priorities also include expanding the Library portion of the Hoffman Heights computer and youth library center to accommodate additional outreach and literacy programming and more computers. There will be 1.0 FTE transferred to another department for a net gain of 6.5 FTE.

Other equally important but less visible priorities for 2016 include:

- Expanding Library outreach programs
- Expanding Aurora Fox Arts Center remote performances
- Finding alternate/expanded class programming space

# Library & Cultural Services

## DEPARTMENT NARRATIVE

- Staff development

### 2015 Current-Year Department Projection

The 2015 projection for Library and Cultural Services exceeds the 2015 Original Budget by \$266,600. This is attributable to AIPP art acquisition for the RTD light rail stations and higher cost performances at the Aurora Fox Arts Center, partially offset by lower than anticipated spending in other program areas. Both AIPP and the Aurora Fox program areas will likely require additions in the Fall Supplemental budget process.

### 2016 Department Budget

The 2016 budget includes several changes totaling a \$1.6 million increase over the 2015 Original Budget. The largest portion of this increase is attributable to the new Ward IV computer center and Art in Public Places appropriation which total \$1.0 million. The balance is attributable to increased personal services costs of \$139,400 for current personnel, the Library Division's RFID and patron software upgrades totaling \$290,000, expanded branch library hours at \$217,900, and the Hoffman Heights computer center expansion at \$40,000. There is a small reduction of \$72,500 for a technical adjustment to move the Library Technology Support Specialist into the IT budget. The balance consists of small adjustments to mandated costs including fleet and utilities.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-283,919
Compensation Adjustments	139,447
Mandated Costs	791,121
Other Adjustments	-14,081
<b>Total Base Adjustments</b>	<b>\$632,568</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Expand Hoffman Heights Computer and Reading Center Footprint	0.00	40,000	0	40,000
Program affected: Remote PC Centers This amendment will provide one-time funding to expand and remodel the youth area at the Hoffman Heights Computer and Reading Center. This facility has realized nearly a 400 percent increase in patron visits since opening in September 2013. The expansion will include additional computers, increasing space for literacy programs, and expanded adult/study space.  This amendment addresses a Council Goal: Quality of Life.				
Expand Library Operational Hours	4.00	217,855	0	217,855
Program affected: Library Facilities and Public Services This request expands Mission Viejo, Martin Luther King, and Tallyn's Reach Library operational hours by eight hours per week on Mondays. This amendment will add 2.0 FTE Library Assistants and 2.0 FTE Library Clerks.  This amendment addresses a Council Goal: Quality of Life.				

# Library & Cultural Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Radio Frequency Identification Tagging for Materials	0.00	220,000	0	220,000
<p>Program affected: Library Collection Management and Systems</p> <p>As patron visits increase while staffing remains limited, this will protect collection items from theft and facilitate check in. Additionally, it will support future capabilities for automatic sorting in preparation for reshelving and an integrated POS/print release system in a future year.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
Technical Adjustment: Move 1.0 FTE Technology Support Specialist from Library and Cultural Services to Information Technology	-1.00	-72,533	0	-72,533
<p>Program affected: Library Collection Management and Systems, Client Services</p> <p>This amendment moves 1.0 FTE Technology Support Specialist from the Library and Cultural Services Department to the Information Technology Department.</p> <p>This amendment addresses a Council goal: Well-Managed City.</p>				
Upgrade Library Patron Record Software	0.00	70,000	0	70,000
<p>Program affected: Library Collection Management and Systems</p> <p>This amendment provides one-time funding to replace the library patron software. The current system is over 30 years old and will no longer be upgraded by the vendor. Additionally, system down time is increasing causing library staff to shift to manual processes which are inefficient and rife with the possibility of errors. This upgrade will allow Library to utilize radio frequency identification (RFID) to tag materials.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
Ward IV Computer Center at Havana and Iliff	3.50	533,942	0	533,942
<p>Program affected: Remote PC Centers</p> <p>The award-winning remote PC centers have become increasingly popular with an overall increase in patron visits of 200 percent since opening. This center will be strategically located in an area of Ward IV served in past years by the Iliff Square branch library. This amendment will add 1.0 FTE Library Assistant and 2.5 FTE Library Clerks.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
<b>New Appropriation Total</b>	<b>6.50</b>	<b>1,009,264</b>	<b>0</b>	<b>1,009,264</b>
<b>General Fund Total</b>	<b>6.50</b>	<b>1,009,264</b>	<b>0</b>	<b>1,009,264</b>
<b>Amendment Request Total All Funds</b>	<b>6.50</b>	<b>1,009,264</b>	<b>0</b>	<b>1,009,264</b>

# Library & Cultural Services

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Conservation Trust Fund	66,455	0	0	0	0
Cultural Services Fund	2,050,298	2,347,315	2,412,615	2,840,302	2,971,876
Designated Revenues Fund	260,027	345,902	378,057	285,191	359,941
General Fund	3,946,786	4,207,756	4,721,107	4,667,994	5,825,201
Gifts & Grants Fund	51,508	128,895	139,667	124,590	136,260
<b>Expenditures Total</b>	<b>\$6,375,074</b>	<b>\$7,029,868</b>	<b>\$7,651,446</b>	<b>\$7,918,077</b>	<b>\$9,293,278</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Cultural Services Fund	14.00	16.00	17.00	17.00	17.00
Designated Revenues Fund	4.80	5.00	5.00	5.00	5.00
General Fund	54.60	55.60	56.60	56.60	63.10
<b>Staffing Total</b>	<b>73.40</b>	<b>76.60</b>	<b>78.60</b>	<b>78.60</b>	<b>85.10</b>

## PROGRAM DETAIL

### Administration

**Net Cost \$666,338**

This program centrally manages Library and Cultural Services processes including materials acquisition, technical services, library courier, budget, accounting, payroll/hiring, meeting rooms, cash handling, purchasing, procurement card processing, donations, and customer service for all Library and Cultural Services facilities. It serves to collaborate with other library systems and arts groups, and various community and business groups. It also acts as liaison to the Council appointed Aurora Library Board and Friends of the Aurora Public Library nonprofit. This program houses all general and programming related donations and grants.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	593,319	669,095	650,007	680,680	666,338
Gifts & Grants Fund	39,109	50,084	64,667	52,518	61,260
<b>Expenditures Total</b>	<b>\$632,428</b>	<b>\$719,179</b>	<b>\$714,674</b>	<b>\$733,198</b>	<b>\$727,598</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	501,254	526,861	544,715	539,765	554,924
Supplies and Services	94,296	111,132	119,490	147,181	121,490
Utilities	0	234	0	0	0
Interfund Charges	36,878	42,201	50,469	46,252	51,184
Capital Related	0	38,751	0	0	0
<b>Expenditures Total</b>	<b>\$632,428</b>	<b>\$719,179</b>	<b>\$714,674</b>	<b>\$733,198</b>	<b>\$727,598</b>

<b><u>STAFFING SUMMARY</u></b>					
General Fund	6.00	6.00	6.00	6.00	6.00
<b>Staffing Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# Library & Cultural Services

## PROGRAM DETAIL

### Administration

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Maintain 80% or better overall customer satisfaction rating across programs based on feedback from customer comment cards	99%	96%	80%	97%	80%

### Art in Public Places

#### Net Cost \$732,479

This program is dedicated to the administration, coordination, and scheduling of art acquisition as well as maintenance of public art owned or leased by the City. It establishes procedures for the selection of artwork for the City collection, provides for the display of that collection, and provides art collection management, maintenance, and repair. The program also manages 32 metropolitan districts' required public art plans. The City Council appointed Art in Public Places Commission sets annual goals for community outreach and education.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Conservation Trust Fund	66,455	0	0	0	0
Cultural Services Fund	75,831	236,363	470,207	779,743	743,179
<b>Expenditures Total</b>	<b>\$142,286</b>	<b>\$236,363</b>	<b>\$470,207</b>	<b>\$779,743</b>	<b>\$743,179</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	55,538	57,407	58,790	68,443	93,569
Supplies and Services	18,885	171,991	410,393	711,300	648,486
Utilities	640	603	727	0	800
Interfund Charges	239	258	297	0	324
Capital Related	529	6,104	0	0	0
Transfers Out	66,455	0	0	0	0
<b>Expenditures Total</b>	<b>\$142,286</b>	<b>\$236,363</b>	<b>\$470,207</b>	<b>\$779,743</b>	<b>\$743,179</b>
<b><u>STAFFING SUMMARY</u></b>					
Cultural Services Fund	1.00	1.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# Library & Cultural Services

## PROGRAM DETAIL

### Art in Public Places

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
100% of reported graffiti on public art pieces will be documented and removed within 2 business days of notification	N/A	100%	100%	100%	100%
5% of permanent art pieces will be staff inspected to determine need for maintenance/cleaning (monthly, expressed as total annual percentage)	N/A	5%	5%	5%	5%
90% of art pieces needing maintenance or repairs have received maintenance and/or repairs	94%	93%	90%	98%	90%
90% of citizen based requests for public art maintenance (lighting, cleaning etc.) will be solved within 30 days	N/A	90%	90%	90%	90%
90% of citizen based requests for public art maintenance (lighting, cleaning etc.) will be staff inspected within 72 hours	N/A	100%	90%	90%	90%
Increase citizen contacts by 5% or more over same quarter in prior year (shown as monthly average)	N/A	82%	5%	3.6%	5%
The Art in Public Places Program will have a minimum of 50 monthly citizen contacts regarding public art through artist talks, presentations, and/or tours (shown as avg per month)	77	140	50	145	50

### Arts Programs

#### Net Cost \$375,631

The program presents a performing arts season at the Aurora Fox Arts Center, manages the Bicentennial Art Center, and provides classes and workshops in pottery, fine arts, music, dance, and theatre. It also coordinates and schedules the Show Wagon and Aurora's Summer Concerts. The program provides outreach programs for Aurora citizens of all ages.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Cultural Services Fund	1,423,654	1,386,917	1,219,125	1,361,567	1,373,932
<b>Expenditures Total</b>	<b>\$1,423,654</b>	<b>\$1,386,917</b>	<b>\$1,219,125</b>	<b>\$1,361,567</b>	<b>\$1,373,932</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	685,699	674,712	708,134	658,655	684,584
Supplies and Services	682,218	657,269	447,955	625,378	624,476
Utilities	54,335	52,097	58,922	75,690	60,520
Interfund Charges	1,402	2,839	4,114	1,844	4,352
<b>Expenditures Total</b>	<b>\$1,423,654</b>	<b>\$1,386,917</b>	<b>\$1,219,125</b>	<b>\$1,361,567</b>	<b>\$1,373,932</b>

# Library & Cultural Services

## PROGRAM DETAIL

### Arts Programs

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>STAFFING SUMMARY</u></b>					
Cultural Services Fund	8.00	8.00	8.29	8.29	7.00
<b>Staffing Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.29</b>	<b>8.29</b>	<b>7.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Art classes 90% customer satisfaction based on feedback from customer service comment cards	95%	98%	90%	95%	90%
Aurora Fox 80% customer satisfaction based on feedback from customer service comment cards	91%	96%	80%	85%	80%
Dance classes 90% customer satisfaction based on feedback from customer service comment cards	96%	99%	90%	95%	90%
Drama classes 90% customer satisfaction based on feedback from customer service comment cards	97%	99%	90%	94%	90%
Music classes 90% customer satisfaction based on feedback from customer service comment cards	94%	97%	90%	94%	90%
Pottery program 90% customer satisfaction based on feedback from customer service comment cards	98%	97%	90%	93%	90%

### Cultural Services Division Management

#### Net Cost \$312,339

This function coordinates and schedules performing arts (Dance and Aurora Fox Arts Center), visual arts, music, pottery, Art in Public Places, historic services (Preservation and the Aurora History Museum), the Bicentennial Art Center, Show Wagon (including Aurora's Summer Concert series), and all programs and performances associated with these areas. It writes and manages numerous grants, as well as the Scientific and Cultural Facilities District (SCFD) fund certification.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Cultural Services Fund	225,058	301,832	232,783	249,613	331,948
<b>Expenditures Total</b>	<b>\$225,058</b>	<b>\$301,832</b>	<b>\$232,783</b>	<b>\$249,613</b>	<b>\$331,948</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	159,849	224,314	161,123	168,886	264,580
Supplies and Services	50,507	61,640	53,400	64,849	47,465
Interfund Charges	14,702	15,878	18,260	15,878	19,903
<b>Expenditures Total</b>	<b>\$225,058</b>	<b>\$301,832</b>	<b>\$232,783</b>	<b>\$249,613</b>	<b>\$331,948</b>
<b><u>STAFFING SUMMARY</u></b>					
Cultural Services Fund	2.00	2.00	1.61	1.61	3.00
<b>Staffing Total</b>	<b>2.00</b>	<b>2.00</b>	<b>1.61</b>	<b>1.61</b>	<b>3.00</b>

# Library & Cultural Services

## PROGRAM DETAIL

### Cultural Services Division Management

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Maintain 80% or better overall customer satisfaction rating across programs based on feedback from customer comment cards	99%	90%	80%	90%	80%
Successfully complete annual Scientific and Cultural Facilities District qualification audit	Yes	Yes	Yes	Yes	Yes

### Historic Services

**Net Cost \$422,067**

This program identifies, preserves, protects, and increases the appreciation of archaeological and historic resources for Aurora residents. It also recommends appropriate sites for nomination as local landmarks and/or to the National Registry of Historic Places. It manages Aurora's Certified Local Government (CLG) programs. As part of these programs, approximately 40 to 50 commercial and single family home rehabilitation loan reviews with Section 106 reviews are provided annually. The program provides oversight to and assistance for 27 local landmarks, two historic districts, and two cultural heritage sites. The Aurora History Museum researches and develops educational content for tours, lectures, workshops and classes. It also designs, constructs, and installs exhibits throughout the City.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Cultural Services Fund	325,742	422,203	490,500	449,379	522,817
<b>Expenditures Total</b>	<b>\$325,742</b>	<b>\$422,203</b>	<b>\$490,500</b>	<b>\$449,379</b>	<b>\$522,817</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	276,761	281,212	453,525	426,951	486,977
Supplies and Services	46,685	138,742	34,380	20,464	33,150
Utilities	2,245	2,190	2,532	1,905	2,690
Interfund Charges	51	59	63	59	0
<b>Expenditures Total</b>	<b>\$325,742</b>	<b>\$422,203</b>	<b>\$490,500</b>	<b>\$449,379</b>	<b>\$522,817</b>
<b><u>STAFFING SUMMARY</u></b>					
Cultural Services Fund	3.00	5.00	6.10	6.10	6.00
<b>Staffing Total</b>	<b>3.00</b>	<b>5.00</b>	<b>6.10</b>	<b>6.10</b>	<b>6.00</b>

# Library & Cultural Services

## PROGRAM DETAIL

### Historic Services

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% customer satisfaction based on feedback from customer service comment cards	96%	97%	80%	94%	90%
Percentage of Section 106 reviews completed within statutory requirements	100%	100%	90%	100%	90%
Submit Historic Preservation Commission agenda, minutes, and any other required info to the City Clerk's Office and the State Office of Archaeology & Historic Preservation per their respective requirements/deadlines 100% of the time	100%	100%	100%	100%	100%

### Library Collection Management and Systems

**Net Cost \$1,554,502**

This program is responsible for the management of the library materials collection and the associated database of collection and patron record. The collection includes books, periodicals, databases, interlibrary loan, electronic books, and audio visual items. The program consists of four functions: technical support of proprietary library software, materials acquisition, the cataloging and processing of those materials, and the removal of obsolete items.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	954,197	1,117,855	1,468,906	1,318,054	1,581,470
Gifts & Grants Fund	0	73,592	75,000	72,072	75,000
<b>Expenditures Total</b>	<b>\$954,197</b>	<b>\$1,191,447</b>	<b>\$1,543,906</b>	<b>\$1,390,126</b>	<b>\$1,656,470</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	332,974	357,685	438,105	353,676	261,291
Supplies and Services	618,566	830,740	1,103,068	1,033,717	1,323,068
Interfund Charges	2,657	3,022	2,733	2,733	2,111
Capital Related	0	0	0	0	70,000
<b>Expenditures Total</b>	<b>\$954,197</b>	<b>\$1,191,447</b>	<b>\$1,543,906</b>	<b>\$1,390,126</b>	<b>\$1,656,470</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	5.00	5.00	6.00	6.00	3.00
<b>Staffing Total</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>3.00</b>

# Library & Cultural Services

## PROGRAM DETAIL

### Library Collection Management and Systems

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Average 2.4 visits per capita each year	2.8	3.1	2.4	2.3	2.4
Computer Usability: 90% excellent or above average customer service satisfaction	N/A	93%	85%	95%	90%
Maintain library circulation levels above 2.2 outside circulation per capita	2.7	2.8	2.2	2.8	2.2
Material Availability: 90% excellent or above average customer service satisfaction	N/A	95%	85%	97%	90%

### Library Facilities and Public Services

**Net Cost \$2,750,394**

This program's budget includes the management of all library facilities. Public Services staff tasks include: checking out over 1.2 million items annually to customers, facilitating use of in-house materials and public use equipment such as computers, copiers, and fax, answering reference questions, and providing front line customer service to patrons. All programming is supported by donations from the Friends of the Aurora Public Library.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	260,027	345,902	378,057	285,191	359,941
General Fund	2,194,569	2,272,149	2,463,773	2,506,713	2,854,694
Gifts & Grants Fund	12,399	5,219	0	0	0
<b>Expenditures Total</b>	<b>\$2,466,995</b>	<b>\$2,623,270</b>	<b>\$2,841,830</b>	<b>\$2,791,904</b>	<b>\$3,214,635</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,290,780	2,399,121	2,630,976	2,588,219	3,006,427
Supplies and Services	171,095	218,619	201,276	197,325	201,276
Utilities	0	0	3,218	0	0
Interfund Charges	5,120	5,530	6,360	6,360	6,932
<b>Expenditures Total</b>	<b>\$2,466,995</b>	<b>\$2,623,270</b>	<b>\$2,841,830</b>	<b>\$2,791,904</b>	<b>\$3,214,635</b>
<b><u>STAFFING SUMMARY</u></b>					
Designated Revenues Fund	4.80	5.00	5.00	5.00	5.00
General Fund	42.60	42.60	42.60	42.60	48.60
<b>Staffing Total</b>	<b>47.40</b>	<b>47.60</b>	<b>47.60</b>	<b>47.60</b>	<b>53.60</b>

# Library & Cultural Services

## PROGRAM DETAIL

### Library Facilities and Public Services

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Building Appearance: 90% excellent or above average customer satisfaction rating	N/A	93%	90%	96%	90%
Staff Courtesy: 90% excellent or above average customer satisfaction rating	N/A	97%	90%	97%	90%
Wait Time for Staff: 90% excellent or above average customer satisfaction rating	N/A	97%	90%	97%	90%

### Remote PC Centers

**Net Cost \$718,999**

Provides access to library materials, internet, and general computer programs in strategic, non-library locations throughout the City. The Aurora Public Library currently operates remote PC centers at the Moorhead and Beck Recreation Centers, inside the K-Mart at Colfax and Chambers, and in the Hoffman Heights Community Center. An additional center is proposed for the Ward IV area in the 2016 budget.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	204,701	148,657	138,421	162,547	722,699
<b>Expenditures Total</b>	<b>\$204,701</b>	<b>\$148,657</b>	<b>\$138,421</b>	<b>\$162,547</b>	<b>\$722,699</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	37,602	103,955	121,841	112,027	311,399
Supplies and Services	167,099	44,702	16,580	50,520	411,300
<b>Expenditures Total</b>	<b>\$204,701</b>	<b>\$148,657</b>	<b>\$138,421</b>	<b>\$162,547</b>	<b>\$722,699</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	1.00	2.00	2.00	2.00	5.50
<b>Staffing Total</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>5.50</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Computer Usability: 90% or better based on customer feedback cards	N/A	N/A	N/A	N/A	90%

# Neighborhood Services

## PROGRAM SUMMARY

<b>Administration</b>  \$376,658                      2.8 FTE  *Provides oversight, administration, and management of programs, budget, and personnel (includes risk allocations)	<b>Animal Services</b>  \$2,034,923                      26 FTE  *Enforcement; provides shelter, veterinary care, placement, adoption, or other disposition; pet licensing and education	<b>Code Enforcement</b>  \$2,447,304                      29 FTE  *Assures a well-maintained city and housing stock *Provides education and enforcement of City ordinances
<b>Community Development Program Management</b>  \$923,269                      18.2 FTE  *Provides oversight, administration, and management of CDBG, HOME, and ESG programs and projects	<b>Community Housing Development Organization</b>  \$125,000                      0 FTE  *Pass-through federal funds for non-profit organizations which use HOME funds to provide safe and affordable housing to Aurora citizens	<b>Community Relations</b>  \$199,072                      2 FTE  *Resource for human, community, social, cultural, and language services *Liaison to Human Relations and Veteran Affairs Commissions
<b>Emergency Solutions Grants and Motel Vouchers</b>  \$318,817                      0 FTE  *Pass-through federal funds for grants to non-profit emergency shelter providers *Aurora hotel voucher program	<b>Home Ownership Assistance Program</b>  \$152,829                      0 FTE  *Funding for direct financial assistance to qualified first-time homebuyers	<b>Homeless Initiative</b>  \$2,204,740                      1 FTE  *Provides year-round emergency shelter service *Provides assistance to families at risk of becoming homeless
<b>Neighborhood Liaison &amp; Mediation Services</b>  \$405,064                      4 FTE  *Serves as the City's service link to over 400 neighborhood organizations *Mediation services for conflict resolution and problem solving	<b>Neighborhood Stabilization Program</b>  \$20,000                      0 FTE  *Funding to purchase foreclosed, vacant or abandoned residential properties for rehabilitation and sale through NSP	<b>Original Aurora Renewal Program</b>  \$84,921                      0 FTE  *Assists with the physical, social, and economic revitalization of Original Aurora
<b>Public Facilities</b>  \$447,000                      0 FTE  *CDBG funding for area-specific benefits such as Northwest Alley Paving and Northwest Street Lights	<b>Rehabilitation</b>  \$943,966                      0 FTE  *Provides a wide range of single-family, commercial, and multi-family rehabilitation programs (includes funding for administration)	<b>Transfers and Other Requirements</b>  \$969,898                      0 FTE  *Anticipated/unprogrammed gifts and grants to be transferred to programs *Other one-time grants or programs

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	<b>71.60</b>	<b>76.60</b>	<b>81.00</b>	<b>81.00</b>	<b>83.00</b>
<b>EXPENDITURES</b>	<b>10,704,018</b>	<b>10,334,149</b>	<b>10,541,440</b>	<b>10,157,669</b>	<b>11,653,461</b>

# Neighborhood Services

## DESCRIPTION

Neighborhood Services consists of four divisions: Neighborhood Support, Animal Services, Community Development and Community Relations. The mission of Neighborhood Services Department is to maintain community appearance and enhance the quality of life in Aurora's neighborhoods. This is accomplished through a combination of community outreach, education, code enforcement, and numerous neighborhood improvement programs and services. The staff is dedicated to forming partnerships with neighborhoods, residents and community groups to strengthen and enhance both the social fabric and physical aspects of Aurora neighborhoods.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Assure a safe community for people.

\*Create a superior quality of life for residents making the city a desirable place to live and visit.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	71.60	76.60	81.00	81.00	83.00
Personal Services	5,249,678	5,261,598	5,813,037	5,441,910	6,082,930
Allocated Expenses	17,192	0	0	0	-24,847
Supplies and Services	5,257,315	4,813,608	4,457,420	4,458,772	5,379,258
Interfund Charges	176,360	193,194	204,983	190,987	216,120
Capital Related	3,473	65,749	66,000	66,000	0
<b>Expenditures Total</b>	<b>\$10,704,018</b>	<b>\$10,334,149</b>	<b>\$10,541,440</b>	<b>\$10,157,669</b>	<b>\$11,653,461</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The Neighborhood Services Department supports the Council goals of assuring a safe community, creating a superior quality of life for residents and making the City a desirable place to live and visit. The department remains committed to prioritizing activities within finite resources to enhance the quality of life in Aurora's neighborhoods.

In 2016, the department will remain focused on its efforts to improve quality of life while promoting healthy and safe neighborhoods. Code Enforcement and Animal Services are key components of this endeavor. Neighborhood Support will provide community outreach to strengthen neighborhoods by serving as community liaisons, managing the neighborhood grant program and providing ongoing education and enforcement of City ordinances. Animal Services will focus on balancing the needs of people and animals by providing humane treatment and placement of animals, as well as enhancing the human-animal bond through education, outreach and adoptions. The Community Development Division will manage grants received from the US Department of Housing and Urban Development (HUD) to carry out the mission of creating safe, decent and affordable housing and other community-based programs throughout the City. Community Relations will focus efforts with the Human Relations and Veterans Affairs Commissions, as well as the Key Community Response Team.

The Neighborhood Services Department experienced a significant amount of turnover related to executive and senior-level staff retirements in 2015. Following a period of rebuilding, the department begins 2016 with a renewed focus on customer service to both internal and external customers. The department plays a key role in addressing the Homeless Items priority project and Code Enforcement priority program by identifying effective solutions to address these Council priorities.

### 2015 Current-Year Department Projection

The total 2015 expenditure projection for the Neighborhood Services Department is \$383,800 lower than the 2015 Original Budget. The majority of this budget variance is due to a reduction in the Community Development Block Grant (CDBG) and the Home Investment Partnerships grant (HOME) awards which were lower than the budgeted figures. Additionally, HOME program income is lower than anticipated. The appropriation for these grants will be adjusted in the 2015 Fall Supplemental, followed by a 2016 Spring Supplemental to appropriate actual program income. The remaining budget variance is attributed to vacancy savings, primarily in Neighborhood Support, offset by expenditures in relation to the citywide cleanup day. This one-time funding was added to Neighborhood Support in the spring supplemental process and is therefore not included in the 2015 Original Budget figures.

# Neighborhood Services

## DEPARTMENT NARRATIVE

### 2016 Department Budget

The 2016 budget for Neighborhood Services is \$1.1 million higher than the 2015 Original Budget. This is predominantly the result of a one-time transfer from the Marijuana reserve to leverage funds for Homelessness projects as decided in the September 12, 2015 Marijuana Workshop. Excluding the \$1.5 million in Marijuana funds, the budget is actually \$388,000 lower than the 2015 Original Budget primarily due to a \$618,300 reduction in funding for Community development programs, offset by increases for the 2016 budget amendments.

Budgets for the HUD grants have been aligned to the actual 2015 award amounts which included a reduction in CDBG funding of \$53,900 and a reduction in HOME funding of \$101,500 leading to a \$22,800 reduction to the required General Fund HOME match. The 2016 budget also includes an expected reduction of \$440,000 in program income for the Neighborhood Stabilization Program (NSP and NSP3), CDBG, and HOME programs. Offsetting these reductions are additions, primarily for staffing which include 1.0 FTE Homeless Coordinator and the conversion of a contingent Veterinarian to 1.0 FTE Veterinarian. The Homeless Coordinator has been requested to support the coordination, implementation and administration of the City of Aurora homeless programs with the goal of reducing and/or eliminating homelessness in Aurora. The request to convert the contingent Veterinarian to an FTE seeks to establish long-term veterinary solutions, without the potential for gaps in employment between annual contracts. The 2016 budget also includes a one-time amendment for \$80,000 to fund laptop replacements for all Code Enforcement Officers (CEOs), including vehicle retrofits to ensure field compatibility.

Other notable amendments in the Department will relocate 4.5 FTE into the General Fund from other funds. First, for streamlined financial reporting and administrative efficiency, the 2016 budget includes a technical adjustment to close the Abatement Fund and transfer all related expenditures into the General Fund. The movement of abatement related activity into the General Fund is projected to have a net-zero impact as abatement-related revenues are expected to offset the abatement expenditures. As a result, 2.5 FTE Code Enforcement Officers (CEOs) and 1.0 FTE Administrative Specialist will be transferred to the General Fund. Next, the 2016 budget transfers an additional 1.0 FTE CEO from the Community Development Fund to the General Fund. The resulting 2016 staffing of CEOs is 16.0 FTE in the General Fund and 4.0 FTE in the Community Development Fund.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-3,201,462
Compensation Adjustments	68,437
Mandated Costs	11,137
Grant / Designated Revenue Adjustments	-4
Other Adjustments	27,000
<b>Total Base Adjustments</b>	<b>(\$3,094,892)</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Abatement Fund / New Appropriation</u>				
Move Operating Budget and Revenue from Abatement Fund into General Fund	-3.50	-445,045	0	-445,045
Program Affected: Code Enforcement (Neighborhood Services)				
This amendment consolidates the Abatement Fund into the General Fund, including 2.5 FTE Code Enforcement Officers, 1.0 FTE Administrative Specialist, and all abatement-related expenditures. This technical adjustment will allow for streamlined financial reporting and administrative convenience. This amendment has a net-zero impact to the General Fund, as revenues are projected to offset the expenditures associated with abatement-related activity.				

# Neighborhood Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Abatement Fund / New Appropriation</u>				
This amendment addresses a Council Goal: Quality of Life.				
<b>New Appropriation Total</b>	<b>-3.50</b>	<b>-445,045</b>	<b>0</b>	<b>-445,045</b>
<b>Abatement Fund Total</b>	<b>-3.50</b>	<b>-445,045</b>	<b>0</b>	<b>-445,045</b>
<u>Community Development Fund / New Appropriation</u>				
Appropriation for Anticipated CDBG Funded Programs	0.00	1,027,347	0	1,027,347
Program affected: CDBG funded programs This amendment makes the necessary adjustments to the 2015 base budget in order to align the CDBG program appropriation for 2016 to the total anticipated funding level and program income for a total of \$2,727,770. This includes an anticipated grant award equal to 2015 at \$2,657,770 and \$70,000 in program income. Please see Community Development Program Detail for the detailed plan by project in Appendix 15 of this book.				
This amendment addresses a Council Goal: Quality of Life				
Appropriation for Anticipated HOME Funded Programs	0.00	1,460,885	0	1,460,885
Program affected: HOME funded programs This amendment will set the appropriation for the HOME Program to the total 2016 anticipated grant funding, program income and General Fund match for a total of \$1,463,258. This includes an anticipated grant award equal to 2015 at \$827,149, \$450,000 in program income, and \$186,109 for the General Fund match. Please see Community Development Program Detail for the detailed plan by project in Appendix 15 of this book.				
This amendment addresses a Council Goal: Quality of Life				
Appropriation for Anticipated NSP Funded Programs	0.00	16,949	0	16,949
Program affected: Neighborhood Stabilization Program (NSP) As NSP program income continues to be reinvested, the balance declines because full rehabilitation costs cannot be recovered during the resale. This amendment will appropriate the total 2016 anticipated program revenue for the NSP and NSP3 programs.				
This amendment addresses a Council Goal: Quality of Life				
Move 1.0 FTE Code Enforcement Officer from CDBG to General Fund	-1.00	-75,465	0	-75,465
Program affected: Code Enforcement This amendment moves 1.0 FTE Code Enforcement Officer from the Community Development Fund to the General Fund.				
This amendment addresses a Council Priority Program: Code Enforcement and also a Council Goal: Quality of Life.				
<b>New Appropriation Total</b>	<b>-1.00</b>	<b>2,429,716</b>	<b>0</b>	<b>2,429,716</b>
<b>Community Development Fund Total</b>	<b>-1.00</b>	<b>2,429,716</b>	<b>0</b>	<b>2,429,716</b>

# Neighborhood Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Homeless Coordinator	1.00	97,940	0	97,940
<p>Program affected: Homeless Initiative</p> <p>This amendment provides ongoing funding for 1.0 FTE Homeless Coordinator position to coordinate, implement and administer the City of Aurora homeless programs in an effort to reduce and/or eliminate homelessness in Aurora. Adding this position allows one full-time employee to concentrate their efforts to end homelessness through the use of existing programs and by creating new programs and efforts with other jurisdictions, as well as private and non-profit organizations.</p> <p>This amendment addresses a Council Priority Project: Homeless Items and also a Council Goal: Quality of Life.</p>				
Animal Services Veterinarian FTE Conversion	1.00	23,792	0	23,792
<p>Program affected: Animal Services</p> <p>This amendment provides ongoing funding to convert the existing contingent Veterinarian to a full-time position. This position provides veterinary treatments, diagnostics, expert testimony and surgical procedures to animals in the care of the Aurora Animal Shelter, allowing animals to have immediate veterinary care on site. The request for FTE in lieu of contingent seeks to establish long-term veterinary solutions, without potential for gaps in employment between annual contracts.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
Code Toughbook Laptops	0.00	80,000	0	80,000
<p>Program affected: Code Enforcement</p> <p>This amendment provides one-time funding for new Toughbook laptops, as well as vehicle docking stations, for all Code Enforcement Officers and Code Enforcement vehicles.</p> <p>This amendment addresses a Council Priority Program: Code Enforcement and also a Council Goal: Quality of Life.</p>				
Marijuana Funds for Homelessness Project Leverage	0.00	1,500,000	0	1,500,000
<p>At the September 12, 2015 Marijuana Workshop, City Council added \$1.5 million in one-time funds for a partnering opportunity towards a facility for homeless individuals and families. A specific project for the \$1.5 million has not been identified. The City will work with its partners and service providers to identify potential projects for Council consideration and approval.</p> <p>This Council Adjustment addresses a Council Priority Project: Homeless Items and also a Council Goal: Safe Community.</p>				

# Neighborhood Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Move 1.0 FTE Code Enforcement Officer from CDBG to General Fund	1.00	75,465	0	75,465
Program affected: Code Enforcement This amendment moves 1.0 FTE Code Enforcement Officer from the Community Development Fund to the General Fund.  This amendment addresses a Council Priority Program: Code Enforcement and also a Council Goal: Quality of Life.				
Move Operating Budget and Revenue from Abatement Fund into General Fund	3.50	445,045	445,045	0
Program Affected: Code Enforcement (Neighborhood Services)  This amendment consolidates the Abatement Fund into the General Fund, including 2.5 FTE Code Enforcement Officers, 1.0 FTE Administrative Specialist, and all abatement-related expenditures. This technical adjustment will allow for streamlined financial reporting and administrative convenience. This amendment has a net-zero impact to the General Fund, as revenues are projected to offset the expenditures associated with abatement-related activity.  This amendment addresses a Council Goal: Quality of Life.				
<b>New Appropriation Total</b>	<b>6.50</b>	<b>2,222,242</b>	<b>445,045</b>	<b>1,777,197</b>
<b>General Fund Total</b>	<b>6.50</b>	<b>2,222,242</b>	<b>445,045</b>	<b>1,777,197</b>
<b>Amendment Request Total All Funds</b>	<b>2.00</b>	<b>4,206,913</b>	<b>445,045</b>	<b>3,761,868</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Abatement Fund	586,523	424,118	446,973	427,387	0
Community Development Fund	6,108,019	5,496,318	4,829,297	4,482,368	4,211,028
Designated Revenues Fund	27,683	0	0	0	0
General Fund	3,486,534	4,037,424	4,787,038	4,769,781	6,964,305
Gifts & Grants Fund	495,259	376,289	478,132	478,133	478,128
<b>Expenditures Total</b>	<b>\$10,704,018</b>	<b>\$10,334,149</b>	<b>\$10,541,440</b>	<b>\$10,157,669</b>	<b>\$11,653,461</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Abatement Fund	5.50	3.50	3.50	3.50	0.00
Community Development Fund	21.20	22.20	23.20	23.20	22.20
General Fund	44.90	50.90	54.30	54.30	60.80
<b>Staffing Total</b>	<b>71.60</b>	<b>76.60</b>	<b>81.00</b>	<b>81.00</b>	<b>83.00</b>

## PROGRAM DETAIL

# Neighborhood Services

## PROGRAM DETAIL

### Administration

**Net Cost \$376,658**

Neighborhood Services Administration provides management of the various functions including Neighborhood Support (Code Enforcement and Neighborhood Liaisons), Animal Services, Community Development, Community Relations, the Homeless Initiative, and other revitalization services. The program deals with several funding sources including the General Fund, Community Development Fund, Gifts and Grants Fund, and various federal programs. Substantial time and resources are spent towards troubleshooting, managing special projects, and resolving difficult or sensitive issues.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	378,276	369,501	401,196	437,679	376,658
<b>Expenditures Total</b>	<b>\$378,276</b>	<b>\$369,501</b>	<b>\$401,196</b>	<b>\$437,679</b>	<b>\$376,658</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	307,335	302,485	319,560	336,475	288,672
Supplies and Services	14,133	5,663	11,080	30,648	11,080
Interfund Charges	56,808	61,353	70,556	70,556	76,906
<b>Expenditures Total</b>	<b>\$378,276</b>	<b>\$369,501</b>	<b>\$401,196</b>	<b>\$437,679</b>	<b>\$376,658</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	2.80	2.80	2.80	2.80	2.80
<b>Staffing Total</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>

### Animal Services

**Net Cost \$1,528,699**

The Animal Services Division enforces city ordinances, impounds stray, abandoned and mistreated animals and educates the public regarding responsible pet ownership and co-existing with urban wildlife. The division serves as liaison to the state and county health departments regarding diseases transmittable to people from animals including rabies, West Nile virus, and the plague. There are 12 Animal Protection Officers who provide field coverage for Aurora's 154 square miles. The shelter staff provide care and treatment seven days per week for stray and homeless animals, provide veterinary care, return animals to their home and promote adoption. The shelter is a member of the Metro Denver Shelter Alliance, a consortium of Front Range shelter and rescue organizations working together towards 100 percent placement of adoptable animals to increase adoption opportunities. The cost of Animal Services operations is significantly offset by revenue from licenses, permits, fees and fines. Fine revenue is collected by Court Administration and therefore is not part of the net cost calculation for the program.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	27,683	0	0	0	0
General Fund	1,507,218	1,881,291	1,896,548	1,873,017	1,930,949
Gifts & Grants Fund	162,152	32,693	41,128	88,000	103,974
<b>Expenditures Total</b>	<b>\$1,697,053</b>	<b>\$1,913,984</b>	<b>\$1,937,676</b>	<b>\$1,961,017</b>	<b>\$2,034,923</b>

# Neighborhood Services

## PROGRAM DETAIL

### Animal Services

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,339,920	1,455,629	1,562,860	1,528,795	1,733,847
Supplies and Services	322,646	395,975	296,964	354,370	266,810
Interfund Charges	34,487	35,472	36,852	36,852	34,266
Capital Related	0	26,908	41,000	41,000	0
<b>Expenditures Total</b>	<b>\$1,697,053</b>	<b>\$1,913,984</b>	<b>\$1,937,676</b>	<b>\$1,961,017</b>	<b>\$2,034,923</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	21.00	24.00	25.00	25.00	26.00
<b>Staffing Total</b>	<b>21.00</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>	<b>26.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Maintain a save rate of 85% or higher	79%	79%	73%	85%	85%
Percent of priority one calls responded to in under 20 minutes or less	77%	84%	85%	80%	85%
Percent of priority two calls responded to in under 60 minutes or less	N/A	N/A	N/A	85%	85%

### Code Enforcement

#### Net Cost \$1,393,127

Neighborhood Support Code Enforcement promotes and encourages a positive physical image of Aurora's neighborhoods through education, mediation, the Graffiti Off Neighborhoods program (GON), proactive and complaint-based enforcement of the City's zoning (weeds, trash, landscape maintenance, unlawful vehicles, business signs, etc.), and housing codes. Inspection activities include site plans, systematic multi-family rental housing program, commercial properties, and land use. The cost of Code Enforcement is significantly offset by revenue from abatement fees, vacant property registration, as well as systematic housing inspection fines and fees. Fine revenue is collected by Court Administration and therefore is not part of the net cost calculation for the program. In 2016, Code Enforcement Officer staffing includes 16.0 FTE in the General Fund and 4.0 FTE in the Community Development Fund for a total of 20.0 FTE Code Enforcement Officers.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Abatement Fund	586,523	424,118	446,973	427,387	0
Community Development Fund	-30,223	299,261	332,266	291,009	264,132
General Fund	1,173,079	1,334,089	1,608,765	1,575,787	2,183,172
<b>Expenditures Total</b>	<b>\$1,729,379</b>	<b>\$2,057,468</b>	<b>\$2,388,004</b>	<b>\$2,294,183</b>	<b>\$2,447,304</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,779,640	1,728,318	2,032,919	1,941,066	2,055,104
Supplies and Services	-110,219	224,784	266,214	264,246	327,355
Interfund Charges	56,485	65,525	63,871	63,871	64,845
Capital Related	3,473	38,841	25,000	25,000	0
<b>Expenditures Total</b>	<b>\$1,729,379</b>	<b>\$2,057,468</b>	<b>\$2,388,004</b>	<b>\$2,294,183</b>	<b>\$2,447,304</b>

# Neighborhood Services

## PROGRAM DETAIL

### Code Enforcement

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>STAFFING SUMMARY</u></b>					
Abatement Fund	5.50	3.50	3.50	3.50	0.00
Community Development Fund	5.00	5.00	5.00	5.00	4.00
General Fund	16.10	19.10	20.50	20.50	25.00
<b>Staffing Total</b>	<b>26.60</b>	<b>27.60</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Decrease the violation rate generated by secondary inspections to less than or equal to 6% (Nov thru Mar) or 5% (Apr thru Oct)	5%	4%	5%	5%	5%
Increase the violation rate generated by proactive inspections to greater than 55% (Nov thru Mar) or 60% (Apr thru Oct)	60%	68%	60%	60%	60%
Maintain a voluntary compliance rate of 95%	93%	93%	95%	95%	95%
Percent of graffiti calls handled within three business days	N/A	100%	95%	100%	90%
Percent of time responded to complaint within two business days	94%	97%	92%	92%	90%

### Community Development Program Management

#### Net Cost \$0

Includes salaries and operating expenses for the general administration of the City's Community Development Block Grant (CDBG) programs, HOME programs, Emergency Solutions Grant (ESG) Programs, and other Community Development programs and grants. All staff associated with all Community Development projects are shown in Community Development Program Management.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	801,931	762,394	991,112	880,303	923,269
Gifts & Grants Fund	80	0	0	0	0
<b>Expenditures Total</b>	<b>\$802,011</b>	<b>\$762,394</b>	<b>\$991,112</b>	<b>\$880,303</b>	<b>\$923,269</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,299,878	1,286,550	1,397,000	1,179,824	1,401,612
Allocated Expenses	-472,592	-534,128	-480,000	-394,824	-503,190
Supplies and Services	-44,338	-10,594	52,227	75,595	-2,373
Interfund Charges	19,063	20,566	21,885	19,708	27,220
<b>Expenditures Total</b>	<b>\$802,011</b>	<b>\$762,394</b>	<b>\$991,112</b>	<b>\$880,303</b>	<b>\$923,269</b>
<b><u>STAFFING SUMMARY</u></b>					
Community Development Fund	16.20	17.20	18.20	18.20	18.20
<b>Staffing Total</b>	<b>16.20</b>	<b>17.20</b>	<b>18.20</b>	<b>18.20</b>	<b>18.20</b>

# Neighborhood Services

## PROGRAM DETAIL

### Community Housing Development Organization

**Net Cost \$0**

HUD regulations require that a minimum of 15 percent of total HOME grants be set aside to fund Community Housing Development Organizations (CHDOs), which will provide affordable housing to Aurora citizens.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	135,451	139,297	139,296	124,073	125,000
<b>Expenditures Total</b>	<b>\$135,451</b>	<b>\$139,297</b>	<b>\$139,296</b>	<b>\$124,073</b>	<b>\$125,000</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	135,451	139,297	139,296	124,073	125,000
<b>Expenditures Total</b>	<b>\$135,451</b>	<b>\$139,297</b>	<b>\$139,296</b>	<b>\$124,073</b>	<b>\$125,000</b>

### Community Relations

**Net Cost \$192,512**

This program supports the Human Relations Commission and the Veterans Affairs Commission; as well as volunteer committees such as Kaleidoscope Aurora, Key Community Response Team, the Community of Faith and the International Cross Culture Network of Aurora. This function promotes proclamations, diversity training, celebrations, and commemorations, including the Martin Luther King, Jr. Commemoration.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	154,937	175,299	198,102	200,578	192,512
Gifts & Grants Fund	1,325	2,382	0	3,200	6,560
<b>Expenditures Total</b>	<b>\$156,262</b>	<b>\$177,681</b>	<b>\$198,102</b>	<b>\$203,778</b>	<b>\$199,072</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	130,029	140,374	160,259	124,162	169,669
Supplies and Services	26,233	37,307	37,843	79,616	29,403
<b>Expenditures Total</b>	<b>\$156,262</b>	<b>\$177,681</b>	<b>\$198,102</b>	<b>\$203,778</b>	<b>\$199,072</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	2.00	2.00	2.00	2.00	2.00
<b>Staffing Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# Neighborhood Services

## PROGRAM DETAIL

### Emergency Solutions Grants and Motel Vouchers

**Net Cost \$0**

This program provides Emergency Solutions Grants for non-profit emergency shelter providers (Comitis, Gateway, and Arapahoe House), as well as a rapid re-housing providers (community housing partners for the Aurora@Home Program), and a street outreach provider (Colfax Community Network). These agencies support emergency housing and rapid re-housing to help address homelessness during crisis situations. In addition, CDBG funds are budgeted for the Aurora Warms the Night hotel voucher program at to provide motel vouchers on severe weather nights, and for Aurora@Home to help support the navigator position.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	42,715	53,793	46,999	47,000	47,000
Gifts & Grants Fund	92,901	259,477	223,266	324,390	271,817
<b>Expenditures Total</b>	<b>\$135,616</b>	<b>\$313,270</b>	<b>\$270,265</b>	<b>\$371,390</b>	<b>\$318,817</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	18,505	27,450	0	0	0
Allocated Expenses	0	0	0	20,000	18,128
Supplies and Services	117,111	285,820	270,265	351,390	300,689
<b>Expenditures Total</b>	<b>\$135,616</b>	<b>\$313,270</b>	<b>\$270,265</b>	<b>\$371,390</b>	<b>\$318,817</b>

### Home Ownership Assistance Program

**Net Cost \$1,210**

This assistance to income eligible and qualified potential homeowners includes down payment assistance along with all allowable closing costs in the form of a deferred second mortgage loan. This program is funded by the General Fund transfer for the HOME match requirement. Other homeownership programs include foreclosure prevention counseling, first-time homebuyer counseling, and reverse mortgage counseling. Beginning in 2013, all staff associated with this program are shown in Community Development Program Management.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	453,901	396,200	325,000	690,588	100,000
General Fund	22,077	20,324	21,210	21,210	21,210
Gifts & Grants Fund	112,370	81,040	21,585	40,914	31,619
<b>Expenditures Total</b>	<b>\$588,348</b>	<b>\$497,564</b>	<b>\$367,795</b>	<b>\$752,712</b>	<b>\$152,829</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	110,685	68,174	0	21,079	0
Supplies and Services	477,663	429,390	367,795	731,633	152,829
<b>Expenditures Total</b>	<b>\$588,348</b>	<b>\$497,564</b>	<b>\$367,795</b>	<b>\$752,712</b>	<b>\$152,829</b>

# Neighborhood Services

## PROGRAM DETAIL

### Home Ownership Assistance Program

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percent of potential foreclosure cases that are resolved (15 outcomes per quarter)	77%	72%	65%	65%	65%
Percent of senior citizens that received reverse mortgage counseling and proceeded to secure a reverse mortgage	N/A	N/A	N/A	50%	50%
Provide down payment and/or closing cost assistance to first-time homebuyers	65	25	30	18	22

### Homeless Initiative

**Net Cost \$1,854,740**

The Homeless Initiative program provides funding to address Aurora's homeless community. This program provides funding for Comitis staffing and operations to provide emergency shelter service 365 days per year, 24 hours per day, for up to 40 people. This is funded by an ongoing \$196,800 from the General Fund and an ongoing \$39,789 of Designated Revenue funding set aside by the 2014 Spring Supplemental in Non-Departmental for enhanced emergency shelter operations during severe weather. The Homeless Initiative also includes \$60,000 of ongoing General Fund appropriation for Aurora@Home, which provides assistance to at-risk families to maintain or obtain stable housing. In 2015, the Community Development Fund provided \$60,000 in one-time funds for facility improvements at Comitis. In 2016, 1.0 FTE Homeless Coordinator was added to the program to coordinate, implement and administer the City of Aurora homeless programs. At the September 12, 2015 Marijuana Workshop, City Council added one-time funds of \$1.5 million for a partnering opportunity towards a facility for homeless individuals and families.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	0	0	60,000	160,000	350,000
General Fund	0	0	256,800	256,800	1,854,740
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$316,800</b>	<b>\$416,800</b>	<b>\$2,204,740</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	0	0	0	92,940
Supplies and Services	0	0	316,800	416,800	2,111,800
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$316,800</b>	<b>\$416,800</b>	<b>\$2,204,740</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	0.00	0.00	0.00	0.00	1.00
<b>Staffing Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>

# Neighborhood Services

## PROGRAM DETAIL

### Neighborhood Liaison & Mediation Services

**Net Cost \$405,064**

The Neighborhood Liaison program provides Aurora's 400 registered neighborhoods with a link to their municipal government. This program includes the Neighborhood Registration Program, organizational and project assistance, support for the Fence Replacement Program, administration of the Block Party Permit Program, Learn About Aurora Tours, Neighbor-to-Neighbor Roundtables, Traffic Calming Go-Slow pilot program, community improvement opportunities, and numerous requests for service including neighborhood, ward, and town meetings. This program also includes the management of Neighborhood Improvement Grants, as well as mediation services to facilitate communication and conflict resolution.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	250,847	256,920	404,417	404,710	405,064
<b>Expenditures Total</b>	<b>\$250,847</b>	<b>\$256,920</b>	<b>\$404,417</b>	<b>\$404,710</b>	<b>\$405,064</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	248,504	252,618	340,439	310,509	341,086
Supplies and Services	2,343	4,302	63,978	94,201	63,978
<b>Expenditures Total</b>	<b>\$250,847</b>	<b>\$256,920</b>	<b>\$404,417</b>	<b>\$404,710</b>	<b>\$405,064</b>
<b>STAFFING SUMMARY</b>					
General Fund	3.00	3.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

### Neighborhood Stabilization Program

**Net Cost \$0**

The Neighborhood Stabilization Program administers funds received from the U.S. Department of Housing and Urban Development (HUD). The program provides funds to purchase foreclosed or abandoned single-family and multi-family residential properties, and to rehabilitate, resell, or redevelop these properties in order to stabilize neighborhoods and stem the decline of home values. The City receives program income from the sale of rehabilitated properties, which is reinvested into the program and spent before the remaining grant funds. The City has spent 96.0 percent of the original grant funds. Through the reinvestment of program income from NSP1 and NSP3, the program has benefited the community at a rate of over 200 percent of the original grants.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Community Development Fund	1,197,519	595,937	380,000	211,340	20,000
<b>Expenditures Total</b>	<b>\$1,197,519</b>	<b>\$595,937</b>	<b>\$380,000</b>	<b>\$211,340</b>	<b>\$20,000</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Allocated Expenses	109,532	148,480	75,000	15,000	0
Supplies and Services	1,085,733	445,023	302,201	196,340	16,949
Interfund Charges	2,254	2,434	2,799	0	3,051
<b>Expenditures Total</b>	<b>\$1,197,519</b>	<b>\$595,937</b>	<b>\$380,000</b>	<b>\$211,340</b>	<b>\$20,000</b>

# Neighborhood Services

## PROGRAM DETAIL

### Original Aurora Renewal Program

Net Cost \$0

Original Aurora Renewal (OAR) works with residents, businesses, and local organizations to develop partnerships that plan and implement civic engagement activities, neighborhood improvement programs and public safety initiatives. This includes the Midblock Lighting and Alleyway Lighting programs, which will be completed in 2015 and 2016 respectively as represented by performance measure estimate below.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	82,822	115,374	108,016	90,158	78,000
General Fund	100	0	0	0	0
Gifts & Grants Fund	126,431	697	8,532	1,550	6,921
<b>Expenditures Total</b>	<b>\$209,353</b>	<b>\$116,071</b>	<b>\$116,548</b>	<b>\$91,708</b>	<b>\$84,921</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	15,182	0	0	0	0
Allocated Expenses	61,909	63,441	55,000	50,000	45,000
Supplies and Services	130,759	51,007	59,682	41,708	37,887
Interfund Charges	1,503	1,623	1,866	0	2,034
<b>Expenditures Total</b>	<b>\$209,353</b>	<b>\$116,071</b>	<b>\$116,548</b>	<b>\$91,708</b>	<b>\$84,921</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Coordinate the installation of 15 alleyway lights	81	193	100	100	15

### Public Facilities

Net Cost \$0

Community Development Block Grant funds are used for area-specific benefits such as Northwest Alley Paving and Northwest Street Lights.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	260,920	284,824	380,000	558,427	447,000
<b>Expenditures Total</b>	<b>\$260,920</b>	<b>\$284,824</b>	<b>\$380,000</b>	<b>\$558,427</b>	<b>\$447,000</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	260,920	284,824	380,000	558,427	447,000
<b>Expenditures Total</b>	<b>\$260,920</b>	<b>\$284,824</b>	<b>\$380,000</b>	<b>\$558,427</b>	<b>\$447,000</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Pave 6 alleys in North West Aurora	6	5	5	6	6

# Neighborhood Services

## PROGRAM DETAIL

### Rehabilitation

**Net Cost \$0**

The Rehabilitation program funds salaries, operating expenses, grants, and deferred payment loans for rehabilitation programs, including Single-Family Rehab, Emergency Home Repair, Commercial Renovation, Multi-Family Rehab, Handicap Accessibility, and Lead Based Paint programs. This program is fully funded by Community Development Block Grants. Beginning in 2013, all staff associated with this program are shown in the Community Development Program Management program.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	2,475,879	2,016,459	1,986,608	950,696	943,966
<b>Expenditures Total</b>	<b>\$2,475,879</b>	<b>\$2,016,459</b>	<b>\$1,986,608</b>	<b>\$950,696</b>	<b>\$943,966</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Allocated Expenses	318,343	322,207	350,000	309,824	415,215
Supplies and Services	2,151,776	1,688,031	1,629,454	640,872	520,953
Interfund Charges	5,760	6,221	7,154	0	7,798
<b>Expenditures Total</b>	<b>\$2,475,879</b>	<b>\$2,016,459</b>	<b>\$1,986,608</b>	<b>\$950,696</b>	<b>\$943,966</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer satisfaction scores for city employees dealing with home rehabilitations	95%	100%	85%	95%	95%
Number of rehab projects completed annually	74	41	59	50	65

### Transfers and Other Requirements

**Net Cost \$0**

This program houses anticipated, unprogrammed and other one-time gifts and grants that are subsequently transferred to the program when awarded.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	687,104	832,779	80,000	478,774	912,661
Gifts & Grants Fund	0	0	183,621	20,079	57,237
<b>Expenditures Total</b>	<b>\$687,104</b>	<b>\$832,779</b>	<b>\$263,621</b>	<b>\$498,853</b>	<b>\$969,898</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	687,104	832,779	263,621	498,853	969,898
<b>Expenditures Total</b>	<b>\$687,104</b>	<b>\$832,779</b>	<b>\$263,621</b>	<b>\$498,853</b>	<b>\$969,898</b>

# Non-Departmental

## PROGRAM SUMMARY

<b>Building Leases</b>  \$8,954,231                      0 FTE *Leases for city buildings	<b>Compensation Reserve and Pension Costs</b>  \$2,020,793                      15 FTE *Funding for compensation-related increases and vacancy savings targets, Development Review Fund overhires	<b>Developer Incentives</b>  \$1,811,404                      0 FTE *Incentives and revenue cost-sharing agreements
<b>Snow Removal</b>  \$2,378,218                      0 FTE *Overtime, equipment, and supplies for snow removal	<b>Special Improvement Districts</b>  \$352,789                      0 FTE *Expenditures related to Special Improvement Districts	<b>Transfers and Other Requirements</b>  \$58,026,176                      0 FTE *Transfers to other funds

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	0.00	0.00	0.00	0.00	15.00
<b>EXPENDITURES</b>	58,915,579	59,798,187	56,897,361	65,675,356	73,543,611

# Non-Departmental

## DESCRIPTION

The Non-Departmental budget was established to centralize non-specific costs. Areas covered include: building lease payments; other debt service payments; operating transfers, including transfers to the Capital Projects Fund; snow removal; incentive payments; the compensation reserve; and other charges. This portion of the budget is managed by the Office of Budget and Financial Planning.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	0.00	0.00	0.00	0.00	15.00
Personal Services	1,055,127	738,879	1,988,185	2,921,637	2,093,472
Allocated Expenses	101,438	40,451	0	0	0
Supplies and Services	5,532,171	5,360,740	5,692,722	8,421,086	8,546,241
Utilities	814	925	0	0	197,000
Interfund Charges	236,509	162,965	209,876	209,876	212,413
Debt Related	6,917,171	7,009,912	2,789,731	2,638,751	2,350,518
Capital Related	27,472	316,219	50,000	50,000	50,000
Transfers Out	45,044,877	46,168,096	46,166,847	51,434,006	60,093,967
<b>Expenditures Total</b>	<b>\$58,915,579</b>	<b>\$59,798,187</b>	<b>\$56,897,361</b>	<b>\$65,675,356</b>	<b>\$73,543,611</b>

## DEPARTMENT NARRATIVE

Non-Departmental expenditures vary considerably from year-to-year due to the one-time nature of many of the expenditures. Its primary drivers are related to transfers, which account for about three-quarters of Non-Departmental spending in any given year. The main transfer is the transfer from the General Fund to the Capital Projects Fund based primarily on the receipt of construction-related use tax.

### Budget Developments for 2016

Non-Departmental is the home for citywide compensation adjustments, transfers and other expenditures not specifically tied to one department. It is not specifically involved with the day-to-day addressing of Council goals and priorities but is used to house budget which will benefit the city as a whole. As an example, Non-Departmental is home to a 2016 budget amendment of \$1.3 million in all funds for compensation-related market salary adjustments, helping to meet the Employee Pay and Benefit council priority and the Well-Managed City Council goal. An amendment of \$2.5 million in the Development Review Fund for the first year of a two-year planned step towards the replacement of the City's workflow system, which will further the Business and Development goal. There is a series of amendments to fund budget requests in other funds, including the Fleet Management Fund (vehicle courier), Capital Projects Fund (Tallyn's Reach break room and AMC cameras), Risk Management Fund (employee wellness) and Recreation Fund (primarily Compass programming and Sports Park improvements). These efforts support various Council goals. At the September 13 and October 2 study sessions, Council added \$6.3 million in amendments, primarily from the use of marijuana funds for transportation projects and for debt service for a new recreation center. These amendments support various Council goals as well.

### 2015 Current-Year Department Projections

For all funds, the 2015 projection is \$8.8 million (15.4 percent) higher than the original budget, with almost all of the increase in the General Fund, up \$7.4 million (14.7 percent). This is primarily due to an additional \$4.2 million CPF transfer, a \$1.1 million Risk Management Fund transfer, a \$1.1 million snow removal expenditure increase, and technical adjustments associated with the General Fund vacancy target being in the original budget, but subsequently moved to the departments. Designated Revenue Fund is projected to be \$1.7 million more than originally budgeted due to a technical adjustment, as a \$2.4 million E-470 bridge widening payment was received by the City on behalf of a developer for work performed on E-470 bridge and subsequently paid to the developer who did the work. In the General Fund and the Designated Revenue Fund, supplementals will be necessary.

### 2016 Department Budget

For all funds, the 2016 budget is \$16.6 million (29.3 percent) more than the 2015 Original Budget, once again due almost

# Non-Departmental

## DEPARTMENT NARRATIVE

entirely to increases in the General Fund (\$16.0 million, 31.7 percent). The majority of this increase is due to a \$12.1 million increase in the CPF transfer (due to strong capital revenue receipts and the inclusion of large one-time additional transfers, including marijuana funds), \$2.0 million for recreation center debt service, and a \$780,000 amendment request for market salary adjustments. Other minor adjustments are also included in the amendments to fund items in other funds, such as the Fleet Management Fund, Capital Projects Fund, Risk Management Fund and Recreation Fund. The market salary adjustment noted in the General Fund has also been added to other funds with FTE.

In the Development Review Fund, two significant amendments include a \$2.5 million increase to begin work towards a Workflow System replacement and a zero dollar, 15 FTE amendment to allow for overhires in the fund. The FTE amendment is in Non-Departmental as it will allow any of the departments in the Development Review Fund to use the overhire if need be. This marks the first time that Non-Departmental has had FTE. In addition, the Debt Service Fund will decrease \$2.2 million since 2015 was the final debt service payment of the 2010 bonds.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-11,888,780
Compensation Adjustments	-412,285
Mandated Costs	18,156,090
Other Adjustments	-189,634
<b>Total Base Adjustments</b>	<b>\$5,665,391</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Abatement Fund / New Appropriation</u>				
One-Time Transfer of Abatement Fund Funds Available into General Fund due to Closure of Abatement Fund	0.00	293,155	0	293,155
Program affected: Transfers and Other Requirements				
Due to the closure of the Abatement Fund, any remaining funds available will be transferred to the General Fund. The Abatement Fund operating revenue and expenditures are moved in a Neighborhood Services amendment.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>293,155</b>	<b>0</b>	<b>293,155</b>
<b>Abatement Fund Total</b>	<b>0.00</b>	<b>293,155</b>	<b>0</b>	<b>293,155</b>
<u>Conservation Trust Fund / New Appropriation</u>				
Compensation Market Salary Adjustments	0.00	13,052	0	13,052
Program affected: Compensation Reserve and Pension Costs				
This amendment creates budget for ongoing pay increases for job classes found to fall below market levels.				
This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well Managed City				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>13,052</b>	<b>0</b>	<b>13,052</b>
<b>Conservation Trust Fund Total</b>	<b>0.00</b>	<b>13,052</b>	<b>0</b>	<b>13,052</b>

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Cultural Services Fund / New Appropriation</u>				
Move 1.0 FTE Coordinator from the Cultural Services Fund to the General Fund to Create Employee Community Outreach and Engagement Program	0.00	0	-78,447	78,447
Programs affected: Human Resources Operations (Internal Services), Operating Transfers and Other Requirements (Non-Departmental) The City is launching an employee community outreach program to create connections between staff and the community. The City's existing Volunteer Coordinator will be moved from the Cultural Services Fund into the General Fund and will be charged with developing the new program; the General Fund subsidy to the Cultural Services Fund will also be reduced. The program will benefit the entire Aurora community while positioning the City as a more attractive place to work for potential employees, particularly Millennials. This amendment will also add funding for two part-time contingents in Internal Services to assist in operating the program.  This amendment addresses a Council Priority Program: Employee Pay and Benefits and also a Council Goal: Quality of Life.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>0</b>	<b>-78,447</b>	<b>78,447</b>
<b>Cultural Services Fund Total</b>	<b>0.00</b>	<b>0</b>	<b>-78,447</b>	<b>78,447</b>
<u>Designated Revenues Fund / New Appropriation</u>				
Compensation Market Salary Adjustments	0.00	18,694	0	18,694
Program affected: Compensation Reserve and Pension Costs This amendment creates budget for ongoing pay increases for job classes found to fall below market levels.  This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well Managed City				
Transfer of Marijuana Funds for Nexus Reserve	0.00	0	680,000	-680,000
Program affected: Operating Transfers and Other Requirements At the September 12, 2015 Budget Workshop, council approved the one-time transfer of \$680,000 of marijuana funds to cover a year's worth of Nexus spending in the event that photo red light funds are eliminated.  This amendment addresses the Council goal of Well Managed City.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>18,694</b>	<b>680,000</b>	<b>-661,306</b>
<b>Designated Revenues Fund Total</b>	<b>0.00</b>	<b>18,694</b>	<b>680,000</b>	<b>-661,306</b>

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
Budget Authority for 15.0 FTE in the Development Review Fund	15.00	0	0	0
<p>Program affected: Compensation Reserve</p> <p>This amendment request will add budget authority for 15.0 FTE in the Development Review Fund that will remain unfunded until needed. This will provide hiring flexibility to quickly respond to workload levels in an effort to improve performance measures for services that impact customers. The activation plan for the positions is as follows: 1) Notify appropriate council policy committee (Planning and Economic Development) with justification. 2) Include required funding in the next budget process for appropriation. Staff will review development activity, workload, performance statistics and fund balance on a quarterly basis and respond appropriately with staffing levels.</p> <p>This amendment addresses a Council Goal: Business and Development</p>				
Compensation Market Salary Adjustments	0.00	81,546	0	81,546
<p>Program affected: Compensation Reserve and Pension Costs</p> <p>This amendment creates budget for ongoing pay increases for job classes found to fall below market levels.</p> <p>This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well Managed City</p>				
Workflow System Replacement	0.00	2,500,000	0	2,500,000
<p>Program affected: Operating Transfers and Other Requirements</p> <p>The City's development process is currently under review and work order management is a component. After current and future state business processes are defined, requirements will be developed to define an improved work order management system. The goal of this project is to provide improved entry for customers into multiple City programs such as development assistance as well as other key business processes, and then manage the corresponding internal cross departmental work flows for improved customer service. This technology implementation could potentially lead to the consolidation of three or more current workflow systems for work order and asset management. This amendment is the first in a two-year \$5.0 million plan to replace/upgrade the system.</p> <p>This amendment addresses the Council Goal of Well Managed City.</p>				
<b>New Appropriation Total</b>	<b>15.00</b>	<b>2,581,546</b>	<b>0</b>	<b>2,581,546</b>
<b>Development Review Fund Total</b>	<b>15.00</b>	<b>2,581,546</b>	<b>0</b>	<b>2,581,546</b>

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Fleet Management Fund / New Appropriation</u>				
Compensation Market Salary Adjustments	0.00	25,075	0	25,075
<p>Program affected: Compensation Reserve and Pension Costs This amendment creates budget for ongoing pay increases for job classes found to fall below market levels.</p> <p>This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well Managed City</p>				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>25,075</b>	<b>0</b>	<b>25,075</b>
<b>Fleet Management Fund Total</b>	<b>0.00</b>	<b>25,075</b>	<b>0</b>	<b>25,075</b>
<u>General Fund / New Appropriation</u>				
Add 0.75 FTE Fleet Vehicle Courier	0.00	35,245	0	35,245
<p>Program affected: Vehicle and Equipment Maintenance (Internal Services); Operating Transfers and Other Requirements (Non-Departmental)</p> <p>Adding a third 0.75 FTE fleet vehicle courier will improve the level of customer service provided to the Police and other departments. The addition will reduce vehicle downtime for customers and ensure other Fleet Management employees are not pulled from vehicle maintenance duties when a courier is out on leave. A one-time transfer from the General Fund (in Non-Departmental) will pay for the 2016 cost; the cost will be rolled into the Fleet Management overhead charge starting in 2017.</p> <p>This amendment addresses a Council Goal: Well-Managed City.</p>				
Allocate Compensation Market Study Adjustment Amounts to Council and Public Defender	0.00	-50,000	0	-50,000
<p>Programs affected: City Council (City Council), Operating Transfers (Non-Departmental) and Public Defender (Public Defender) department budgets</p> <p>At the October 3, 2015 Budget Workshop, City Council allocated funding that had been set aside in non-departmental for citywide 2016 compensation adjustments (see non-departmental amendments) to the City Council and Public Defender departments. The funds will be used for salary adjustments for Council support staff and Deputy Public Defender I staff.</p> <p>This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well-Managed City.</p>				

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Break Room Remodel	0.00	75,000	0	75,000
<p>Program affected: Operating Transfers and Other Requirements            This one-time amendment will create the transfer authority of \$75,000 to the Capital Projects Fund to allow for the remodel of the break room at Tallyn's Reach. The break room that serves the Police Department and Public Safety Communications Department (PSCD) is divided by a wall providing two small underutilized break rooms. The remodel would combine both break rooms into one large one with added appliances for a full functioning kitchen. The kitchen is especially important to benefit these 24 hour a day operations. This remodel would boost staff morale and productivity.</p> <p>This amendment addresses a Council Goal: Safe City.</p>				
Cameras for Aurora Municipal Center	0.00	128,000	0	128,000
<p>Program affected: Operating Transfers and Other Requirements            This one-time amendment will fund the replacement of the cameras on the Aurora Municipal Center (AMC) Campus. The current cameras are original technology and have fallen into disrepair. The funds will be transferred to the Capital Projects Fund, where the project is budgeted as a building repair project.</p> <p>This amendment addresses a Council Goal: Well-Managed City.</p>				
Compensation Market Salary Adjustments	0.00	780,000	0	780,000
<p>Program affected: Compensation Reserve and Pension Costs            This amendment creates a \$780,000 budget for ongoing pay increases for job classes found to fall below market levels. There are also adjustments for similar compensation market adjustments in other funds. At the October 3 Budget Workshop, City Council approved the use of \$50,00 of these funds for City Council support and Public Defender pay adjustments.</p> <p>This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well-Managed City.</p>				
Employee Wellness Incentives	0.00	65,000	0	65,000
<p>Programs affected: Risk Management Fund (Internal Services), Operating Transfers and Other Requirements (Non-Departmental)            A total of \$100,000 for ongoing wellness program initiatives will be appropriated starting in 2016. The funding will be used to offer employees additional training classes and incentives for participation in wellness programs. This \$65,000 budgeted one-time cost is necessary to fund the initiatives, as various payments from Kaiser will offset the remaining \$35,000 in program costs.</p> <p>This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well-Managed City.</p>				

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Enhanced Programming for Aurora Children in Need	0.00	173,119	0	173,119
<p>Programs affected: Preschool and Youth (Recreation), Operating Transfers and Other Requirements (Non-Departmental)</p> <p>Two programs are managed within the Recreation Division that specifically target increasing the quality of life for children in need, the COMPASS (Community of Many Providing After School Success) program and the new Summer/After School Food program. Both programs are primarily grant funded with the Recreation Fund only funding staff that oversee the operations. All "boots on the ground" staff (and COMPASS field supervisors) are grant funded. This amendment provides funding via a transfer from the General Fund to help expand the program.</p> <p>COMPASS, in conjunction with an intergovernmental partnership with APS, provides academic and enrichment activities to children after school at select sites in Northwest Aurora. This amendment adds resources to expand the program to another school, reaching approximately 100 more needy children every day after school.</p> <p>The Food Program that started as a pilot program in 2015 was based on a one-time grant secured by the City to fund an employee to manage the program. This employee has worked to get the program off the ground and to begin to operate successfully. This amendment makes this position full-time, and tasks the employee with not just managing our two pilot sites, but also coordinating the City's approach toward feeding kids during the summer and after school.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
Increase Vacancy Savings Target	0.00	-50,000	0	-50,000
<p>Program affected: Compensation Reserve and Pension Costs</p> <p>At the October 3, 2015 Budget Workshop, council added various expenditures to the 2016 budget. In order to balance the budget, several balancing adjustments were made, including increasing the vacancy savings target on an ongoing basis.</p> <p>This efficiency adjustment addresses the Council Goal of Well Managed City.</p>				
Memorial Day Event at Colorado Freedom Memorial (Springhill Park) Event	0.00	25,000	0	25,000
<p>Programs affected: Special Events, Operating Transfers and Other Requirements</p> <p>This amendment provides funding for an annual Memorial Day event at the Colorado Freedom Memorial located at Springhill Park. The event will be funded via a transfer from the General Fund to the Recreation Fund.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
MLK 30th Anniversary Commemoration Event	0.00	15,000	0	15,000
Programs affected: Special Events, Operating Transfers and Other Requirements This one-time request supports the enhancement of the 30th annual MLK Day commemoration event, seeking to bring community members together to host a series of events during the week-long celebration. The goal of the commemoration is to identify leaders who will commit to participating in future years. This Recreation Fund amendment is funded via a transfer from the General Fund.  This amendment addresses a Council Goal: Quality of Life.				
Move 1.0 FTE Coordinator from the Cultural Services Fund to the General Fund to Create Employee Community Outreach and Engagement Program	0.00	-78,447	0	-78,447
Programs affected: Human Resources Operations (Internal Services), Operating Transfers and Other Requirements (Non-Departmental) The City is launching an employee community outreach program to create connections between staff and the community. The City's existing Volunteer Coordinator will be moved from the Cultural Services Fund into the General Fund and will be charged with developing the new program; the General Fund subsidy to the Cultural Services Fund will also be reduced. The program will benefit the entire Aurora community while positioning the City as a more attractive place to work for potential employees, particularly Millennials. This amendment will also add funding for two part-time contingents in Internal Services to assist in operating the program.  This amendment addresses a Council Priority Program: Employee Pay and Benefits and also a Council Goal: Quality of Life.				
One-Time Transfer of Abatement Fund Funds Available into General Fund due to Closure of Abatement Fund	0.00	0	293,155	-293,155
Program affected: Transfers and Other Requirements Due to the closure of the Abatement Fund, any remaining funds available will be transferred to the General Fund. The Abatement Fund operating revenue and expenditures are moved in a Neighborhood Services amendment.				

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Operation Improvements to Support Tournament and Other Use at the Expanded Aurora Sports Park	0.00	-20,173	0	-20,173
<p>Programs affected: Sports Programs (Recreation), Operating Transfers and Other Requirements (Non-Departmental)</p> <p>Once the four new synthetic turf fields are completed, the Aurora Sports Park will provide 27 full size multi-sport fields. The Aurora Sports Park will then be one of the largest complexes in the State, and it will compare favorably to similar complexes nationally. This is a competitive market nationally, and additional capacity with strategic management and scheduling will allow the Aurora Sports Park to remain competitive with other similar facilities within Colorado and across the United States for many years to come. This add includes 1.0 FTE in the General Fund for maintenance of the new fields at the Sports Park and 1.0 FTE in the Recreation Fund for additional programming of sports and tournaments within the expanded Sports Park as well as an operating add for the additional electricity used to light the new fields.</p> <p>Due to the ongoing revenue assumptions, the subsidy has been offset by \$20,200.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
Reduce Dental Insurance Costs	0.00	-100,000	0	-100,000
<p>Program affected: Compensation Reserve and Pension Costs</p> <p>At the October 3, 2015 Budget Workshop, council added various expenditures to the 2016 budget. In order to balance the budget into the future, several balancing adjustments were made, including the decrease of \$100,000 in dental insurance costs, made possible due to the switch to a self-insured dental program.</p> <p>This efficiency adjustment addresses the Council Goal of Well Managed City.</p>				
Transfer of Marijuana Funds for Nexus Reserve	0.00	680,000	0	680,000
<p>Program affected: Operating Transfers and Other Requirements</p> <p>At the September 12, 2015 Budget Workshop, council approved the one-time transfer of \$680,000 of marijuana funds to cover a year's worth of Nexus spending in the event that photo red light funds are eliminated.</p> <p>This amendment addresses the Council goal of Well Managed City.</p>				

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Transfer of Marijuana Funds for Transportation Projects	0.00	3,800,000	0	3,800,000
<p>Program affected: Operating Transfers and Other Payments</p> <p>At the September 12, 2015 Budget Workshop, council approved the one-time transfer of \$3.8 million in marijuana funds for transportation projects, including an additional left turn lane at Alameda and I-225, a sidewalk on 6th Avenue between Del Mar Circle and Potomac, and another project that has yet to be determined.</p> <p>This transfer addresses the Council Goal: Excellent Infrastructure.</p>				
Upgrade of Risk Management Information System	0.00	70,000	0	70,000
<p>Programs affected: Risk Management Fund (Internal Services); Transfers and Other Requirements (Non-Departmental)</p> <p>An upgrade of the City's risk management information system (RMIS) will be useful for determining the root causes of injuries by targeting safety problem areas based on leading indicators of injuries/losses and quantify this information. It will also make it easier for staff to track losses. A one-time transfer of \$70,000 into the Risk Management Fund from the General Fund will pay for the initial cost of the upgrade.</p> <p>This amendment addresses a Council Goal: Well-Managed City.</p>				
Upgrade to Web-Based Fleet Inventory Management System	0.00	150,000	0	150,000
<p>Programs affected: Fleet Management Administration (Internal Services); Operating Transfers and Other Requirements (Non-Departmental)</p> <p>The City's fleet inventory management system, FASTER, is outdated and needs to be upgraded. This add will upgrade the existing perpetual license FASTER system to a web-based system and include annual subscription costs. The General Fund will transfer \$150,000 to the Fleet Management Fund to pay for the initial upgrade of the system.</p> <p>This amendment addresses a Council Goal: Well-Managed City.</p>				
Use of Marijuana Funds for Recreation Center	0.00	2,000,000	0	2,000,000
<p>Program affected: Operating Transfers and Other Requirements</p> <p>At the September 12, 2015 Budget Workshop, council approved the ongoing use of \$2.0 million of marijuana funds to cover the debt service for a new recreation center in the Southeast area of town.</p> <p>This transfer addresses the Council Goal: Quality of Life.</p>				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>7,697,744</b>	<b>293,155</b>	<b>7,404,589</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>7,697,744</b>	<b>293,155</b>	<b>7,404,589</b>

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Golf Courses Fund / New Appropriation</u>				
Compensation Market Salary Adjustments	0.00	38,119	0	38,119
Program affected: Compensation Reserve and Pension Costs This amendment creates budget for ongoing pay increases for job classes found to fall below market levels.				
This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well Managed City				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>38,119</b>	<b>0</b>	<b>38,119</b>
<b>Golf Courses Fund Total</b>	<b>0.00</b>	<b>38,119</b>	<b>0</b>	<b>38,119</b>
<u>Open Space Fund / New Appropriation</u>				
Compensation Market Salary Adjustments	0.00	19,595	0	19,595
Program affected: Compensation Reserve and Pension Costs This amendment creates budget for ongoing pay increases for job classes found to fall below market levels.				
This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well Managed City				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>19,595</b>	<b>0</b>	<b>19,595</b>
<b>Open Space Fund Total</b>	<b>0.00</b>	<b>19,595</b>	<b>0</b>	<b>19,595</b>

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Recreation Fund / New Appropriation</u>				
Enhanced Programming for Aurora Children in Need	0.00	0	173,119	-173,119
<p>Programs affected: Preschool and Youth (Recreation), Operating Transfers and Other Requirements (Non-Departmental)</p> <p>Two programs are managed within the Recreation Division that specifically target increasing the quality of life for children in need, the COMPASS (Community of Many Providing After School Success) program and the new Summer/After School Food program. Both programs are primarily grant funded with the Recreation Fund only funding staff that oversee the operations. All "boots on the ground" staff (and COMPASS field supervisors) are grant funded. This amendment provides funding via a transfer from the General Fund to help expand the program.</p> <p>COMPASS, in conjunction with an intergovernmental partnership with APS, provides academic and enrichment activities to children after school at select sites in Northwest Aurora. This amendment adds resources to expand the program to another school, reaching approximately 100 more needy children every day after school.</p> <p>The Food Program that started as a pilot program in 2015 was based on a one-time grant secured by the City to fund an employee to manage the program. This employee has worked to get the program off the ground and to begin to operate successfully. This amendment makes this position full-time, and tasks the employee with not just managing our two pilot sites, but also coordinating the City's approach toward feeding kids during the summer and after school.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
Memorial Day Event at Colorado Freedom Memorial (Springhill Park) Event	0.00	0	25,000	-25,000
<p>Programs affected: Special Events, Operating Transfers and Other Requirements</p> <p>This amendment provides funding for an annual Memorial Day event at the Colorado Freedom Memorial located at Springhill Park. The event will be funded via a transfer from the General Fund to the Recreation Fund.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
MLK 30th Anniversary Commemoration Event	0.00	0	15,000	-15,000
<p>Programs affected: Special Events, Operating Transfers and Other Requirements</p> <p>This one-time request supports the enhancement of the 30th annual MLK Day commemoration event, seeking to bring community members together to host a series of events during the week-long celebration. The goal of the commemoration is to identify leaders who will commit to participating in future years. This Recreation Fund amendment is funded via a transfer from the General Fund.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Recreation Fund / New Appropriation</u>				
Operation Improvements to Support Tournament and Other Use at the Expanded Aurora Sports Park	0.00	0	-20,173	20,173
<p>Programs affected: Sports Programs (Recreation), Operating Transfers and Other Requirements (Non-Departmental)</p> <p>Once the four new synthetic turf fields are completed, the Aurora Sports Park will provide 27 full size multi-sport fields. The Aurora Sports Park will then be one of the largest complexes in the State, and it will compare favorably to similar complexes nationally. This is a competitive market nationally, and additional capacity with strategic management and scheduling will allow the Aurora Sports Park to remain competitive with other similar facilities within Colorado and across the United States for many years to come. This add includes 1.0 FTE in the General Fund for maintenance of the new fields at the Sports Park and 1.0 FTE in the Recreation Fund for additional programming of sports and tournaments within the expanded Sports Park as well as an operating add for the additional electricity used to light the new fields.</p> <p>Due to the ongoing revenue assumptions, the subsidy has been offset by \$20,200.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>0</b>	<b>192,946</b>	<b>-192,946</b>
<b>Recreation Fund Total</b>	<b>0.00</b>	<b>0</b>	<b>192,946</b>	<b>-192,946</b>
<u>Risk Management Fund / New Appropriation</u>				
Compensation Market Salary Adjustments	0.00	7,209	0	7,209
<p>Program affected: Compensation Reserve and Pension Costs</p> <p>This amendment creates budget for ongoing pay increases for job classes found to fall below market levels.</p> <p>This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well Managed City</p>				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>7,209</b>	<b>0</b>	<b>7,209</b>
<b>Risk Management Fund Total</b>	<b>0.00</b>	<b>7,209</b>	<b>0</b>	<b>7,209</b>
<u>Wastewater Fund / New Appropriation</u>				
Compensation Market Salary Adjustments - Water Funds	0.00	94,453	0	94,453
<p>Program affected: Compensation Reserve and Pension Costs</p> <p>This amendment creates budget for ongoing pay increases for job classes found to fall below market levels.</p> <p>This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well Managed City</p>				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>94,453</b>	<b>0</b>	<b>94,453</b>
<b>Wastewater Fund Total</b>	<b>0.00</b>	<b>94,453</b>	<b>0</b>	<b>94,453</b>

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Water Fund / New Appropriation</u>				
Compensation Market Salary Adjustments - Water Funds	0.00	192,217	0	192,217
Program affected: Compensation Reserve and Pension Costs This amendment creates budget for ongoing pay increases for job classes found to fall below market levels.				
This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well Managed City				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>192,217</b>	<b>0</b>	<b>192,217</b>
<b>Water Fund Total</b>	<b>0.00</b>	<b>192,217</b>	<b>0</b>	<b>192,217</b>
<b>Amendment Request Total All Funds</b>	<b>15.00</b>	<b>10,980,859</b>	<b>1,087,654</b>	<b>9,893,205</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Abatement Fund	0	0	100	0	293,155
Conservation Trust Fund	150,000	150,000	150,000	150,000	163,052
Cultural Services Fund	0	0	5,944	0	5,944
Debt Service (GO) Fund	6,542,864	6,555,565	2,245,750	2,229,379	0
Debt Service (SID) Fund	477,344	545,987	572,295	485,633	352,789
Designated Revenues Fund	1,623,095	1,707,225	1,979,505	3,732,501	1,698,199
Development Review Fund	1,100,240	1,100,000	1,175,378	1,154,960	3,934,461
Enhanced E-911 Fund	0	0	7,500	0	7,500
Fleet Management Fund	0	0	15,213	0	40,288
General Fund	48,086,681	49,780,093	50,489,071	57,918,676	66,474,775
Gifts & Grants Fund	465,942	-40,683	0	4,207	0
Golf Courses Fund	0	0	20,065	0	39,782
Open Space Fund	0	0	4,904	0	24,499
Recreation Fund	0	0	41,257	0	41,257
Risk Management Fund	0	0	1,578	0	7,587
Surplus & Deficiency Fund	469,413	0	0	0	0
Wastewater Fund	0	0	46,373	0	135,693
Water Fund	0	0	142,428	0	324,630
<b>Expenditures Total</b>	<b>\$58,915,579</b>	<b>\$59,798,187</b>	<b>\$56,897,361</b>	<b>\$65,675,356</b>	<b>\$73,543,611</b>

# Non-Departmental

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Development Review Fund	0.00	0.00	0.00	0.00	15.00
<b>Staffing Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>15.00</b>

## PROGRAM DETAIL

### Building Leases

**Net Cost \$8,954,231**

This function accounts for lease payments for the Aurora Municipal Center (AMC) and other City buildings. The leases are held with the Aurora Capital Leasing Corporation (ACLC), the capital leasing arm of the City. The ACLC Board members are City staff. ACLC borrows money to purchase or construct the buildings. The lease payments from the City are used by ACLC to pay debt service on the borrowings. In 2014, the payment increased \$300,000 as a step to sustainable funding for the AMC Debt. In 2015, the movement of debt from the completed City Center incentive and another \$300,000 step caused the increase to \$6.7 million. In 2016, another \$300,000 increase is budgeted.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	4,547,450	4,730,220	6,654,231	6,654,231	8,954,231
<b>Expenditures Total</b>	<b>\$4,547,450</b>	<b>\$4,730,220</b>	<b>\$6,654,231</b>	<b>\$6,654,231</b>	<b>\$8,954,231</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Debt Related	0	0	0	0	2,000,000
Transfers Out	4,547,450	4,730,220	6,654,231	6,654,231	6,954,231
<b>Expenditures Total</b>	<b>\$4,547,450</b>	<b>\$4,730,220</b>	<b>\$6,654,231</b>	<b>\$6,654,231</b>	<b>\$8,954,231</b>

# Non-Departmental

## PROGRAM DETAIL

### Compensation Reserve and Pension Costs

**Net Cost \$1,995,278**

This function provides partial funding for employee compensation. Prior years' costs are zero in most cases because the pay increases are budgeted in Non-Departmental, then distributed to each department during the year. Starting in 2016, the annual EPMP is being held in the departments as opposed to Non-Departmental. 2016 includes the market salary adjustments mentioned in the amendments, as well as contingencies for other personal services items. In addition, 15.0 FTE have been added to this program in the Development Review Fund to allow for hiring flexibility for the departments in the fund.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Abatement Fund	0	0	100	0	293,155
Cultural Services Fund	0	0	5,944	0	5,944
Designated Revenues Fund	0	0	6,821	0	25,515
Development Review Fund	240	0	20,418	0	99,042
Enhanced E-911 Fund	0	0	7,500	0	7,500
Fleet Management Fund	0	0	15,213	0	40,288
General Fund	149,568	27,828	1,251,817	1,801,817	975,901
Golf Courses Fund	0	0	20,065	0	39,782
Open Space Fund	0	0	4,904	0	24,499
Recreation Fund	0	0	41,257	0	41,257
Risk Management Fund	0	0	1,578	0	7,587
Wastewater Fund	0	0	46,373	0	135,693
Water Fund	0	0	142,428	0	324,630
<b>Expenditures Total</b>	<b>\$149,808</b>	<b>\$27,828</b>	<b>\$1,564,418</b>	<b>\$1,801,817</b>	<b>\$2,020,793</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	6,749	9,231	1,367,657	1,703,663	1,532,177
Supplies and Services	143,059	18,597	196,761	98,154	195,461
Transfers Out	0	0	0	0	293,155
<b>Expenditures Total</b>	<b>\$149,808</b>	<b>\$27,828</b>	<b>\$1,564,418</b>	<b>\$1,801,817</b>	<b>\$2,020,793</b>
<b><u>STAFFING SUMMARY</u></b>					
Development Review Fund	0.00	0.00	0.00	0.00	15.00
<b>Staffing Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>15.00</b>

### Debt Service

**Net Cost \$0**

This program accounts for the payment of principal and interest on general obligation bonds. General obligation bonds are issued for improvements such as infrastructure projects and are backed by the full faith and credit of the City. 2014 was the last year of the Sports Park debt. 2015 is the last year of the 2010 bonds, which accounts for the \$0 budget in 2016.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Debt Service (GO) Fund	6,542,864	6,555,565	2,245,750	2,229,379	0
<b>Expenditures Total</b>	<b>\$6,542,864</b>	<b>\$6,555,565</b>	<b>\$2,245,750</b>	<b>\$2,229,379</b>	<b>\$0</b>

# Non-Departmental

## PROGRAM DETAIL

### Debt Service

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	48,214	48,540	25,000	8,629	0
Debt Related	6,494,650	6,507,025	2,220,750	2,220,750	0
<b>Expenditures Total</b>	<b>\$6,542,864</b>	<b>\$6,555,565</b>	<b>\$2,245,750</b>	<b>\$2,229,379</b>	<b>\$0</b>

### Developer Incentives

**Net Cost \$1,111,404**

This program includes incentive payments made to developers and companies, as well as payments made for revenue cost-sharing agreements. The elimination of the transfer out in 2015 is due to the completion of the City Center incentive.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	24,079	56,517	1,000,000	0	700,000
General Fund	2,421,326	2,372,907	961,404	1,326,404	1,111,404
<b>Expenditures Total</b>	<b>\$2,445,405</b>	<b>\$2,429,424</b>	<b>\$1,961,404</b>	<b>\$1,326,404</b>	<b>\$1,811,404</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	821,394	805,413	1,961,404	1,326,404	1,811,404
Transfers Out	1,624,011	1,624,011	0	0	0
<b>Expenditures Total</b>	<b>\$2,445,405</b>	<b>\$2,429,424</b>	<b>\$1,961,404</b>	<b>\$1,326,404</b>	<b>\$1,811,404</b>

### Snow Removal

**Net Cost \$2,378,218**

This program covers expenditures for overtime, equipment and supplies related to snow removal efforts on designated routes and when necessary, on all City roads. Although snow and ice control is managed by Public Works, the overtime can be incurred by any department, so the program is centralized in Non-Departmental.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	2,666,176	2,570,175	2,363,369	3,424,815	2,378,218
<b>Expenditures Total</b>	<b>\$2,666,176</b>	<b>\$2,570,175</b>	<b>\$2,363,369</b>	<b>\$3,424,815</b>	<b>\$2,378,218</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	707,020	599,291	502,772	1,064,218	514,084
Supplies and Services	1,767,660	1,772,143	1,600,721	2,100,721	1,600,721
Utilities	814	925	0	0	1,000
Interfund Charges	163,210	147,365	209,876	209,876	212,413
Capital Related	27,472	50,451	50,000	50,000	50,000
<b>Expenditures Total</b>	<b>\$2,666,176</b>	<b>\$2,570,175</b>	<b>\$2,363,369</b>	<b>\$3,424,815</b>	<b>\$2,378,218</b>

# Non-Departmental

## PROGRAM DETAIL

### Snow Removal

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
\$ per inch of snow	24,838	28,336	35,000	31,660	35,000
\$ per storm	64,228	55,788	80,000	100,172	80,000

### Special Improvement Districts

**Net Cost \$322,577**

This program accounts for the payment of principal and interest on special assessment bonds in the Debt Service SID Fund and the Surplus & Deficiency (S&D) Fund. Revenues are from special assessments levied on properties benefiting from projects constructed by the bonds. In 2013, the remaining proceeds of the S&D Fund, which was fence set-aside, was transferred to the Capital Projects Fund, where any fence projects would be budgeted. In 2014 and beyond, there will not be any expenditures.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Debt Service (SID) Fund	477,344	545,987	572,295	485,633	352,789
Surplus & Deficiency Fund	469,413	0	0	0	0
<b>Expenditures Total</b>	<b>\$946,757</b>	<b>\$545,987</b>	<b>\$572,295</b>	<b>\$485,633</b>	<b>\$352,789</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	54,975	43,100	3,314	67,632	2,271
Debt Related	422,521	502,887	568,981	418,001	350,518
Transfers Out	469,261	0	0	0	0
<b>Expenditures Total</b>	<b>\$946,757</b>	<b>\$545,987</b>	<b>\$572,295</b>	<b>\$485,633</b>	<b>\$352,789</b>

### Transfers and Other Requirements

**Net Cost \$57,053,492**

This function centralizes transfers of monies to other funds and other payments. The largest transfer provides funding to the Capital Projects Fund as required by City Code. In addition, one-time transfers of funds from the General Fund to the Capital Projects Fund for specific projects occurred in 2013 through 2016. A complete list of all transfers can be found in the appendix. The increase in the Designated Revenue Fund in 2015 is due to a technical adjustment associated with an E-470 bridge widening payment, as detailed in the department narrative. The large increase in the Development Review Fund in 2016 is due primarily to the Workflow System Replacement amendment.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Conservation Trust Fund	150,000	150,000	150,000	150,000	163,052
Designated Revenues Fund	1,599,016	1,650,708	972,684	3,732,501	972,684
Development Review Fund	1,100,000	1,100,000	1,154,960	1,154,960	3,835,419
General Fund	38,278,633	39,949,304	39,258,250	44,711,409	53,055,021
Gifts & Grants Fund	27,150	32,807	0	4,207	0
<b>Expenditures Total</b>	<b>\$41,154,799</b>	<b>\$42,882,819</b>	<b>\$41,535,894</b>	<b>\$49,753,077</b>	<b>\$58,026,176</b>

# Non-Departmental

## PROGRAM DETAIL

### Transfers and Other Requirements

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	214,339	130,256	117,756	153,756	47,211
Supplies and Services	2,536,305	2,672,930	1,905,522	4,819,546	4,936,384
Utilities	0	0	0	0	196,000
Capital Related	0	265,768	0	0	0
Transfers Out	38,404,155	39,813,865	39,512,616	44,779,775	52,846,581
<b>Expenditures Total</b>	<b>\$41,154,799</b>	<b>\$42,882,819</b>	<b>\$41,535,894</b>	<b>\$49,753,077</b>	<b>\$58,026,176</b>

# Parks, Recreation & Open Space

## PROGRAM SUMMARY

<b>Administration</b>  \$1,239,911                      7 FTE *Oversees planning and management of the PROS department to ensure efficient and effective operations in accordance with our mission	<b>Aquatics</b>  \$2,000,466                      12 FTE *Provides safe, fun and healthy aquatics facilities and activities to enhance the quality of life for our community	<b>Fitness and General Recreation</b>  \$407,545                              3 FTE *Provides essential recreation and health/wellness programs to promote active, healthy lifestyles
<b>Forestry</b>  \$1,790,738                      11 FTE *Creates a healthy, natural environment by maintaining the Urban Forest and planting new trees throughout the City	<b>Golf</b>  \$8,264,965                      38 FTE *Provides a superior golf experience *Responsible fiscal management and operational efficiency *Sound environmental principles	<b>Open Space and Natural Resources</b>  \$3,182,748                      28 FTE *Creates a healthy environment by managing open space properties *Encourages active lifestyles through outdoor recreation and site activities
<b>Parks Operations &amp; Management</b>  \$11,436,634                      83 FTE *Creates healthy environments and encourages active lifestyles by maintaining parks/ facilities and providing great customer service	<b>Planning, Design and Construction</b>  \$1,488,337                      15.75 FTE *Creates healthy environments by managing the planning, design and construction processes	<b>Preschool and Youth Programs</b>  \$1,585,779                      11 FTE *Provides programming for youth to ensure a safe environment, promote active and healthy lifestyles, and encourage positive development
<b>Recreation Centers</b>  \$1,209,870                      11 FTE *Provides essential facilities to promote safe, active and healthy lifestyles for the community	<b>Recreation Division Management</b>  \$1,125,521                      9 FTE *Oversees planning and management of the Recreation Services Division to ensure efficient and effective operations fulfilling our mission	<b>Senior Programs</b>  \$917,245                              8 FTE *Essential programs and services to encourage active and healthy lifestyles for adults ages 50 and over
<b>Special Events</b>  \$516,786                              3 FTE *Planning and production of citywide special events which are essential to a strong community	<b>Special Programs</b>  \$601,781                              7.8 FTE *Essential programming for persons with disabilities and the frail elderly to maintain health and encourage social interaction	<b>Sports Programs</b>  \$2,091,354                      13 FTE *Provides team/individual sports for youth and adults while encouraging an active and healthy lifestyle and positively impacting the economy
<b>Transfers and Other Requirements</b>  \$1,318,777                      0 FTE *Transfer to ACLC from the Open Space Fund		

# Parks, Recreation & Open Space

DEPARTMENT SUMMARY					
	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
REGULAR - FTE	221.20	251.55	256.55	256.55	260.55
EXPENDITURES	34,628,143	36,062,678	37,793,641	37,347,877	39,178,457

# Parks, Recreation & Open Space

## DESCRIPTION

The Parks, Recreation & Open Space Department (PROS) is responsible for encouraging active and healthy lifestyles through the acquisition, design, maintenance, programming and operation of the City's indoor and outdoor recreation facilities, natural open space areas, golf courses and management of the City's urban forest, in turn establishing quality of life for citizens.

Specific services and facilities provided by the department include: urban parks, special use parks, athletic fields, park and ballfield facility management; multifaceted public golf courses; natural open space facilities including trails, water-based activity facilities, nature center operation and natural open space property management; urban forestry management; parks facility planning, design, construction, and development review; indoor recreation centers, outdoor pools, indoor pools, joint use school facilities, outdoor sports, citywide special events and programming promoting active and healthy lifestyles leading to quality of life in Aurora.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Create a superior quality of life for residents making the city a desirable place to live and visit.

\*Be a great place to locate, expand and operate a business and provide for well-planned growth and development.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	221.20	251.55	256.55	256.55	260.55
Personal Services	20,082,981	20,818,278	22,650,114	22,888,618	23,431,120
Allocated Expenses	-50,349	-50,002	-49,447	-49,447	-49,447
Supplies and Services	5,945,222	6,159,331	5,841,367	6,197,899	6,115,546
Utilities	4,317,012	4,061,176	5,531,465	4,739,999	5,538,104
Interfund Charges	1,725,973	1,823,271	1,980,928	2,025,095	1,976,666
Debt Related	982,993	984,707	467,612	409,750	795,505
Capital Related	403,437	388,021	108,693	-8,851	220,263
Transfers Out	1,220,874	1,877,896	1,262,909	1,144,814	1,150,700
<b>Expenditures Total</b>	<b>\$34,628,143</b>	<b>\$36,062,678</b>	<b>\$37,793,641</b>	<b>\$37,347,877</b>	<b>\$39,178,457</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

Parks, Recreation & Open Space (PROS) programs and facilities help to stimulate City economic development while providing safe and high quality venues for local, regional and national events and activities. Additionally, these programs promote resident wellness and attractive suburban landscapes in support of quality of life standards.

A major focus in 2016 will be the Moorhead Recreation Center renovation. This project will result in a larger recreation center taking the existing 6,000 square foot facility and increasing it to over 25,000 square feet. Plans for the new facility were developed with extensive input from patrons and neighbors and will include a gymnasium featuring three cross courts and a jogging track around the perimeter. Additionally, there will be an expanded teaching kitchen offering health and cooking classes, a fitness and cardio area providing classes and personal training and a community room for a wide variety of activities and gatherings.

In an effort to improve the appearance of medians in Aurora with lower construction and maintenance costs, the PROS department in collaboration with Aurora Water will design and implement a pilot project to landscape medians with low to no water materials. These new Z-Zone medians will feature rock of various size and color along major arterial roads with the intention of a new standard for median landscaping resulting in reduced water consumption over time.

There are other changes to the PROS budget that will ensure the department can continue to provide connectivity to new and important parts of the city. The PROS department, in partnership with Aurora Water and Public Works, recently received Transportation Improvement Program (TIP) federal funding for trail connectivity. Major projects include:

# Parks, Recreation & Open Space

## DEPARTMENT NARRATIVE

- **Metro Center:** The project will construct a 10-foot wide concrete trail between the Aurora Municipal Center complex and the Metro Center Light Rail Station and to the High Line Canal Trail providing access to Aurora City Center, Town Center at Aurora and the Aurora Municipal Center.
- **Toll Gate Creek Trail:** The project will construct 3.25 miles of 10-foot wide concrete trail aligning with Toll Gate Creek between Chambers Road and Montview Boulevard/Fitzsimons Parkway providing access to the Aurora Municipal Center, Aurora City Center and Fitzsimons Medical Campus. The trail extension also interfaces with the alignment of the I-225 Rail Line along the creek, thus allowing and encouraging a safe, direct connection to the Anschutz Medical Campus.

### 2015 Current Year Department Projection

The overall 2015 department projection for PROS will be \$445,800 (1.2 percent) less than the 2015 Original Budget with overages in personal services and supplies covered by savings in utilities and vacancy savings. In addition, the 2015 projection accounts for increases to external charges for services in revenue generating funds (Recreation Fund).

Funding for PROS operating and capital projects comes from a diverse array of sources, including lottery proceeds, dedicated County Open Space taxes, grants and developer funding each carrying its own set of specific uses. In 2015, PROS needed to transfer 10.05 FTE from the Conservation Trust Fund to the Open Space Fund to account for lower than expected revenue in the CTF. This transfer will require supplemental budget in the Open Space Fund.

### 2016 Department Budget

The 2016 budget includes several amendments totaling \$633,600 more in operating expenses compared to the 2015 Original Budget. An important part of this increase includes adding 4.0 Full Time Equivalent (FTE) employees. Inclusive in this operating change is money to fund the maintenance of the new Z-Zone median developments, additional funding for the newly expanded Aurora Sports Park, landscape maintenance along the light rail line, funding for special events and enhanced programming for Aurora children.

With the expansion of the Aurora Sports Park, there will be increased expenditures related to the maintenance of the new synthetic turf fields, lighting of the fields and the programming of sports and activities on these fields. There will be 1.0 FTE added for the maintenance tasks surrounding the cleaning, filling, and grooming of the fields, and 1.0 FTE added to program expanded lacrosse, soccer and other sports on these fields as well as large scale tournaments.

New to Aurora will be light rail. To ensure the landscaping along the light rail line is maintained, 1.0 FTE has been added for the upkeep and maintenance of such areas. One light rail station will also have a new restroom concept installed called a Portland Loo, and funding has been provided to attain maintenance services of this unit which will be open to commuters 24 hours a day, 365 days a year.

For several years, the PROS COMPASS program (Community Of Many Providing After School Success) in conjunction with an intergovernmental partnership with Aurora Public Schools has provided academic and enrichment activities after school to children in Northwest Aurora. To further increase the quality of life for Aurora's youth, PROS obtained grants and piloted a federally reimbursable feeding program in the summer of 2015 that proved extremely successful. New for 2016 will be operating expense to help grow both of these programs and 1.0 FTE to operate the feeding program and obtain grants to continue its operation.

In the Conservation Trust Fund (CTF), revenues did not come in as projected, causing a shortfall that needed to be addressed in order to maintain the current service levels and to fund the Moorhead Recreation Center project. 10.05 FTE were moved from the CTF to the Open Space fund in 2015. The 2016 Budget includes an amendment to permanently move these FTE, saving the CTF \$736,700.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-250,000
Mid Year Modifications	-118,095
Compensation Adjustments	902,903
Mandated Costs	400,848
Other Adjustments	-184,451

# Parks, Recreation & Open Space

## BASE ADJUSTMENTS

Base Adjustments	2016
Total Base Adjustments	\$751,205

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Conservation Trust Fund / Budget Cut</u>				
Transfer 10.05 FTE from Conservation Trust Fund (CTF) to the Open Space Fund	-10.05	-736,697	0	-736,697
<p>Programs affected: Parks Operations and Management as well as PROS Planning, Design and Construction</p> <p>The trend for the revenue generated in the CTF is not dependent on the economy; it is dependent upon sale of lottery game tickets. Recently, the revenue received did not come in as projected causing a shortfall in the CTF that will need to be addressed in 2015, and in the future in order to maintain current service levels and to fund the Moorhead Recreation Center project. This amendment transfers 10.05 FTE from the CTF to the Open Space Fund. This amendment solves the issue in CTF while staying within the 20 percent maintenance cap in ArCo portion of the Open Space Fund.</p> <p>This amendment addresses a Council Priority Program: Parks, Open Space, and Natural Resources and also a Council Goal: Quality of Life.</p>				
<b>Budget Cut Total</b>	<b>-10.05</b>	<b>-736,697</b>	<b>0</b>	<b>-736,697</b>
<b>Conservation Trust Fund Total</b>	<b>-10.05</b>	<b>-736,697</b>	<b>0</b>	<b>-736,697</b>
<u>General Fund / New Appropriation</u>				
Annual Maintenance for Z-zone Medians	0.00	16,000	0	16,000
<p>Program affected: PROS Planning, Design and Construction</p> <p>This amendment funds the annual maintenance costs for a PROS/ Aurora Water pilot project to landscape medians with low to no water materials. These new Z-Zone medians will feature rock of various size and color along major arterial roads with the intention of developing a new standard for median landscaping that results in reduced water consumption over time.</p> <p>This amendment addresses a Council Priority Program: Parks, Open Space, and Natural Resources and also a Council Goal: Quality of Life.</p>				
Landscaped Components Along Light Rail Line	1.00	65,000	0	65,000
<p>Program affected: Parks Operations and Management</p> <p>This amendment adds second half of the year funding and 1.0 FTE to be fully utilized in 2017 to care for various landscaped components along the light rail line. Up keep and maintenance of such areas are imperative to enhance the image of the City. These are areas of high traffic with a high volume of maintenance needs.</p> <p>This amendment addresses a Council Priority Program: Parks, Open Space, and Natural Resources and also a Council Goal: Excellent Infrastructure..</p>				

# Parks, Recreation & Open Space

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Operation Improvements to Support Tournament and Other Use at the Expanded Aurora Sports Park	1.00	99,065	0	99,065
<p>Programs affected: Sports Programs (Recreation), Operating Transfers and Other Requirements (Non-Departmental)</p> <p>Once the four new synthetic turf fields are completed, the Aurora Sports Park will provide 27 full size multi-sport fields. The Aurora Sports Park will then be one of the largest complexes in the State, and it will compare favorably to similar complexes nationally. This is a competitive market nationally, and additional capacity with strategic management and scheduling will allow the Aurora Sports Park to remain competitive with other similar facilities within Colorado and across the United States for many years to come. This add includes 1.0 FTE in the General Fund for maintenance of the new fields at the Sports Park and 1.0 FTE in the Recreation Fund for additional programming of sports and tournaments within the expanded Sports Park as well as an operating add for the additional electricity used to light the new fields.</p> <p>Due to the ongoing revenue assumptions, the subsidy has been offset by \$20,200.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
Portland Loos Maintenance	0.00	45,000	0	45,000
<p>Program affected: Parks Operations and Management</p> <p>Council has requested a desire to provide public restrooms at rail stations. This amendment provides annual maintenance costs to service the unit two times a day, 365 days per year. The Portland Loo is a flush toilet kiosk with an exterior hand washing station with cold water. It is ADA accessible and will fit a bicycle or stroller.</p> <p>This amendment addresses a Council Goal: Excellent Infrastructure.</p>				
<b>New Appropriation Total</b>	<b>2.00</b>	<b>225,065</b>	<b>0</b>	<b>225,065</b>
<b>General Fund Total</b>	<b>2.00</b>	<b>225,065</b>	<b>0</b>	<b>225,065</b>

# Parks, Recreation & Open Space

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Open Space Fund / Budget Cut</u>				
Transfer 10.05 FTE from Conservation Trust Fund (CTF) to the Open Space Fund	10.05	736,697	0	736,697
<p>Programs affected: Parks Operations and Management as well as PROS Planning, Design and Construction</p> <p>The trend for the revenue generated in the CTF is not dependent on the economy; it is dependent upon sale of lottery game tickets. Recently, the revenue received did not come in as projected causing a shortfall in the CTF that will need to be addressed in 2015, and in the future in order to maintain current service levels and to fund the Moorhead Recreation Center project. This amendment transfers 10.05 FTE from the CTF to the Open Space Fund. This amendment solves the issue in CTF while staying within the 20 percent maintenance cap in ArCo portion of the Open Space Fund.</p> <p>This amendment addresses a Council Priority Program: Parks, Open Space, and Natural Resources and also a Council Goal: Quality of Life.</p>				
<b>Budget Cut Total</b>	<b>10.05</b>	<b>736,697</b>	<b>0</b>	<b>736,697</b>
<b>Open Space Fund Total</b>	<b>10.05</b>	<b>736,697</b>	<b>0</b>	<b>736,697</b>
<u>Recreation Fund / New Appropriation</u>				
Enhanced Programming for Aurora Children in Need	1.00	173,119	0	173,119
<p>Programs affected: Preschool and Youth (Recreation), Operating Transfers and Other Requirements (Non-Departmental)</p> <p>Two programs are managed within the Recreation Division that specifically target increasing the quality of life for children in need, the COMPASS (Community of Many Providing After School Success) program and the new Summer/After School Food program. Both programs are primarily grant funded with the Recreation Fund only funding staff that oversee the operations. All "boots on the ground" staff (and COMPASS field supervisors) are grant funded. This amendment provides funding via a transfer from the General Fund to help expand the program.</p> <p>COMPASS, in conjunction with an intergovernmental partnership with APS, provides academic and enrichment activities to children after school at select sites in Northwest Aurora. This amendment adds resources to expand the program to another school, reaching approximately 100 more needy children every day after school.</p> <p>The Food Program that started as a pilot program in 2015 was based on a one-time grant secured by the City to fund an employee to manage the program. This employee has worked to get the program off the ground and to begin to operate successfully. This amendment makes this position full-time, and tasks the employee with not just managing our two pilot sites, but also coordinating the City's approach toward feeding kids during the summer and after school.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				

# Parks, Recreation & Open Space

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Recreation Fund / New Appropriation</u>				
Memorial Day Event at Colorado Freedom Memorial (Springhill Park) Event	0.00	28,000	3,000	25,000
<p>Programs affected: Special Events, Operating Transfers and Other Requirements</p> <p>This amendment provides funding for an annual Memorial Day event at the Colorado Freedom Memorial located at Springhill Park. The event will be funded via a transfer from the General Fund to the Recreation Fund.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
MLK 30th Anniversary Commemoration Event	0.00	15,000	0	15,000
<p>Programs affected: Special Events, Operating Transfers and Other Requirements</p> <p>This one-time request supports the enhancement of the 30th annual MLK Day commemoration event, seeking to bring community members together to host a series of events during the week-long celebration. The goal of the commemoration is to identify leaders who will commit to participating in future years. This Recreation Fund amendment is funded via a transfer from the General Fund.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
Operation Improvements to Support Tournament and Other Use at the Expanded Aurora Sports Park	1.00	192,427	212,600	-20,173
<p>Programs affected: Sports Programs (Recreation), Operating Transfers and Other Requirements (Non-Departmental)</p> <p>Once the four new synthetic turf fields are completed, the Aurora Sports Park will provide 27 full size multi-sport fields. The Aurora Sports Park will then be one of the largest complexes in the State, and it will compare favorably to similar complexes nationally. This is a competitive market nationally, and additional capacity with strategic management and scheduling will allow the Aurora Sports Park to remain competitive with other similar facilities within Colorado and across the United States for many years to come. This add includes 1.0 FTE in the General Fund for maintenance of the new fields at the Sports Park and 1.0 FTE in the Recreation Fund for additional programming of sports and tournaments within the expanded Sports Park as well as an operating add for the additional electricity used to light the new fields.</p> <p>Due to the ongoing revenue assumptions, the subsidy has been offset by \$20,200.</p> <p>This amendment addresses a Council Goal: Quality of Life.</p>				
<b>New Appropriation Total</b>	<b>2.00</b>	<b>408,546</b>	<b>215,600</b>	<b>192,946</b>
<b>Recreation Fund Total</b>	<b>2.00</b>	<b>408,546</b>	<b>215,600</b>	<b>192,946</b>
<b>Amendment Request Total All Funds</b>	<b>4.00</b>	<b>633,611</b>	<b>215,600</b>	<b>418,011</b>

# Parks, Recreation & Open Space

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Conservation Trust Fund	1,541,948	1,323,070	1,624,249	903,685	935,232
Designated Revenues Fund	615,849	842,090	854,975	853,400	932,833
Development Review Fund	0	0	53,000	53,000	53,000
General Fund	11,517,176	12,047,090	13,379,380	13,073,745	13,864,843
Gifts & Grants Fund	414,829	266,682	260,000	338,253	261,265
Golf Courses Fund	7,708,465	7,953,753	8,077,435	7,940,278	8,264,965
Open Space Fund	3,284,841	4,023,069	3,712,442	4,237,963	4,434,493
Parks Development Fund	76,437	78,016	81,377	81,377	83,622
Recreation Fund	9,468,598	9,528,908	9,750,783	9,866,176	10,348,204
<b>Expenditures Total</b>	<b>\$34,628,143</b>	<b>\$36,062,678</b>	<b>\$37,793,641</b>	<b>\$37,347,877</b>	<b>\$39,178,457</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Conservation Trust Fund	16.77	21.77	21.77	21.77	11.72
Designated Revenues Fund	8.46	9.46	9.46	9.46	9.46
General Fund	80.68	83.34	88.34	88.34	90.34
Golf Courses Fund	40.00	38.00	38.00	38.00	38.00
Open Space Fund	18.34	22.43	22.43	22.43	32.48
Parks Development Fund	0.75	0.75	0.75	0.75	0.75
Recreation Fund	56.20	75.80	75.80	75.80	77.80
<b>Staffing Total</b>	<b>221.20</b>	<b>251.55</b>	<b>256.55</b>	<b>256.55</b>	<b>260.55</b>

## PROGRAM DETAIL

### Administration

**Net Cost \$1,229,911**

This function includes the Business Services Division and the Department Director. This function offers support to all PROS Divisions with finance, accounting, budget, special projects, payroll, human resources and marketing along with providing leadership to the department.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	976,773	1,035,475	1,127,597	1,037,018	1,229,911
Gifts & Grants Fund	2,152	5,819	10,000	1,664	10,000
Open Space Fund	127,943	44,165	0	0	0
<b>Expenditures Total</b>	<b>\$1,106,868</b>	<b>\$1,085,459</b>	<b>\$1,137,597</b>	<b>\$1,038,682</b>	<b>\$1,239,911</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Administration

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	618,808	669,392	680,938	618,760	749,017
Allocated Expenses	-5,314	0	0	0	0
Supplies and Services	98,905	-22,617	73,237	36,500	73,237
Interfund Charges	310,015	334,097	383,422	383,422	417,657
Capital Related	84,454	104,587	0	0	0
<b>Expenditures Total</b>	<b>\$1,106,868</b>	<b>\$1,085,459</b>	<b>\$1,137,597</b>	<b>\$1,038,682</b>	<b>\$1,239,911</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	7.00	7.00	7.00	7.00	7.00
<b>Staffing Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Achieve a 25% "open rate" for our monthly e-newsletter, PROS news	N/A	28%	25%	25%	25%
Achieve a Monthly average organic reach of 1,200 on Facebook	N/A	1,689	1,200	1,600	1,200
Customer ratings on "1-4 scale" Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings	N/A	95%	80%	95%	80%
Department Accident (Incident) rate remains below the one year average	N/A	60%	60%	60%	60%
Respond to 100% of Council requests regarding routine maintenance issues within the established deadline	N/A	95%	100%	95%	100%

### Aquatics

#### Net Cost \$865,066

This program is dedicated to providing a safe, healthy aquatics environment for citizens of all ages and to improve their quality of life through family exercise and formal swimming instruction/teams. The indoor and outdoor aquatic facilities, located throughout our community provide safe, fun and healthy activities for Aurora's youth and adults. This program is essential to encourage Aurora's citizens to maintain an active lifestyle.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Recreation Fund	1,827,856	1,852,413	2,050,559	2,110,645	2,000,466
<b>Expenditures Total</b>	<b>\$1,827,856</b>	<b>\$1,852,413</b>	<b>\$2,050,559</b>	<b>\$2,110,645</b>	<b>\$2,000,466</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Aquatics

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,383,260	1,406,659	1,564,005	1,619,450	1,533,452
Supplies and Services	252,843	237,703	230,011	229,678	210,036
Utilities	183,992	201,054	248,434	250,450	252,100
Interfund Charges	7,671	6,493	8,109	11,067	4,878
Capital Related	90	504	0	0	0
<b>Expenditures Total</b>	<b>\$1,827,856</b>	<b>\$1,852,413</b>	<b>\$2,050,559</b>	<b>\$2,110,645</b>	<b>\$2,000,466</b>
<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	8.00	12.00	12.00	12.00	12.00
<b>Staffing Total</b>	<b>8.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer ratings on a "1-4 scale"	92%	90.9%	90%	90%	80%
Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings					

### Fitness and General Recreation

**Net Cost \$96,045**

The Fitness and General Recreation Program provides recreational health and wellness services that promote healthy, active lifestyles at various locations within the City. These engaging programs offer activities ranging from cooking to dog obedience to fitness, aerobics and yoga. Diverse programs such as these are an essential component of a well-rounded community for individual choice.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Recreation Fund	385,987	426,586	393,621	371,121	407,545
<b>Expenditures Total</b>	<b>\$385,987</b>	<b>\$426,586</b>	<b>\$393,621</b>	<b>\$371,121</b>	<b>\$407,545</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	316,908	357,621	303,056	294,783	316,980
Supplies and Services	69,079	68,965	90,565	76,338	90,565
<b>Expenditures Total</b>	<b>\$385,987</b>	<b>\$426,586</b>	<b>\$393,621</b>	<b>\$371,121</b>	<b>\$407,545</b>
<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	2.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer ratings on a "1-4 scale"	98%	97%	90%	90%	80%
Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings					

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Forestry

**Net Cost \$1,198,564**

This program helps create a healthy, natural environment for the Aurora community by maintaining and planting trees throughout the City. These trees are planted on City streets, rights of way, public building grounds and in Park and Open Space properties. Trees provide many essential benefits to the community; clean air, shade for homes which results in reduced utility bills, and increased property values.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	403,439	393,293	534,165	532,797	589,174
General Fund	883,929	1,102,384	1,249,974	1,209,628	1,201,564
<b>Expenditures Total</b>	<b>\$1,287,368</b>	<b>\$1,495,677</b>	<b>\$1,784,139</b>	<b>\$1,742,425</b>	<b>\$1,790,738</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	731,048	841,311	937,274	969,680	975,581
Supplies and Services	207,664	506,321	666,525	586,852	669,025
Utilities	1,007	0	1,127	800	1,100
Interfund Charges	143,459	144,338	179,213	179,213	145,032
Capital Related	204,190	3,707	0	5,880	0
<b>Expenditures Total</b>	<b>\$1,287,368</b>	<b>\$1,495,677</b>	<b>\$1,784,139</b>	<b>\$1,742,425</b>	<b>\$1,790,738</b>
<b><u>STAFFING SUMMARY</u></b>					
Designated Revenues Fund	6.00	6.00	6.00	6.00	6.00
General Fund	5.00	5.00	6.00	6.00	5.00
<b>Staffing Total</b>	<b>11.00</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
80% of forestry inspections to be completed within 10 business days	76%	82%	80%	80%	80%
Resolve all identified high priority tree issues at the site within 10 business days of inspection	N/A	100%	90%	100%	90%
Service 3,500 trees per year (291 trees per month)	3490	4763	3,500	7,610	3500

### Golf

**Net Cost \$0**

The Golf Program operates within an enterprise fund to enhance the quality of life for Aurora's citizens, provide a wholesome leisure activity, promote a positive image and facilitate economic development (all essential elements to a thriving community). The City of Aurora's Golf Division is committed to a set of organizational values and environmental principles that guide its management and operational activities.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Golf Courses Fund	7,708,465	7,953,753	8,077,435	7,940,278	8,264,965
<b>Expenditures Total</b>	<b>\$7,708,465</b>	<b>\$7,953,753</b>	<b>\$8,077,435</b>	<b>\$7,940,278</b>	<b>\$8,264,965</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Golf

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	3,929,783	4,040,551	4,273,382	4,365,871	4,250,479
Allocated Expenses	-3,707	0	0	0	0
Supplies and Services	1,679,148	1,799,885	1,746,416	1,914,822	1,817,855
Utilities	959,683	866,286	1,301,563	1,073,586	1,095,304
Interfund Charges	160,565	152,991	180,032	176,249	195,822
Debt Related	982,993	984,707	467,612	409,750	795,505
Capital Related	0	109,333	108,430	0	110,000
<b>Expenditures Total</b>	<b>\$7,708,465</b>	<b>\$7,953,753</b>	<b>\$8,077,435</b>	<b>\$7,940,278</b>	<b>\$8,264,965</b>
<b><u>STAFFING SUMMARY</u></b>					
Golf Courses Fund	40.00	38.00	38.00	38.00	38.00
<b>Staffing Total</b>	<b>40.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Annual Net Income is greater than the 3 year average (e.g. 0% net income equals the average income over the last 3 years)	N/A	49%	-45%	-45%	-61%
Average Golf Fund revenue per round minus average Golf Fund expenditure per round	N/A	N/A	\$1.41	\$1.41	\$0.47

### Open Space and Natural Resources

#### Net Cost \$2,415,126

This program creates a healthy environment for the Aurora community by programming, managing, patrolling and enhancing open space and natural resources such as the City's reservoirs and trail corridors. Offering outdoor recreational opportunities at these sites encourages an active lifestyle essential to a healthy Aurora. This program also offers many special events and educational opportunities that help to foster a greater understanding of the essential nature of the City's precious natural resources.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Conservation Trust Fund	370,422	433,908	453,685	463,614	468,110
General Fund	948,578	1,068,311	1,311,691	1,301,755	1,414,021
Gifts & Grants Fund	35,046	26,014	10,000	24,368	10,122
Open Space Fund	1,005,342	984,705	1,230,808	1,216,634	1,290,495
<b>Expenditures Total</b>	<b>\$2,359,388</b>	<b>\$2,512,938</b>	<b>\$3,006,184</b>	<b>\$3,006,371</b>	<b>\$3,182,748</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Open Space and Natural Resources

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,880,206	1,935,773	2,408,748	2,435,594	2,555,756
Allocated Expenses	-53,289	-1,831	0	0	0
Supplies and Services	304,828	323,716	353,415	316,912	351,657
Utilities	71,174	73,823	83,193	81,193	85,500
Interfund Charges	156,469	181,457	160,828	172,672	179,835
Capital Related	0	0	0	0	10,000
<b>Expenditures Total</b>	<b>\$2,359,388</b>	<b>\$2,512,938</b>	<b>\$3,006,184</b>	<b>\$3,006,371</b>	<b>\$3,182,748</b>

<b><u>STAFFING SUMMARY</u></b>					
Conservation Trust Fund	2.00	6.00	6.00	6.00	6.00
General Fund	4.41	6.32	8.32	8.32	9.32
Open Space Fund	9.59	12.68	12.68	12.68	12.68
<b>Staffing Total</b>	<b>16.00</b>	<b>25.00</b>	<b>27.00</b>	<b>27.00</b>	<b>28.00</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Environmental education customer ratings on "1-4 scale" Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings	96%	97%	90%	96%	80%
OSNR events customer ratings on "1-4 scale" Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings	100%	97%	90%	97%	80%
Respond to 90% of non-emergency ranger patrol inquiries within 2 days	98%	97%	90%	90%	90%
Respond to 90% of wildlife/citizen interactions within 2 days	99%	99%	90%	99%	90%
Year to date monthly revenue is greater than the 3 year average	N/A	100%	90%	100%	90%

### Parks Operations & Management

**Net Cost \$11,002,475**

This program ensures that the Aurora community is able to enjoy a safe and healthy environment by managing and maintaining the City's urban parks, medians, public buildings grounds and athletic fields. Keeping these sites in top condition affords citizens the opportunity to be active, essential to maintaining a healthy balance in their lives.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Conservation Trust Fund	671,758	381,563	646,064	304,484	314,839
Designated Revenues Fund	212,410	448,797	320,810	320,603	343,659
General Fund	8,526,536	8,635,417	9,469,736	9,305,106	9,795,592
Open Space Fund	428,793	571,818	635,540	902,510	982,544
<b>Expenditures Total</b>	<b>\$9,839,497</b>	<b>\$10,037,595</b>	<b>\$11,072,150</b>	<b>\$10,832,703</b>	<b>\$11,436,634</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Parks Operations & Management

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	5,131,293	5,276,223	5,802,765	5,874,131	5,980,816
Allocated Expenses	-27,592	-9,647	0	0	0
Supplies and Services	1,341,657	1,435,805	1,105,494	1,247,073	1,181,608
Utilities	2,547,671	2,383,061	3,327,739	2,850,247	3,392,100
Interfund Charges	758,341	787,501	835,889	875,983	781,847
Capital Related	88,127	164,652	263	-14,731	100,263
<b>Expenditures Total</b>	<b>\$9,839,497</b>	<b>\$10,037,595</b>	<b>\$11,072,150</b>	<b>\$10,832,703</b>	<b>\$11,436,634</b>

<b><u>STAFFING SUMMARY</u></b>					
Conservation Trust Fund	10.15	10.15	10.15	10.15	4.58
Designated Revenues Fund	2.46	3.46	3.46	3.46	3.46
General Fund	62.39	62.39	64.39	64.39	66.39
Open Space Fund	3.00	3.00	3.00	3.00	8.57
<b>Staffing Total</b>	<b>78.00</b>	<b>79.00</b>	<b>81.00</b>	<b>81.00</b>	<b>83.00</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer Ratings on a "excellent" to "unacceptable" scale of overall opinion of parks and playground result in 80% "excellent" or "good" (May-Oct)	N/A	92%	80%	80%	80%
Supervisor Ratings on a "1-4" scale park assessment result in 80% "3" or "4" rating	N/A	84%	80%	84%	80%

### Planning, Design and Construction

**Net Cost \$1,488,337**

This program plans, designs and oversees construction of healthy outdoor environments for Aurora. All park, open space, trail and recreation new construction and renovation is managed by this diverse workgroup. These dynamic spaces are essential to the quality of life for citizens of Aurora maintaining an active and healthy lifestyle.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Conservation Trust Fund	499,768	507,599	524,500	135,587	152,283
Development Review Fund	0	0	53,000	53,000	53,000
General Fund	181,360	205,503	220,382	220,238	223,755
Open Space Fund	483,818	522,569	553,481	944,301	975,677
Parks Development Fund	76,437	78,016	81,377	81,377	83,622
<b>Expenditures Total</b>	<b>\$1,241,383</b>	<b>\$1,313,687</b>	<b>\$1,432,740</b>	<b>\$1,434,503</b>	<b>\$1,488,337</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Planning, Design and Construction

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,211,139	1,328,897	1,444,893	1,455,260	1,502,177
Allocated Expenses	-50,000	-50,000	-49,447	-49,447	-49,447
Supplies and Services	40,592	22,054	22,253	14,610	21,833
Interfund Charges	13,076	12,498	15,041	14,080	13,774
Capital Related	26,576	238	0	0	0
<b>Expenditures Total</b>	<b>\$1,241,383</b>	<b>\$1,313,687</b>	<b>\$1,432,740</b>	<b>\$1,434,503</b>	<b>\$1,488,337</b>

<b><u>STAFFING SUMMARY</u></b>					
Conservation Trust Fund	4.62	5.62	5.62	5.62	1.14
General Fund	1.88	2.63	2.63	2.63	2.63
Open Space Fund	5.75	6.75	6.75	6.75	11.23
Parks Development Fund	0.75	0.75	0.75	0.75	0.75
<b>Staffing Total</b>	<b>13.00</b>	<b>15.75</b>	<b>15.75</b>	<b>15.75</b>	<b>15.75</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of Capital Grant Policies and procedures are on track based on established cycle due dates	N/A	100%	90%	100%	90%
90% of Capital Project Schedules are accurate and on track based on predetermined timelines	N/A	98%	90%	98%	90%
90% of GIS and Development Review work orders are complete by the established due date	N/A	100%	90%	100%	90%

### Preschool and Youth Programs

**Net Cost \$386,944**

This program provides pre-school through teen-age children the intellectual, social, emotional, and physical skills necessary for an active, healthy lifestyle, and successful development. The facilities, located throughout the community, operated by and through this program are essential in providing a safe environment for youth in the Aurora community.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	241,922	204,869	215,000	247,971	216,125
Recreation Fund	1,022,567	1,101,251	1,157,137	1,261,775	1,369,654
<b>Expenditures Total</b>	<b>\$1,264,489</b>	<b>\$1,306,120</b>	<b>\$1,372,137</b>	<b>\$1,509,746</b>	<b>\$1,585,779</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	930,310	1,012,350	1,124,429	1,251,801	1,298,024
Supplies and Services	322,550	283,207	239,142	248,456	278,987
Utilities	7,789	6,860	8,506	8,501	8,300
Interfund Charges	3,840	3,703	60	988	468
<b>Expenditures Total</b>	<b>\$1,264,489</b>	<b>\$1,306,120</b>	<b>\$1,372,137</b>	<b>\$1,509,746</b>	<b>\$1,585,779</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Preschool and Youth Programs

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	5.50	10.00	10.00	10.00	11.00
<b>Staffing Total</b>	<b>5.50</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer (Parent) ratings on a "1-4 scale" Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings	97%	89.8%	90%	90%	80%

### Recreation Centers

**Net Cost \$795,970**

This program provides facilities, in various locations throughout the community, for recreation classes and activities to promote safe, active and healthy lifestyles and foster a sense of community. These dynamic spaces are essential to encourage the citizens of Aurora to engage in an active and healthy lifestyle.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Recreation Fund	1,019,689	1,109,755	1,133,341	1,126,023	1,209,870
<b>Expenditures Total</b>	<b>\$1,019,689</b>	<b>\$1,109,755</b>	<b>\$1,133,341</b>	<b>\$1,126,023</b>	<b>\$1,209,870</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	743,592	843,290	852,732	859,012	914,928
Allocated Expenses	-554	0	0	0	0
Supplies and Services	93,072	70,377	91,506	72,949	91,256
Utilities	151,903	162,427	155,136	160,095	170,200
Interfund Charges	1,676	3,661	3,967	3,967	3,486
Transfers Out	30,000	30,000	30,000	30,000	30,000
<b>Expenditures Total</b>	<b>\$1,019,689</b>	<b>\$1,109,755</b>	<b>\$1,133,341</b>	<b>\$1,126,023</b>	<b>\$1,209,870</b>
<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	9.00	11.00	11.00	11.00	11.00
<b>Staffing Total</b>	<b>9.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer ratings on a "1-4 scale" Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings	99%	89.2%	90%	95%	80%

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Recreation Division Management

**Net Cost \$1,068,321**

This program oversees efficient and effective planning and management of the Recreation Services Division operations which provides the Aurora community with essential programs to promote safe, active and healthy lifestyles for all ages. A wide range of quality classes and positive activities are offered to citizens through the division with extensive community engagement and assessment.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	0	2,500	5,000	50,250	5,000
Recreation Fund	1,055,401	1,059,131	1,212,887	1,141,623	1,120,521
<b>Expenditures Total</b>	<b>\$1,055,401</b>	<b>\$1,061,631</b>	<b>\$1,217,887</b>	<b>\$1,191,873</b>	<b>\$1,125,521</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	466,077	545,805	615,362	584,545	586,598
Supplies and Services	488,984	415,892	489,980	495,453	417,098
Utilities	9,884	2,324	700	0	400
Interfund Charges	90,456	97,610	111,845	111,875	121,425
<b>Expenditures Total</b>	<b>\$1,055,401</b>	<b>\$1,061,631</b>	<b>\$1,217,887</b>	<b>\$1,191,873</b>	<b>\$1,125,521</b>
<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	6.00	9.00	9.00	9.00	9.00
<b>Staffing Total</b>	<b>6.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of division service level measures met	100%	100%	95%	90%	90%
Year to date monthly revenue is greater than the 3 year adjusted average	N/A	91.6%	90%	90%	90%

### Senior Programs

**Net Cost \$548,927**

Senior Programs provide essential facilities, classes, activities and outreach programs to encourage active and healthy lifestyles focused on adults age 50 plus and open to adults of all ages. These programs are held in a safe environment that fosters a sense of community through assistance from volunteer and staff leadership and engagement.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	3,044	2,026	0	0	18
Recreation Fund	839,595	895,834	882,490	861,408	917,227
<b>Expenditures Total</b>	<b>\$842,639</b>	<b>\$897,860</b>	<b>\$882,490</b>	<b>\$861,408</b>	<b>\$917,245</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Senior Programs

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	653,674	685,440	689,156	662,958	719,408
Supplies and Services	139,396	152,200	137,568	146,933	137,568
Utilities	34,465	32,232	35,094	32,988	36,200
Interfund Charges	15,104	23,488	20,672	18,529	24,069
Capital Related	0	4,500	0	0	0
<b>Expenditures Total</b>	<b>\$842,639</b>	<b>\$897,860</b>	<b>\$882,490</b>	<b>\$861,408</b>	<b>\$917,245</b>
<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	7.00	8.00	8.00	8.00	8.00
<b>Staffing Total</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer ratings on a "1-4 scale"	96%	95.8%	90%	90%	80%
Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings					

### Special Events

**Net Cost \$359,286**

This program plans and conducts citywide signature events such as KidSpree, Punkin Chunkin and others with an emphasis on enhancing community focus, attracting attendance from the metro region, and reflecting a positive image of Aurora. This program is also responsible for smaller events presented on Open Space properties such as fishing events, races and triathlons.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Recreation Fund	283,082	453,454	421,158	403,905	516,786
<b>Expenditures Total</b>	<b>\$283,082</b>	<b>\$453,454</b>	<b>\$421,158</b>	<b>\$403,905</b>	<b>\$516,786</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	92,151	186,408	223,411	246,751	271,677
Supplies and Services	190,167	262,068	197,247	156,594	240,247
Utilities	139	152	99	159	100
Interfund Charges	625	4,826	401	401	4,762
<b>Expenditures Total</b>	<b>\$283,082</b>	<b>\$453,454</b>	<b>\$421,158</b>	<b>\$403,905</b>	<b>\$516,786</b>
<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	2.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Special Events

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer ratings on a "1-4 scale" survey result in 80% "3" or "4" ratings indicating that they were satisfied with the event	83%	72%	80%	80%	80%
Customer ratings on a "1-4 scale" survey result in 80% "3" or "4" ratings indicating that they were satisfied with their volunteer experience	N/A	N/A	80%	80%	80%

### Special Programs

**Net Cost \$205,281**

Special Programs provide full day and after school programs for teens and young adults with disabilities promoting active and healthy lifestyles along with enrichment programs for the frail/elderly and respite for care givers. These programs are an essential part of ensuring that each participant maintains their independence and sense of community.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	14,148	13,978	20,000	14,000	20,000
Recreation Fund	611,739	701,478	590,123	599,993	581,781
<b>Expenditures Total</b>	<b>\$625,887</b>	<b>\$715,456</b>	<b>\$610,123</b>	<b>\$613,993</b>	<b>\$601,781</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	499,164	575,069	517,696	478,994	510,366
Supplies and Services	95,513	107,161	55,794	102,503	56,963
Utilities	14,605	14,199	15,144	16,007	16,100
Interfund Charges	16,605	18,527	21,489	16,489	18,352
Capital Related	0	500	0	0	0
<b>Expenditures Total</b>	<b>\$625,887</b>	<b>\$715,456</b>	<b>\$610,123</b>	<b>\$613,993</b>	<b>\$601,781</b>

<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	5.70	7.80	7.80	7.80	7.80
<b>Staffing Total</b>	<b>5.70</b>	<b>7.80</b>	<b>7.80</b>	<b>7.80</b>	<b>7.80</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer ratings on a "1-4 scale" Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings	94%	90%	80%	90%	80%

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Sports Programs

**Net Cost \$83,509**

The Sports Programs provide organized team and individual sports programs for youth and adults in a safe and structured environment to encourage an active and healthy lifestyle while learning lifelong skills for all ages. Staff also coordinates regional, state, and national sports tournaments within many community facilities. These essential programs play a vital role in the health of Aurora's economy.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	1,924	0	0	0	0
Recreation Fund	2,304,966	1,797,412	1,909,467	1,856,683	2,091,354
<b>Expenditures Total</b>	<b>\$2,306,890</b>	<b>\$1,797,412</b>	<b>\$1,909,467</b>	<b>\$1,856,683</b>	<b>\$2,091,354</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,495,568	1,113,489	1,212,267	1,171,028	1,265,861
Supplies and Services	476,622	365,000	342,214	419,226	344,611
Utilities	334,700	318,758	354,730	265,973	480,700
Interfund Charges	0	165	256	456	182
<b>Expenditures Total</b>	<b>\$2,306,890</b>	<b>\$1,797,412</b>	<b>\$1,909,467</b>	<b>\$1,856,683</b>	<b>\$2,091,354</b>
<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	11.00	12.00	12.00	12.00	13.00
<b>Staffing Total</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer ratings on a "1-4 scale"	87%	86.5%	85%	90%	80%
Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings					

### Transfers and Other Requirements

**Net Cost \$133,000**

Transfers out to ACLC for debt service on Certificates of Participation for the acquisition of and improvements to park land. 2014 reflects the final payment on the 2005 issuance, 2015 will begin payment on the planned 2014 issuance.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Open Space Fund	1,238,945	1,899,812	1,292,613	1,174,518	1,185,777
Recreation Fund	117,716	131,594	0	133,000	133,000
<b>Expenditures Total</b>	<b>\$1,356,661</b>	<b>\$2,031,406</b>	<b>\$1,292,613</b>	<b>\$1,307,518</b>	<b>\$1,318,777</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	117,716	131,594	0	133,000	133,000
Interfund Charges	48,071	51,916	59,704	59,704	65,077
Transfers Out	1,190,874	1,847,896	1,232,909	1,114,814	1,120,700
<b>Expenditures Total</b>	<b>\$1,356,661</b>	<b>\$2,031,406</b>	<b>\$1,292,613</b>	<b>\$1,307,518</b>	<b>\$1,318,777</b>

# Planning & Development Services

## PROGRAM SUMMARY

<b>Administration</b>  \$347,190                      3 FTE *Department administration and special projects	<b>Aurora Urban Renewal</b>  \$384,583                      3 FTE *Promote and manage 14 urban renewal project areas	<b>Business Services</b>  \$572,073                      5 FTE *Assist Aurora businesses and coordinate business programs *Business Advisory Board *Small Business Dev Center (Host)
<b>Development Services</b>  \$1,333,870                      5 FTE *Economic development incentives *Contracts w/ AEDC & ACED *Retail analysis & assistance	<b>Multimodal Transportation Team</b>  \$509,292                      4 FTE *Transportation planning *Liaison with RTD *Bike/Ped/Parking program devlpmt	<b>Planning</b>  \$3,119,105                      22 FTE *Customer Service *Amend and update zoning code *Process land use applications *Update Comprehensive Plan

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	31.00	35.00	36.00	36.00	42.00
<b>EXPENDITURES</b>	3,687,439	4,158,834	5,099,166	5,582,938	6,266,113

# Planning & Development Services

## DESCRIPTION

The Planning and Development Services Department strives to facilitate an environment for creative planning and to provide efficient and helpful customer service. The Planning Administration program is responsible for oversight of the department's work program and for developing and maintaining a quality-driven organization. The Development Services Division promotes private investment, development and job creation in Aurora by implementing and coordinating components of the City's economic development strategy through urban renewal, economic development and the Aurora and South Metro Denver Small Business Development Centers. The division coordinates major economic development and retail initiatives, provides small business and retail development assistance, coordinates public/private economic development and manages urban renewal and redevelopment. The Multimodal Transportation Team focuses on a range of transportation planning activities including transit, bicycles, pedestrians and parking. The Planning program facilitates the efficient processing of land use applications with an emphasis on achieving quality development, creative solutions to land use issues, quality customer service and an adequate balance between development and neighborhood interests. The program includes an environmental planning section that addresses city regulatory requirements and customers with evaluating compatible land uses where environmental issues are present. The Planning program conducts comprehensive planning. The Data Services section provides internal and external customers with socio-economic data, addressing and map products. The program also provides long-range planning solutions, including amendments and updates to the zoning code and comprehensive plan.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

- \*Create a superior quality of life for residents making the city a desirable place to live and visit.
- \*Be a great place to locate, expand and operate a business and provide for well-planned growth and development.
- \*Ensure excellent infrastructure that is well maintained and operated.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	31.00	35.00	36.00	36.00	42.00
Personal Services	3,246,351	3,410,286	3,950,123	3,686,225	4,352,945
Allocated Expenses	-160,325	-119,367	-35,000	-21,000	0
Supplies and Services	533,591	794,805	1,109,859	1,838,529	1,828,524
Utilities	7,872	3,459	0	5,000	4,700
Interfund Charges	59,950	64,651	74,184	74,184	79,944
Transfers Out	0	5,000	0	0	0
<b>Expenditures Total</b>	<b>\$3,687,439</b>	<b>\$4,158,834</b>	<b>\$5,099,166</b>	<b>\$5,582,938</b>	<b>\$6,266,113</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The Planning & Development Services Department's primary goal is to ensure Aurora is a great place to locate, expand and operate a business and provide for well-planned growth and development. In 2016, the department will continue to provide and improve its high quality level of services in development review, redevelopment, business development and planning. The department will also focus on implementing the Zoning Code and on developing a new Comprehensive Plan with an intensive effort to create a shared community vision. Part of this vision includes the continued implementation of development and redevelopment plans along the Aurora Line, in northern Aurora and in other urban renewal areas. The department will participate in efforts to continually improve development review and to improve its support of small business.

### 2015 Current-Year Department Projection

The 2015 projection for Planning & Development Services is over 2015 Original Budget by \$483,800. Through the spring supplemental, budget was added for an annexation study and miscellaneous development-related work for Nine Mile and Havana North Urban Renewal Areas (URAs) which caused a 65.7 percent increase under supplies and services.

# Planning & Development Services

## DEPARTMENT NARRATIVE

### 2016 Department Budget

The 2016 budget includes several changes totaling \$1,166,900 compared to the 2015 Original Budget. A significant increase is due to the one-time Comprehensive Plan Update budget addition for \$550,000, one-time funding for Zoning Code Implementation for \$80,200 and funding for Colfax Economic Enrichment Program for \$275,000, which accounts for the majority of the increase in supplies and services. Part of the increase is offset by prior year one-time removals. The amendment for the Retail/TOD Marketing Program will assist in attracting developers and retailers to the City, specifically around light rail and TOD areas. Other budget amendments in the department include the addition of 6.0 FTE and two contingents which include: two new contingent Planners, 2.0 new FTE Planners plus a conversion of four contingent planners to 4.0 FTE. Funding for 4.0 FTE Planners was already in baseline of budget as compensation for contingent employees.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-330,000
Compensation Adjustments	144,775
Mandated Costs	39,060
Grant / Designated Revenue Adjustments	-100,135
Other Adjustments	35,000
<b>Total Base Adjustments</b>	<b>(\$211,300)</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
Add 2.0 FTE Planners	2.00	156,650	0	156,650
Program affected: Planning This amendment adds 2.0 FTE Planners. These employees were initially funded out of RTD. Health insurance costs will be moved out of the General Fund and into the Development Review Fund. The request fits into the objectives of the Development Review Fund, which responds to the demand of development related projects in the City.  This amendment addresses a Council Goal: Business and Development.				
Add 4.0 FTE Planners (baseline)	4.00	42,826	0	42,826
Program affected: Planning Conversion of 4.0 contingent planner positions to FTE status. Salary and health insurance already exists in baseline budget. Amendment is for GERP and other salary-driven benefits. Three contingents were already fully funded in the Development Review Fund, one was partially funded out of the General Fund but will now be fully funded in the Development Review Fund. The request fits into the objectives of the Development Review Fund, which responds to the demand of development related projects in the City.  This amendment addresses a Council Goal: Business and Development.				

# Planning & Development Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
Comprehensive Plan Update	0.00	550,000	0	550,000
<p>Program affected: Planning</p> <p>The City is past due for a regular update of the Comprehensive Plan and City Council has expressed interest. There is increasing community interest in development and there is a strong need for a thorough community discussion of future development. There are topics that need to be addressed that have not been addressed sufficiently in the past including housing, economic development and cultural diversity. The plan will also continue to look at land use, infrastructure and sustainability. The results will be a strategic plan for development that is meaningful to City Council and the community. The funding will primarily be used for professional services assistance. A large part of the funding will be used to conduct a state of the art community conversation. There is a strong need for a thorough community discussion of future development.</p> <p>This amendment addresses a Council Goal: Business and Development.</p>				
Two Contingent Planners	0.00	149,776	0	149,776
<p>Program affected: Planning</p> <p>This amendment adds two contingent Planners in anticipation of the Gaylord project. The request fits into the objectives of the Development Review Fund, which responds to the demand of development related projects in the City.</p> <p>This amendment addresses a Council Goal: Business and Development.</p>				
<b>New Appropriation Total</b>	<b>6.00</b>	<b>899,252</b>	<b>0</b>	<b>899,252</b>
<b>Development Review Fund Total</b>	<b>6.00</b>	<b>899,252</b>	<b>0</b>	<b>899,252</b>
<u>General Fund / New Appropriation</u>				
Add 2.0 FTE Planners	0.00	-22,960	0	-22,960
<p>Program affected: Planning</p> <p>This amendment adds 2.0 FTE Planners. These employees were initially funded out of RTD. Health insurance costs will be moved out of the General Fund and into the Development Review Fund. The request fits into the objectives of the Development Review Fund, which responds to the demand of development related projects in the City.</p> <p>This amendment addresses a Council Goal: Business and Development.</p>				

# Planning & Development Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 4.0 FTE Planners (baseline)	0.00	-28,245	0	-28,245
<p>Program affected: Planning</p> <p>Conversion of 4.0 contingent planner positions to FTE status.</p> <p>Salary and health insurance already exists in baseline budget.</p> <p>Amendment is for GERP and other salary-driven benefits. Three contingents were already fully funded in the Development Review Fund, one was partially funded out of the General Fund but will now be fully funded in the Development Review Fund. The request fits into the objectives of the Development Review Fund, which responds to the demand of development related projects in the City.</p> <p>This amendment addresses a Council Goal: Business and Development.</p>				
Challenge Grant for Additional Aurora Economic Development Council Capacity	0.00	50,000	0	50,000
<p>Program affected: Development Services</p> <p>At the October 3, 2015 Fall Budget Workshop, the Council added \$50,000 in the form of a challenge grant for Aurora Economic Development Council (AEDC). The grant is intended to help AEDC hire additional capacity to help perform its core business.</p> <p>This addresses a Council goal: Business and Development.</p>				
Colfax Economic Enrichment Program (CEEP)	0.00	275,000	0	275,000
<p>Program affected: Development Services</p> <p>A critical part of the Arts District strategy is to continue vital operating and capacity-building support to Arts Partners within the Aurora Cultural Arts District. In 2015, City Council allocated \$50,000 for capacity building which is being spent with outside consultants who are working with all the Arts District Partners to identify and solicit private and corporate funding for programs and operations. The Department also sponsored \$225,000 in additional operating grants through its Colfax Economic Enrichment Program (CEEP), for which funding is now exhausted. The City would like to continue its contributions to the Arts District.</p> <p>This amendment addresses a Council Priority Project: Colfax Corridor and also a Council Goal: Business and Development.</p>				
Retail/TOD Marketing Program	0.00	125,000	0	125,000
<p>Program affected: Development Services</p> <p>To continue enhanced funding for Retail and TOD Marketing through International Council of Shopping Centers and other outreach. This is related to lightrail station and nearby development areas and will help to attract developers and retailers to the City.</p> <p>This amendment addresses a Council Priority Project: Transit-Oriented Development (TOD) and also a Council Goal: Business and Development.</p>				

# Planning & Development Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Zoning Code Implementation	0.00	80,200	0	80,200
Program affected: Development Services By the end of 2015, the City should have a new zoning code in place. The final step will be to implement a new zoning map which will include some city initiated rezonings. Implementing the map will require public and property owner outreach. This will also provide additional opportunity for public education on the new code. The intent of the overall code revision is to improve customer service, efficiency, consistency of development quality, and public input. This amendment is requesting that consultants be hired to help us implement the new code.				
This amendment addresses a Council Goal: Business and Development.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>478,995</b>	<b>0</b>	<b>478,995</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>478,995</b>	<b>0</b>	<b>478,995</b>
<b>Amendment Request Total All Funds</b>	<b>6.00</b>	<b>1,378,247</b>	<b>0</b>	<b>1,378,247</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Designated Revenues Fund	326,782	266,692	343,817	339,293	384,583
Development Review Fund	1,132,009	1,279,761	1,540,447	1,453,947	2,453,339
General Fund	2,128,082	2,451,810	2,817,035	3,409,751	3,090,491
Gifts & Grants Fund	100,566	160,571	397,867	379,947	337,700
<b>Expenditures Total</b>	<b>\$3,687,439</b>	<b>\$4,158,834</b>	<b>\$5,099,166</b>	<b>\$5,582,938</b>	<b>\$6,266,113</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Designated Revenues Fund	3.00	3.00	3.00	3.00	3.00
Development Review Fund	11.00	11.00	11.00	11.00	17.00
General Fund	17.00	19.00	20.00	20.00	20.00
Gifts & Grants Fund	0.00	2.00	2.00	2.00	2.00
<b>Staffing Total</b>	<b>31.00</b>	<b>35.00</b>	<b>36.00</b>	<b>36.00</b>	<b>42.00</b>

## PROGRAM DETAIL

### Administration

#### Net Cost \$347,190

This function is responsible for oversight of the department's work program and for developing and maintaining a quality-driven organization through improved customer service, departmental administration, and City-planning policies. The function consists of the Planning & Development Services Director, the Office Coordinator and the Budget Coordinator. Most staff time is spent overseeing special projects and supervising department issues.

# Planning & Development Services

## PROGRAM DETAIL

### Administration

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	318,372	327,604	343,998	870,833	347,190
<b>Expenditures Total</b>	<b>\$318,372</b>	<b>\$327,604</b>	<b>\$343,998</b>	<b>\$870,833</b>	<b>\$347,190</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	291,681	300,668	311,751	307,386	313,586
Supplies and Services	15,181	14,377	18,145	549,345	18,145
Interfund Charges	11,510	12,559	14,102	14,102	15,459
<b>Expenditures Total</b>	<b>\$318,372</b>	<b>\$327,604</b>	<b>\$343,998</b>	<b>\$870,833</b>	<b>\$347,190</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

### Aurora Urban Renewal

#### Net Cost \$0

Funding in this program will update and implement plans and strategies, promote redevelopment opportunities, solicit private investment and projects for 14 existing urban renewal areas, one planned area and other City redevelopment areas. Staff implement tax increment financing areas and associated projects within each, research urban renewal area needs and opportunities, analyze economic conditions, conduct studies and create programs to address needs and opportunities. Negotiate and manage incentives for infrastructure, public improvements, and private development to enhance all redevelopment areas. Provide financial incentives in the form of loans and/or grants to applicable redevelopment areas and projects. Provide management of Environmental Protection Agency revolving loan funds through the Aurora Urban Renewal Authority. Actively seek public/private partnerships for the implementation of development and redevelopment projects and plans.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	319,774	266,692	343,817	339,293	384,583
General Fund	22,885	0	0	0	0
Gifts & Grants Fund	2,000	0	0	0	0
<b>Expenditures Total</b>	<b>\$344,659</b>	<b>\$266,692</b>	<b>\$343,817</b>	<b>\$339,293</b>	<b>\$384,583</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	334,078	266,692	340,488	333,293	381,254
Allocated Expenses	-15,639	0	0	0	0
Supplies and Services	19,898	0	3,329	6,000	3,329
Utilities	6,322	0	0	0	0
<b>Expenditures Total</b>	<b>\$344,659</b>	<b>\$266,692</b>	<b>\$343,817</b>	<b>\$339,293</b>	<b>\$384,583</b>
<b><u>STAFFING SUMMARY</u></b>					
Designated Revenues Fund	3.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

# Planning & Development Services

## PROGRAM DETAIL

### Aurora Urban Renewal

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
98% of all disbursements and district questions resolved with agreed upon time frames	99%	100%	98%	100%	98%

### Business Services

**Net Cost \$234,373**

Staff in this program will provide one-on-one business advising, low-cost training, technical assistance, and access to financial assistance and programs provided by banks and other agencies. Develop programs and targeted seminars for local partners (i.e., BID, FRA) and other audiences with an emphasis in urban renewal and targeted development areas. Serve as liaison for business input and recognition through the Business Advisory Board. Provide support for culturally, ethnically and/or racially diverse entrepreneurs through bilingual counseling and seminars, international and cultural programming and other business assistance. Aurora is now the official host of the Aurora-South Metro Small Business Development Center, serving Aurora and the southern suburbs.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	204,652	183,524	297,120	290,924	234,373
Gifts & Grants Fund	93,249	160,571	397,867	379,947	337,700
<b>Expenditures Total</b>	<b>\$297,901</b>	<b>\$344,095</b>	<b>\$694,987</b>	<b>\$670,871</b>	<b>\$572,073</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	225,391	270,499	437,299	413,883	404,520
Allocated Expenses	0	0	-35,000	-21,000	0
Supplies and Services	72,510	73,596	292,688	277,988	167,553
<b>Expenditures Total</b>	<b>\$297,901</b>	<b>\$344,095</b>	<b>\$694,987</b>	<b>\$670,871</b>	<b>\$572,073</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	2.00	3.00	3.00	3.00	3.00
Gifts & Grants Fund	0.00	2.00	2.00	2.00	2.00
<b>Staffing Total</b>	<b>2.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
95% of clients satisfied	97%	97%	95%	97%	95%

# Planning & Development Services

## PROGRAM DETAIL

### Development Services

**Net Cost \$1,333,870**

Resources in this program provide incentives and programs to support economic development and primary job creation including participating in and facilitating as appropriate workforce development and training programs. Focused emphasis on retail development is provided by the Retail Specialist. Complete special projects, analyze and support retail development, and negotiate economic development and incentive agreements. Handle realtor, broker and developer inquiries. Provide economic development assistance and contract management and coordination for the City with the following public/private economic development organizations: Aurora Economic Development Council (AEDC) and the Adams County Economic Development Council (ACED). Recruit new and support existing businesses in conjunction with existing economic development organizations.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	607,656	777,674	899,890	1,030,393	1,333,870
<b>Expenditures Total</b>	<b>\$607,656</b>	<b>\$777,674</b>	<b>\$899,890</b>	<b>\$1,030,393</b>	<b>\$1,333,870</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	285,969	346,910	481,934	397,937	511,214
Supplies and Services	320,137	422,305	417,956	627,456	817,956
Utilities	1,550	3,459	0	5,000	4,700
Transfers Out	0	5,000	0	0	0
<b>Expenditures Total</b>	<b>\$607,656</b>	<b>\$777,674</b>	<b>\$899,890</b>	<b>\$1,030,393</b>	<b>\$1,333,870</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	4.00	5.00	5.00	5.00
<b>Staffing Total</b>	<b>3.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
98% of all disbursements and client questions resolved within agreed upon timeframes	100%	100%	98%	100%	98%

### Multimodal Transportation Team

**Net Cost \$509,292**

The Multimodal Transportation Team focuses on a range of transportation planning activities including transit, bicycles, pedestrians and parking. Areas of focus include "last mile" transportation infrastructure (streets, bike/ped), urban design, parking program development and transit programs. Team members also undertake strategic transportation planning and liaison responsibilities with agencies such as the Denver Regional Council of Governments (DRCOG), the Colorado Department of Transportation (CDOT) and RTD.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	463,372	476,720	492,576	496,780	509,292
<b>Expenditures Total</b>	<b>\$463,372</b>	<b>\$476,720</b>	<b>\$492,576</b>	<b>\$496,780</b>	<b>\$509,292</b>

# Planning & Development Services

## PROGRAM DETAIL

### Multimodal Transportation Team

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	452,760	463,242	481,396	485,600	498,112
Supplies and Services	10,612	13,478	11,180	11,180	11,180
<b>Expenditures Total</b>	<b>\$463,372</b>	<b>\$476,720</b>	<b>\$492,576</b>	<b>\$496,780</b>	<b>\$509,292</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	4.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

### Planning

**Net Cost \$1,458,485**

The program facilitates the efficient processing of land use applications with an emphasis on achieving quality development, creative solutions to land use issues, and an adequate balance between development and neighborhood interests. The program includes an environmental planning section that addresses city regulatory requirements and customers with evaluating compatible land uses where environmental issues are present. The data services section provides internal and external customers with socio-economic data, addressing, and map products. The program also provides long-range planning solutions, including amendments to the zoning code and comprehensive plan.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	7,008	0	0	0	0
Development Review Fund	1,132,009	1,279,761	1,540,447	1,453,947	2,453,339
General Fund	511,145	686,288	783,451	720,821	665,766
Gifts & Grants Fund	5,317	0	0	0	0
<b>Expenditures Total</b>	<b>\$1,655,479</b>	<b>\$1,966,049</b>	<b>\$2,323,898</b>	<b>\$2,174,768</b>	<b>\$3,119,105</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,656,472	1,762,275	1,897,255	1,748,126	2,244,259
Allocated Expenses	-144,686	-119,367	0	0	0
Supplies and Services	95,253	271,049	366,561	366,560	810,361
Interfund Charges	48,440	52,092	60,082	60,082	64,485
<b>Expenditures Total</b>	<b>\$1,655,479</b>	<b>\$1,966,049</b>	<b>\$2,323,898</b>	<b>\$2,174,768</b>	<b>\$3,119,105</b>
<b><u>STAFFING SUMMARY</u></b>					
Development Review Fund	11.00	11.00	11.00	11.00	17.00
General Fund	5.00	5.00	5.00	5.00	5.00
<b>Staffing Total</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>22.00</b>

# Planning & Development Services

## PROGRAM DETAIL

### Planning

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Data Services/Customer Satisfaction: 95% of respondents will rate their experience with Data Services as 5 on a scale of 1 to 5	96%	96.2%	95%	96.8%	95%
Data Services/On-Time Rate: 95% of the work products will be provided by the customer's due date	97%	99%	95%	99%	95%
Development Review: Meet stated review timeframes for 98% of all submittals	98%	93.9%	98%	94.9%	98%
Planning/Bucket List: 90% of all planning review items assigned by Building staff are on time.	N/A	N/A	N/A	85%	90%
Planning/Case Retirement: 90% of all complete cases are retired within 30 days of closing.	N/A	N/A	N/A	45.8%	90%

# Police

## PROGRAM SUMMARY

<b>Administration-Chief</b>  <b>\$8,836,414</b> <b>19 FTE</b>  *Leads and directs Police services for community of 351,200 citizens *Includes Internal Affairs, Media Relations, and all Risk budget	<b>Business Services Division</b>  <b>\$6,792,438</b> <b>77.5 FTE</b>  *Provides financial support; manages grants, facilities, equipment and IT systems, maintains records, property, evidence and vehicle impound	<b>Community Resources Section</b>  <b>\$3,702,079</b> <b>29 FTE</b>  *School Resource Officers (SROs) provide on-campus police liaison with middle and high school communities
<b>Compliance &amp; Prof Standard Division</b>  <b>\$6,781,035</b> <b>58 FTE</b>  *Conducts recruit academies and in-service training, recruits and investigates officer candidates, and manages policy, and accreditation	<b>Crime Lab Section</b>  <b>\$2,450,152</b> <b>24 FTE</b>  *Crime Lab personnel collect, process, preserve and analyze physical evidence	<b>District 1</b>  <b>\$18,787,379</b> <b>169 FTE</b>  *Provides patrol and investigative services within the District 1 area *Applies specialized resources to solve quality of life issues
<b>District 2</b>  <b>\$15,050,421</b> <b>137 FTE</b>  *Provides patrol and investigative services within the District 2 area *Applies specialized resources to solve quality of life issues	<b>District 3</b>  <b>\$12,548,677</b> <b>111 FTE</b>  *Provides patrol and investigative services within the District 3 area *Applies specialized resources to solve quality of life issues	<b>Investigations Bureau</b>  <b>\$9,535,880</b> <b>72 FTE</b>  *Conducts criminal investigations requiring specialized experience *Provides assistance to victims of crimes
<b>Investigative Support Section</b>  <b>\$5,145,528</b> <b>34 FTE</b>  *Provides investigative and operations resources in support of specialized tasks	<b>Narcotics Section</b>  <b>\$2,901,463</b> <b>24 FTE</b>  *Narcotics personnel detect and investigate crimes related to drugs, prostitution and organized crime	<b>Operations Support Section</b>  <b>\$2,059,744</b> <b>15 FTE</b>  *Plans, directs and controls highly specialized investigative and tactical teams
<b>Special Operations Bureau</b>  <b>\$1,955,825</b> <b>8 FTE</b>  *Leads special operations sections: Operations Support, Investigative Support, Narcotics, Metro Gang Task Force, and Aurora For Youth	<b>Traffic Section</b>  <b>\$7,490,714</b> <b>46 FTE</b>  *Promotes transportation safety through directed enforcement of traffic laws and supports special events	

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>CIVIL - FTE</b>	<b>670.00</b>	<b>670.00</b>	<b>677.00</b>	<b>677.00</b>	<b>682.00</b>
<b>REGULAR - FTE</b>	<b>121.50</b>	<b>124.50</b>	<b>131.50</b>	<b>131.50</b>	<b>141.50</b>
<b>EXPENDITURES</b>	<b>93,045,954</b>	<b>93,655,966</b>	<b>99,497,851</b>	<b>98,947,301</b>	<b>104,037,749</b>

# Police

## DESCRIPTION

The Aurora Police Department is a full-service law enforcement agency serving the citizens of the City of Aurora. The mission of the department is to promote a desirable quality of life in the community, with a commitment to maintaining and improving peace, order, and safety through excellence in law enforcement and community service. The department has both sworn police officers and civilian personnel assigned to operating and support programs in four divisions. The Operations Division manages the District and Traffic programs and functions. The Investigative Division's programs and services include Narcotics, Investigations, Investigative Support, Special Operations, Community Resources, Operations Support, Crime Lab, the Metro Gang Task Force, and the Electronic Support Section. The Compliance and Professional Standards Division's programs include the Training Academy, Recruiting and Background investigations, and Professional Standards. The Business Services Division's programs include Records and Property, Administrative Services, and Facilities and Equipment functions. Other support programs and functions include the Internal Affairs Bureau, Equal Employment Opportunity, and Police Administration.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Assure a safe community for people.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	791.50	794.50	808.50	808.50	823.50
Personal Services	80,924,021	82,078,809	86,476,506	85,770,165	90,765,973
Allocated Expenses	7,962	0	6,174	-120	0
Supplies and Services	6,757,270	6,169,355	7,256,675	7,463,565	7,059,849
Utilities	343	359	362	333	400
Interfund Charges	4,929,640	5,154,699	5,593,653	5,491,331	5,689,127
Capital Related	370,608	196,634	108,281	165,917	466,290
Transfers Out	56,110	56,110	56,200	56,110	56,110
<b>Expenditures Total</b>	<b>\$93,045,954</b>	<b>\$93,655,966</b>	<b>\$99,497,851</b>	<b>\$98,947,301</b>	<b>\$104,037,749</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

Preparation of the 2016 Police Department budget focuses on programs which would allow the department to promote a desirable quality of life in the community and assure a safe community for its citizens. The Police Department is committed to maintaining and improving peace, order, and safety through excellence in law enforcement and community service. In that regard, the department has added 4.0 FTE Police Records Clerks, 4.0 FTE Administrative Specialists (to assist the department with administrative tasks in the Vehicle Impound Detail and at District 2), 2.0 FTE Victim Advocates, and expansion of the body-worn camera project to Districts 2 and 3. The department has added budget appropriations to purchase a new mobile vehicle to be used for Major Crimes investigations and additional funds to replace officer equipment that may have exceeded its useful life. An amendment to provide travel funds for the Police Recruitment Unit will provide the opportunity to travel to other police agencies and spend time with lateral candidates to insure that the authorized strength of the Police Department is filled with the best police officers. In addition, \$800,000 has been added for additional police staffing/academies, and during the October 3rd Budget Workshop, City Council added 5.0 FTE officers to the department's authorized strength.

### 2015 Current-Year Department Projection

The 2015 General Fund projection is \$147,900 higher than the 2015 Original Budget. Included in the budget variance is one-time funding for \$220,000 for the advanced purchase of ammunition through 2016. This amendment was approved during the 2015 Spring Supplemental. The department projects that General Fund spending will be \$72,100 less than working budget, due primarily to vacancy savings. Recruitment for a new Police Chief was finally completed in March 2015 with the appointment of Nicholas Metz. The department was also approved to hire 6.0 FTE Property Technicians and 1.0 FTE Supervisor in 2015 to assure a consistent, accurate, and appropriate inventory of all evidence housed in the Property Section. Hiring these positions has taken longer than anticipated with the last of the technicians joining the department in July. The department is still searching for a civilian Property Supervisor, and the expansion of the Property and Evidence Storage area will begin in late 2015. An additional 7.0 FTE Patrol Officers and the equipment necessary to outfit these positions were also

# Police

## DEPARTMENT NARRATIVE

approved in the 2015 budget; increasing the total authorized officer strength in 2015 to 657 sworn positions. In addition, 20.0 FTE overhires are also included in the budgeted sworn strength. These officers started their training on June 15 and will be assigned to a regular duty position in December 2015.

### 2016 Department Budget

The Police Department's 2016 budget in all funds will increase approximately \$4.5 million (4.6 percent) over the 2015 Original Budget. The budget increase is primarily driven by personal services increases related to compensation adjustments and the addition of 10.0 civilian employees (4.0 FTE Police Records Clerks, 3.0 FTE Administrative Specialists in the Vehicle Impound Detail, 1.0 FTE Administrative Specialist at the District 2 Front Desk, and 2.0 FTE Victim Advocates). The increase in 2016 also includes funds to add police staffing and/or conduct an additional police academy with the goal of offsetting attrition, thus getting more police on the streets. During the October 3rd Budget Workshop, City Council added 5.0 FTE additional officers to its authorized strength.

The Police Department's Designated Revenue Fund budget will increase \$584,600 due to program enhancements in the Surcharge Programs. During 2014, the Police Department reallocated surcharge revenues on municipal violations to focus on more police-based programs that provide a proactive, multi-faceted approach to youth issues in the City. The program is now called Aurora for Youth and includes not only DARE education, but also several new programs including GREAT (Gang Resistance Education and Training), APAC (Aurora Police Activities Club), and the Police Explorer program. In 2016, the program arm of Aurora for Youth will see 0.50 FTE Manager (previously funded partially in the General Fund) transferred from the General Fund to the Designated Revenue Fund to manage a program aimed at preventing youth from becoming involved with gangs. The Aurora for Youth Program will also lose a portion of its grant funding due to the expiration of the AGRIP (Aurora Gang Reduction and Impact Program) grant. To continue the services previously provided by the AGRIP funds, the Aurora for Youth Program has been supplemented from Designated Revenue surcharge funds to fund support agencies assisting with current program goals and services. The department will also continue the Photo Red Light program and will transfer 1.0 Patrol Officer from the General Fund to the Designated Revenue fund. Fund balance in the Aurora for Youth Program and Victim Assistance and Law Enforcement Training (VALET) will need to be drawn down over the next five years to cover the program enhancements listed above.

Also included in the 2016 budget is the transfer of positions that were once grant funded back to the General Fund. The Police Department has exhausted funding for a Police Sergeant in the HIDTA (High Intensity Drug Trafficking Area) Gifts and Grants program and will transfer the position back to the General Fund. Several other grant awards will expire in 2015 and will require the transfer of 20 percent of three civil service positions to the General Fund. The Police Department will no longer be the primary, fiduciary agency for the EMATT (East Metro Auto Theft Task Force) grant in 2016 and will participate in a new CMATT (CATPA Metropolitan Auto Theft Task Force) administered by the Lakewood Police Department.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-710,579
Compensation Adjustments	2,534,988
Mandated Costs	138,360
Grant / Designated Revenue Adjustments	-120,707
Other Adjustments	-90
<b>Total Base Adjustments</b>	<b>\$1,841,972</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Designated Revenues Fund / New Appropriation</u>				
Add 2.0 FTE Victim Advocate to Designated Revenue Fund	2.00	133,787	0	133,787
Program affected: Victim Services Unit				
Demand for services, some of which are mandated by state law, has increased significantly and requires additional personnel to respond to crime victims. This request also includes a one-time purchase of a				

# Police

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Designated Revenues Fund / New Appropriation</u>				
portable radio for each position as well as a desktop computer and workstation.				
This amendment addresses a Council Goal: Safe Community.				
Professional Services from AGRIP Program Grant	0.00	65,894	0	65,894
Program affected: Aurora For Youth Programming				
The AGRIP grant expires on 9/30/2015. In order to continue this program, funds need to be added for professional services to continue contracted services from GRASP and the JAC Center.				
This amendment addresses a Council Goal: Safe Community.				
Transfer 0.50 FTE Youth Program Manager from General Fund to Designated Revenue Fund	0.50	53,535	0	53,535
Program affected: Special Operations Bureau				
The Aurora for Youth Program Manager was originally funded with grant funds. However, due to decreases in the amount of grant dollars available, it was determined the position would be supported in the General Fund. With the change in the surcharge on municipal tickets, enough revenue has been generated in the fund's balance to transfer the entire position to Designated Revenue Fund from the General Fund. All grant funds for this position have been eliminated.				
This amendment addresses a Council Goal: Safe Community.				
Transfer 1.0 FTE Patrol Officer IV to the Designated Revenue Fund Photo Red Light Program	1.00	96,453	0	96,453
Program affected: Traffic Section				
This amendment transfers 1.0 FTE Patrol Officer IV from the General Fund to the Designated Revenue Fund Photo Red Light Program. Volumes for review of photo red light summonses have increased to the point that an additional officer is needed.				
This amendment addresses a Council Goal: Safe Community.				
<b>New Appropriation Total</b>	<b>3.50</b>	<b>349,669</b>	<b>0</b>	<b>349,669</b>
<b>Designated Revenues Fund Total</b>	<b>3.50</b>	<b>349,669</b>	<b>0</b>	<b>349,669</b>
<u>General Fund / New Appropriation</u>				
Add 4.0 Civilian Employees	4.00	220,000	0	220,000
Program affected: Multiple				
Add 4.0 FTE Administrative Specialists to conduct administrative work that is currently being done by Patrol Officers. The uniformed officers will then be reassigned to the Operations Division where they will take assignments with an active role in promoting public safety. The Vehicle Impound Detail will receive 3.0 FTE and 1.0 FTE will be added to the front desk at District 2.				
This amendment addresses a Council Priority Program: Police District Operations and also a Council Goal: Safe Community.				

# Police

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 4.0 FTE Police Records Technicians	4.00	221,050	0	221,050
<p>Programs affected: Technical Services Bureau</p> <p>This amendment adds 4.0 FTE Records Technicians to help meet current workload demands. The Records Section has mandatory timelines associated with certain tasks, and a violation of these statutes can result in fines for the City and/or personal liability of the Records Technicians. Currently, staff resources are being directed toward key work items while backlogging other duties such as increased report transcriptions queue, transferring old homicide cases to Versadex (the records management system), and reviewing microfilm cases that need to be purged in Versadex. This Unit will continue to have growing volumes, and additional personnel are needed to continue successful support of APD.</p> <p>This amendment addresses a Council Goal: Safe Community.</p>				
Add 5.0 FTE Officers and Equipment	5.00	482,556	0	482,556
<p>Program affected: Training Section</p> <p>During the City Council budget workshop on October 3, City Council added 5.0 FTE additional officers to its authorized strength. Included with the personal services costs for these officers are one fully-marked patrol vehicle, one Mobile Data Computer (MDC), one mobile radio, five portable radios, five Microsoft Office software licenses, five tasers, five body-worn cameras and uniform costs for the five officers.</p> <p>This amendment addresses a Council Priority Program: Police District Operations and also a Council Goal: Safe Community.</p>				
Additional Staffing/Academy Funds	0.00	800,000	0	800,000
<p>Program affected: Compliance and Professional Standard Division</p> <p>This amendment will add \$800,000 for additional staffing and/or academy classes, thus offsetting officer attrition with the goal of increasing officers trained and on the streets.</p> <p>This amendment addresses a Council Goal: Safe Community.</p>				
Annual Replacement of Police Equipment	0.00	212,700	0	212,700
<p>Program affected: Equipment and Facilities Section</p> <p>Operational equipment including Taser weapons, ballistic helmets, ballistic shields, and gas mask filters useful lives expire after five years. The department has not been able to find funds within the current budget to replace these items as necessary. In order to provide reliable and effective equipment to officers in a critical incident situation, we would replace 20 percent of the items listed each year with the requested increased appropriation. This replacement program is also a preventative step to reduce liability of equipment deployed beyond manufacturer warranty.</p> <p>This amendment addresses a Council Priority Program: Police District Operations and also a Council Goal: Safe Community.</p>				

# Police

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
District 2 and 3 Body-Worn Cameras	0.00	335,475	0	335,475
<p>Programs affected: District 2 and District 3</p> <p>Expansion of the body-worn camera program began in 2015 with the outfitting of District 1 sworn staff including patrol, PAR, DART, K-9, Gangs and SWAT. This amendment completes the implementation of the program by purchasing cameras for sworn staff in Districts 2 and 3. Body-worn cameras capture a video recording of critical incidents and encounters with the public. This tool strengthens police accountability and provides enhanced evidence gathering information for police performance at the scene of a wide range of incidents.</p> <p>This amendment addresses a Council Priority Program: Police District Operations and also a Council Goal: Safe Community.</p>				
Major Crimes Investigations Call Out Vehicle Replacement	0.00	160,000	0	160,000
<p>Program affected: Investigations Bureau</p> <p>This amendment replaces the Investigations Bureau's call out vehicle, which functions as an on-scene detective operations unit. The requested vehicle will be equipped with recording and monitoring equipment for an interview room and have a separate briefing/planning area. The detective operations unit averages 60 callouts for shooting, homicides, and missing persons with an average time of eight hours per call. This vehicle would also be deployed on other major criminal incidents such as complicated child deaths, child abuse, multiple assaults, significant injury of multiple victims, and/or pattern/serial sex assault cases.</p> <p>This amendment addresses a Council Goal: Safe Community.</p>				
Transfer 0.50 FTE Youth Program Manager from General Fund to Designated Revenue Fund	-0.50	-53,535	0	-53,535
<p>Program affected: Special Operations Bureau</p> <p>The Aurora for Youth Program Manager was originally funded with grant funds. However, due to decreases in the amount of grant dollars available, it was determined the position would be supported in the General Fund. With the change in the surcharge on municipal tickets, enough revenue has been generated in the fund's balance to transfer the entire position to Designated Revenue Fund from the General Fund. All grant funds for this position have been eliminated.</p> <p>This amendment addresses a Council Goal: Safe Community.</p>				
Transfer 1.0 FTE Patrol Officer IV to the Designated Revenue Fund Photo Red Light Program	-1.00	-96,453	0	-96,453
<p>Program affected: Traffic Section</p> <p>This amendment transfers 1.0 FTE Patrol Officer IV from the General Fund to the Designated Revenue Fund Photo Red Light Program. Volumes for review of photo red light summonses have increased to the point that an additional officer is needed.</p> <p>This amendment addresses a Council Goal: Safe Community.</p>				

# Police

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Transfer 1.0 FTE Sergeant from Gifts and Grants Fund to General Fund	1.00	119,502	0	119,502
Program affected: Investigations Bureau The HIDTA Intelligence Initiative has been funding this Sergeant position for the last several years. However, funding in the 2016 HIDTA Intelligence initiative has been removed for this position. Therefore, the Police Department will have to move 1.0 FTE Sergeant from the Gifts and Grants Fund to the General Fund for 2016.  This amendment addresses a Council Goal: Safe Community.				
Transfer Three (3) 0.20 FTE From Gifts and Grants Fund to General Fund	0.60	65,489	0	65,489
Programs affected: EMATT and HIDTA Fiscal management of the EMATT grant has been transferred to Lakewood Police Department. The amount of funds available have also been reduced. Therefore, the City will need to transfer 20 percent of salary and benefits of 1.0 FTE Sergeant and 20 percent of salary and benefits of 2.0 FTE Agents from the Gifts and Grants Fund to the General Fund in order to maintain compliance with the consent decree mandate for Police staffing.  This amendment addresses a Council Goal: Safe Community.				
Travel for Background Investigators	0.00	50,000	0	50,000
Program affected: Compliance and Professional Standards Division This amendment adds funds so that investigators can travel to out-of-state locations to properly complete investigations.  This amendment addresses a Council Goal: Safe Community.				
Upgrade 1.0 FTE Captain to Commander	0.00	16,464	0	16,464
Program affected: District 1 This amendment provides additional management support to district operations responding to calls for service from citizens due to changes in the organizational structure of the Police Department.  This amendment addresses a Council Priority Program: Police District Operations and also a Council Goal: Safe Community.				
<b>New Appropriation Total</b>	<b>13.10</b>	<b>2,533,248</b>	<b>0</b>	<b>2,533,248</b>
<b>General Fund Total</b>	<b>13.10</b>	<b>2,533,248</b>	<b>0</b>	<b>2,533,248</b>

# Police

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Gifts &amp; Grants Fund / New Appropriation</u>				
Transfer 1.0 FTE Sergeant from Gifts and Grants Fund to General Fund	-1.00	-119,502	0	-119,502
Program affected: Investigations Bureau The HIDTA Intelligence Initiative has been funding this Sergeant position for the last several years. However, funding in the 2016 HIDTA Intelligence initiative has been removed for this position. Therefore, the Police Department will have to move 1.0 FTE Sergeant from the Gifts and Grants Fund to the General Fund for 2016.				
This amendment addresses a Council Goal: Safe Community.				
Transfer Three (3) 0.20 FTE From Gifts and Grants Fund to General Fund	-0.60	-65,489	0	-65,489
Programs affected: EMATT and HIDTA Fiscal management of the EMATT grant has been transferred to Lakewood Police Department. The amount of funds available have also been reduced. Therefore, the City will need to transfer 20 percent of salary and benefits of 1.0 FTE Sergeant and 20 percent of salary and benefits of 2.0 FTE Agents from the Gifts and Grants Fund to the General Fund in order to maintain compliance with the consent decree mandate for Police staffing.				
This amendment addresses a Council Goal: Safe Community.				
<b>New Appropriation Total</b>	<b>-1.60</b>	<b>-184,991</b>	<b>0</b>	<b>-184,991</b>
<b>Gifts &amp; Grants Fund Total</b>	<b>-1.60</b>	<b>-184,991</b>	<b>0</b>	<b>-184,991</b>
<b>Amendment Request Total All Funds</b>	<b>15.00</b>	<b>2,697,926</b>	<b>0</b>	<b>2,697,926</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Designated Revenues Fund	3,084,592	3,176,420	3,233,524	3,474,214	3,818,074
General Fund	86,293,408	87,099,778	92,174,774	92,322,673	96,530,576
Gifts & Grants Fund	3,667,954	3,379,768	4,089,553	3,150,414	3,689,099
<b>Expenditures Total</b>	<b>\$93,045,954</b>	<b>\$93,655,966</b>	<b>\$99,497,851</b>	<b>\$98,947,301</b>	<b>\$104,037,749</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Designated Revenues Fund	6.50	8.50	8.50	8.50	11.00
Designated Revenues Fund Civil FTE	4.15	4.15	4.15	4.15	5.15
General Fund	115.00	116.00	123.00	123.00	130.50
General Fund Civil FTE	660.85	660.85	667.85	667.85	673.45
Gifts & Grants Fund Civil FTE	5.00	5.00	5.00	5.00	3.40
<b>Staffing Total</b>	<b>791.50</b>	<b>794.50</b>	<b>808.50</b>	<b>808.50</b>	<b>823.50</b>

## PROGRAM DETAIL

# Police

## PROGRAM DETAIL

### Administration-Chief

**Net Cost \$8,836,314**

The Chief of Police and executive staff lead and direct the planning, organization and operations of the department's law enforcement resources including 657 uniformed officers, 20 overhire officers and 131.5 civilian employees, dedicated to the pursuit of a safer Aurora community of 352,283 citizens. This program includes the Internal Affairs Section and Department Media Relations staff. This program also includes payment of department-wide related costs such as risk charges and Old Hire pension costs.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	8,231,914	8,484,065	8,354,750	8,465,807	8,836,414
<b>Expenditures Total</b>	<b>\$8,231,914</b>	<b>\$8,484,065</b>	<b>\$8,354,750</b>	<b>\$8,465,807</b>	<b>\$8,836,414</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	5,364,448	5,339,195	4,887,984	4,906,397	5,105,025
Allocated Expenses	7,962	0	0	0	0
Supplies and Services	338,145	437,748	355,085	443,486	345,725
Interfund Charges	2,521,359	2,707,122	3,111,681	3,115,924	3,385,664
<b>Expenditures Total</b>	<b>\$8,231,914</b>	<b>\$8,484,065</b>	<b>\$8,354,750</b>	<b>\$8,465,807</b>	<b>\$8,836,414</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	5.00	5.00	5.00	5.00	5.00
General Fund Civil FTE	12.00	13.85	13.00	13.00	14.00
<b>Staffing Total</b>	<b>17.00</b>	<b>18.85</b>	<b>18.00</b>	<b>18.00</b>	<b>19.00</b>

### Business Services Division

**Net Cost \$5,597,497**

The Business Services Division provides oversight for budget, accounting, payroll, purchasing, accounts payable and receivable services, performs analytical studies for Police Administration, pursues grant opportunities, completes the application process, administers awarded grants, and supports Information Technology systems within the agency. The Records Unit receives and processes all criminal justice records and serves citizens with walk-in requests for police reports. The Property and Evidence Unit receives, preserves, safeguards, releases and disposes of property placed in their custody. The Vehicle Impound Detail processes impounded vehicles including storage, release, and disposal. The Support Services Unit provides court and secondary employment scheduling and quartermaster support.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	5,066,678	5,188,778	6,241,923	6,360,300	6,751,846
Gifts & Grants Fund	403,060	271,124	617,046	105,334	40,592
<b>Expenditures Total</b>	<b>\$5,469,738</b>	<b>\$5,459,902</b>	<b>\$6,858,969</b>	<b>\$6,465,634</b>	<b>\$6,792,438</b>

# Police

## PROGRAM DETAIL

### Business Services Division

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	4,023,420	4,205,429	4,862,755	4,801,970	5,420,851
Allocated Expenses	0	0	6,174	-120	0
Supplies and Services	1,377,953	1,209,622	1,966,301	1,592,816	1,356,068
Interfund Charges	16,250	17,184	23,739	21,159	15,519
Capital Related	52,115	27,667	0	49,809	0
<b>Expenditures Total</b>	<b>\$5,469,738</b>	<b>\$5,459,902</b>	<b>\$6,858,969</b>	<b>\$6,465,634</b>	<b>\$6,792,438</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	53.50	53.50	59.50	59.50	68.50
General Fund Civil FTE	10.00	9.00	10.00	10.00	9.00
<b>Staffing Total</b>	<b>63.50</b>	<b>62.50</b>	<b>69.50</b>	<b>69.50</b>	<b>77.50</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Error rate on National Incident-Based Reporting System (NIBRS) submissions is less than 5%	3.25%	2.75%	5.0%	3.0%	5.0%
Personnel orders published two days before effective date 75% of the time	82%	77%	75%	75%	75%

### Community Resources Section

**Net Cost \$2,913,847**

The School Resource Officer (SRO) program places officers in middle and high schools providing a liaison with the students, administration, surrounding community and other City services and programs. The program is supervised by two Sergeants. SROs approach issues that arise within their schools as well as in the surrounding neighborhoods. They utilize enforcement, education and counseling. SROs network with school staff, school administrators, other officers and citizens to facilitate solutions. In addition, this program is home to the Police Department Volunteer program and coordinator who provides thousands of hours of support and outreach services annually, as well as the SRO who is the primary point of contact for the elderly and at-risk adult citizen populations. Aurora for Youth programming supplements the gang suppression and diversion efforts of the Special Operations Bureau through A-GRIP (Aurora's Gang Reduction Impact Program) and Power Up, an intervention program for families of delinquent youth. Aurora For Youth also performs youth outreach through Explorers, Aurora Police Activities Club, Teen Academy, and youth education programs DARE and GRASP to prevent delinquency.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	257,872	424,833	560,172	693,273	691,345
General Fund	2,701,686	2,735,273	2,858,553	2,818,666	2,913,847
Gifts & Grants Fund	251,056	87,514	92,860	71,679	96,887
<b>Expenditures Total</b>	<b>\$3,210,614</b>	<b>\$3,247,620</b>	<b>\$3,511,585</b>	<b>\$3,583,618</b>	<b>\$3,702,079</b>

# Police

## PROGRAM DETAIL

### Community Resources Section

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,821,299	2,987,994	3,092,742	3,189,832	3,225,753
Supplies and Services	233,327	190,781	342,556	331,770	408,450
Interfund Charges	55,836	64,775	76,287	62,016	67,876
Capital Related	100,152	4,070	0	0	0
<b>Expenditures Total</b>	<b>\$3,210,614</b>	<b>\$3,247,620</b>	<b>\$3,511,585</b>	<b>\$3,583,618</b>	<b>\$3,702,079</b>
<b><u>STAFFING SUMMARY</u></b>					
Designated Revenues Fund	0.50	0.50	0.50	0.50	1.00
Designated Revenues Fund Civil FTE	1.00	1.00	1.00	1.00	1.00
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	27.00	26.00	26.00	26.00	26.00
<b>Staffing Total</b>	<b>29.50</b>	<b>28.50</b>	<b>28.50</b>	<b>28.50</b>	<b>29.00</b>

### Compliance & Prof Standard Division

**Net Cost \$6,745,175**

The Compliance and Professional Standards Division provides guidance to the agency on policy recruiting and training. The Training Sections conducts both 15-week lateral academies and 27-week basic academies between two and four times per year. Additionally, they conduct quarterly in-service training for all commissioned officers and command in-service for command-level officers. The Training Section operates the firearms range and holds quarterly qualifications for officers in addition to specialized training. Expenditures vary considerably between years due to year-to-year differences in the number, size, and timing of recruit classes. New recruits are initially budgeted in the program and are moved to operational programs upon completion of training. The Recruiting and Background Section recruits officer candidates, administers recruit field training, and conducts background investigations. The Recruiting and Background section will have Background Investigators travel to the home cities of applicants to conduct a more thorough background investigation. The Section will use other than full duty officers to conduct background investigations but may have to use full duty officers for the travel due to physical ability constraints. The Professional Standards Section (PSS) conducts staff inspections, publishes department policies, and manages the department's accreditation program. The section also manages the Department's Early Intervention system identifying stressors affecting Department personnel.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	5,015,000	4,340,779	5,194,007	5,246,666	6,781,035
<b>Expenditures Total</b>	<b>\$5,015,000</b>	<b>\$4,340,779</b>	<b>\$5,194,007</b>	<b>\$5,246,666</b>	<b>\$6,781,035</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	4,377,811	3,956,107	4,592,103	4,335,057	6,185,078
Supplies and Services	444,396	337,413	435,910	749,373	481,456
Interfund Charges	76,910	47,259	57,713	46,128	60,361
Capital Related	115,883	0	108,281	116,108	54,140
<b>Expenditures Total</b>	<b>\$5,015,000</b>	<b>\$4,340,779</b>	<b>\$5,194,007</b>	<b>\$5,246,666</b>	<b>\$6,781,035</b>

# Police

## PROGRAM DETAIL

### Compliance & Prof Standard Division

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	5.00	5.00	5.00	3.00
General Fund Civil FTE	43.00	50.00	43.00	43.00	55.00
<b>Staffing Total</b>	<b>47.00</b>	<b>55.00</b>	<b>48.00</b>	<b>48.00</b>	<b>58.00</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
20% reduction in diversity gap of lateral hires	Achieved	Not Achiev	Achieve	Achieve	Achieve
Meet or exceed relevant benchmarks for gender (% female) and race (% minority) among basic (entry-level) applicants	45% / 27%	Not Achiev	15% / 22%	Achieve	Achieve
Review 100% of Lateral Applicant Internal Affairs files prior to extending a final Job Offer	N/A	N/A	N/A	N/A	100%

### Crime Lab Section

**Net Cost \$2,441,841**

Crime Lab services are provided by the Crime Scene Investigation Unit and Forensic Services Detail. Crime Scene Investigators (CSIs) process all on-scene aspects of evidence collection and preservation. The Forensic Services Detail provides chemistry services, latent print examination, questioned document analysis including handwriting and counterfeiting, photographic support to include photographic enhancement, firearms and tool mark examinations, computer forensic examination to include cell phones and similar devices, audio forensic examination, polygraph testing and evidentiary video enhancement. The Crime Lab also maintains digital evidence for the department.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	2,166,364	2,222,285	2,327,059	2,371,673	2,450,152
Gifts & Grants Fund	2,728	0	0	0	0
<b>Expenditures Total</b>	<b>\$2,169,092</b>	<b>\$2,222,285</b>	<b>\$2,327,059</b>	<b>\$2,371,673</b>	<b>\$2,450,152</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,885,725	1,988,347	2,034,060	2,178,058	2,154,579
Supplies and Services	208,825	156,401	217,609	112,983	217,609
Interfund Charges	18,125	21,427	19,190	24,522	21,854
Capital Related	307	0	0	0	0
Transfers Out	56,110	56,110	56,200	56,110	56,110
<b>Expenditures Total</b>	<b>\$2,169,092</b>	<b>\$2,222,285</b>	<b>\$2,327,059</b>	<b>\$2,371,673</b>	<b>\$2,450,152</b>

<b><u>STAFFING SUMMARY</u></b>					
General Fund	21.00	21.00	21.00	21.00	22.00
General Fund Civil FTE	2.00	2.00	2.00	2.00	2.00
<b>Staffing Total</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>24.00</b>

# Police

## PROGRAM DETAIL

### Crime Lab Section

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Requests for internal lab service completed within 30 days 90% of the time	96%	92%	90%	95%	90%

### District 1

**Net Cost \$18,767,854**

District 1, one of three decentralized districts, provide patrol services and specialized functions including investigations, Police Area Representatives (PAR) officers, and Directed Action Response Teams (DART) for its designated geographic area. Working with its communities and collaborating with the other Districts to make Aurora safer every day. The goal is to safeguard the community through proactive policing, community engagement and effective resource management.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	17,221,276	17,789,128	18,504,286	18,469,665	18,787,379
<b>Expenditures Total</b>	<b>\$17,221,276</b>	<b>\$17,789,128</b>	<b>\$18,504,286</b>	<b>\$18,469,665</b>	<b>\$18,787,379</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	16,503,536	17,066,482	17,780,215	17,787,424	18,156,938
Supplies and Services	113,189	81,994	64,868	65,067	59,968
Interfund Charges	604,551	640,652	659,203	617,174	570,473
<b>Expenditures Total</b>	<b>\$17,221,276</b>	<b>\$17,789,128</b>	<b>\$18,504,286</b>	<b>\$18,469,665</b>	<b>\$18,787,379</b>

<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	5.00	5.00	5.00	5.00
General Fund Civil FTE	166.00	161.00	166.00	166.00	164.00
<b>Staffing Total</b>	<b>170.00</b>	<b>166.00</b>	<b>171.00</b>	<b>171.00</b>	<b>169.00</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Maintain a monthly median response time of 5 1/2 minutes or less to high priority calls (in minutes: seconds)	4:36	4:25	5:30	4:30	5:30

### District 2

**Net Cost \$15,018,806**

District 2, one of three decentralized districts, provide patrol services and specialized functions including investigations, Police Area Representatives (PAR) officers, and Directed Action Response Teams (DART) for its designated geographic area. Working with its communities and collaborating with the other Districts to make Aurora safer every day. The goal is to safeguard the community through proactive policing, community engagement and effective resource management.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	13,745,777	13,987,338	14,852,300	14,455,344	15,050,421
<b>Expenditures Total</b>	<b>\$13,745,777</b>	<b>\$13,987,338</b>	<b>\$14,852,300</b>	<b>\$14,455,344</b>	<b>\$15,050,421</b>

# Police

## PROGRAM DETAIL

### District 2

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	13,206,747	13,426,126	14,293,394	13,923,989	14,546,260
Supplies and Services	80,075	65,455	61,137	60,374	61,137
Utilities	343	359	362	333	400
Interfund Charges	458,612	495,398	497,407	470,648	442,624
<b>Expenditures Total</b>	<b>\$13,745,777</b>	<b>\$13,987,338</b>	<b>\$14,852,300</b>	<b>\$14,455,344</b>	<b>\$15,050,421</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	9.00	9.00	9.00	9.00	10.00
General Fund Civil FTE	123.00	122.00	130.00	130.00	127.00
<b>Staffing Total</b>	<b>132.00</b>	<b>131.00</b>	<b>139.00</b>	<b>139.00</b>	<b>137.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Maintain a monthly median response time of 5 1/2 minutes or less to high priority calls (in minutes: seconds)	5:00	5:00	5:30	5:00	5:30

### District 3

**Net Cost \$12,524,027**

District 3, one of three decentralized districts, provide patrol services and specialized functions including investigations, Police Area Representatives (PAR) officers, and Directed Action Response Teams (DART) for its designated geographic area. Working with its communities and collaborating with the other Districts to make Aurora safer every day. The goal is to safeguard the community through proactive policing, community engagement and effective resource management.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	11,576,850	11,760,791	12,489,422	12,403,149	12,548,677
<b>Expenditures Total</b>	<b>\$11,576,850</b>	<b>\$11,760,791</b>	<b>\$12,489,422</b>	<b>\$12,403,149</b>	<b>\$12,548,677</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	10,942,596	11,225,050	11,937,935	11,879,005	12,041,214
Supplies and Services	90,859	59,010	54,288	56,041	54,288
Interfund Charges	543,395	476,731	497,199	468,103	453,175
<b>Expenditures Total</b>	<b>\$11,576,850</b>	<b>\$11,760,791</b>	<b>\$12,489,422</b>	<b>\$12,403,149</b>	<b>\$12,548,677</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	4.00	4.00	4.00	4.00
General Fund Civil FTE	108.00	108.00	110.00	110.00	107.00
<b>Staffing Total</b>	<b>112.00</b>	<b>112.00</b>	<b>114.00</b>	<b>114.00</b>	<b>111.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Maintain a monthly median response time of 6 1/2 minutes or less to high priority calls (in minutes: seconds)	6:12	5:50	6:30	6:00	6:30

# Police

## PROGRAM DETAIL

### Investigations Bureau

**Net Cost \$8,196,716**

Investigations Bureau detectives conduct criminal investigations requiring expertise beyond the generalized crimes handled by the Districts. The bureau consists of several units with specialties indicated by their unit titles: Major Crimes/Homicide Unit, Economic Crimes Unit, Crimes Against Children Unit, and the Sex Crimes Unit. The Victim Services Unit provides on-scene and follow-up crisis intervention to victims of violent crimes. This unit also assists in the administration of a fund which provides financial assistance to community-based programs. The Investigations Bureau Commander also oversees the Crime Laboratory.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	873,412	813,812	851,928	877,203	1,009,996
General Fund	7,629,002	7,442,864	7,960,289	7,793,282	8,238,319
Gifts & Grants Fund	111,515	115,095	99,560	266,693	287,565
<b>Expenditures Total</b>	<b>\$8,613,929</b>	<b>\$8,371,771</b>	<b>\$8,911,777</b>	<b>\$8,937,178</b>	<b>\$9,535,880</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	7,703,564	7,609,990	7,997,309	7,706,228	8,116,758
Supplies and Services	761,197	626,980	776,477	1,096,992	869,632
Interfund Charges	131,053	134,801	137,991	133,958	137,340
Capital Related	18,115	0	0	0	412,150
<b>Expenditures Total</b>	<b>\$8,613,929</b>	<b>\$8,371,771</b>	<b>\$8,911,777</b>	<b>\$8,937,178</b>	<b>\$9,535,880</b>
<b><u>STAFFING SUMMARY</u></b>					
Designated Revenues Fund	6.00	6.00	6.00	6.00	8.00
Designated Revenues Fund Civil FTE	0.15	0.15	0.15	0.15	0.15
General Fund	8.00	7.00	8.00	8.00	7.00
General Fund Civil FTE	57.85	57.00	58.85	58.85	56.85
<b>Staffing Total</b>	<b>72.00</b>	<b>70.15</b>	<b>73.00</b>	<b>73.00</b>	<b>72.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
> 60% of homicide cases cleared in one year	70%	69%	> 60%	72%	> 60%
100% of registered sexually violent predators (SVPs) living in the City are contacted quarterly	100%	100%	100%	100%	100%
100% of victims/families of homicide, sexual assault, felony, domestic violence, robbery, and aggravated assault contacted by victim services staff within five business days	95%	100%	100%	100%	100%
75% of Investigations Bureau service levels standards met	92%	98%	75%	98%	75%

# Police

## PROGRAM DETAIL

### Investigative Support Section

**Net Cost \$3,626,427**

The Investigations Support Section conducts specialized investigations and maintains criminal intelligence records. The Intelligence Unit collects and manages gang intelligence information, criminal intelligence information, monitors terrorist threats, investigates organized crime, and coordinates VIP protection details. The FAST Unit (Fugitive Apprehension and Surveillance Team) is responsible for apprehending fugitives wanted by the Aurora Police Department and those wanted by other agencies that are believed to be in the City of Aurora. The Gang Intervention Unit conducts criminal investigations on criminal street gangs and their members. The Colorado Auto Theft Authority Metro Auto Theft Team (CMATT) leads the multi-agency team formed to reduce motor vehicle theft and associated criminal enterprises in the Denver/Aurora area.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	2,941,730	3,265,708	3,208,026	3,650,943	3,631,087
Gifts & Grants Fund	1,160,016	1,277,139	1,382,870	884,590	1,514,441
<b>Expenditures Total</b>	<b>\$4,101,746</b>	<b>\$4,542,847</b>	<b>\$4,590,896</b>	<b>\$4,535,533</b>	<b>\$5,145,528</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	3,460,368	3,711,033	3,853,690	4,071,309	4,199,223
Supplies and Services	479,495	604,969	614,808	305,878	778,018
Interfund Charges	126,363	162,134	122,398	158,346	168,287
Capital Related	35,520	64,711	0	0	0
<b>Expenditures Total</b>	<b>\$4,101,746</b>	<b>\$4,542,847</b>	<b>\$4,590,896</b>	<b>\$4,535,533</b>	<b>\$5,145,528</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	28.00	31.00	28.00	28.00	29.60
Gifts & Grants Fund Civil FTE	4.00	4.00	4.00	4.00	3.40
<b>Staffing Total</b>	<b>33.00</b>	<b>36.00</b>	<b>33.00</b>	<b>33.00</b>	<b>34.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
30 guns seized per year	32	38	30	30	30

### Narcotics Section

**Net Cost \$2,854,267**

Narcotics personnel proactively detect, investigate, and suppress criminal activities related to drug activity, organized crime and vice activities. Narcotics personnel file their own cases and all patrol-generated cases related to these activities. Personnel conduct investigations with other local, state and federal agencies. There are 5.0 FTE dedicated to enforcement and compliance of all local ordinances for marijuana which include personal, medical and retail. The Marijuana Enforcement Team is also responsible for investigations related to synthetic cannabinoids (Spice).

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	2,734,456	2,364,011	2,737,675	2,688,983	2,857,867
Gifts & Grants Fund	54,758	102,965	115,096	27,469	43,596
<b>Expenditures Total</b>	<b>\$2,789,214</b>	<b>\$2,466,976</b>	<b>\$2,852,771</b>	<b>\$2,716,452</b>	<b>\$2,901,463</b>

# Police

## PROGRAM DETAIL

### Narcotics Section

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,595,509	2,265,166	2,598,795	2,538,455	2,706,697
Supplies and Services	70,834	94,826	127,006	63,678	96,506
Interfund Charges	122,871	106,984	126,970	114,319	98,260
<b>Expenditures Total</b>	<b>\$2,789,214</b>	<b>\$2,466,976</b>	<b>\$2,852,771</b>	<b>\$2,716,452</b>	<b>\$2,901,463</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	2.00	2.00	2.00	2.00	2.00
General Fund Civil FTE	22.00	20.00	21.00	21.00	22.00
<b>Staffing Total</b>	<b>24.00</b>	<b>22.00</b>	<b>23.00</b>	<b>23.00</b>	<b>24.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of marijuana reports with investigations are initiated in three business days	100%	100%	90%	99%	90%

### Operations Support Section

**Net Cost \$2,059,744**

The Operations Support Section is comprised of highly specialized tactical support teams. The SWAT team plans and conducts high risk operations in support of other department units and sections. Additionally the SWAT team responds to potentially hazardous situations to contain and resolve these incidents. The K-9 Unit provides assistance to and increases the safety of officers in the detection and apprehension of suspects, building searches, drug/contraband searches and control of crowds.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,818,419	1,934,263	1,785,923	1,994,141	2,059,744
<b>Expenditures Total</b>	<b>\$1,818,419</b>	<b>\$1,934,263</b>	<b>\$1,785,923</b>	<b>\$1,994,141</b>	<b>\$2,059,744</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,701,974	1,784,326	1,664,374	1,865,444	1,930,914
Supplies and Services	49,191	45,122	44,597	41,038	44,597
Interfund Charges	67,254	104,815	76,952	87,659	84,233
<b>Expenditures Total</b>	<b>\$1,818,419</b>	<b>\$1,934,263</b>	<b>\$1,785,923</b>	<b>\$1,994,141</b>	<b>\$2,059,744</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund Civil FTE	15.00	14.00	13.00	13.00	15.00
<b>Staffing Total</b>	<b>15.00</b>	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>	<b>15.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Active control of scene within two hours of request 90% of the time	100%	97%	90%	100%	90%

# Police

## PROGRAM DETAIL

### Special Operations Bureau

**Net Cost \$960,383**

The Special Operations Bureau captain provides unified command and control over many of the high visibility, high liability functions in the department. Major functions include the Metro Gang Task Force, Narcotics Section, Investigative Support Section, and Operations Support Section.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,004,396	1,007,413	1,017,889	1,016,361	960,508
Gifts & Grants Fund	1,177,795	974,123	1,237,675	1,293,675	995,317
<b>Expenditures Total</b>	<b>\$2,182,191</b>	<b>\$1,981,536</b>	<b>\$2,255,564</b>	<b>\$2,310,036</b>	<b>\$1,955,825</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,388,988	1,391,250	1,561,697	1,417,606	1,359,403
Supplies and Services	773,162	556,020	675,287	881,536	583,437
Interfund Charges	20,041	10,767	18,580	10,894	12,985
Capital Related	0	23,499	0	0	0
<b>Expenditures Total</b>	<b>\$2,182,191</b>	<b>\$1,981,536</b>	<b>\$2,255,564</b>	<b>\$2,310,036</b>	<b>\$1,955,825</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	1.50	1.50	1.50	1.50	1.00
General Fund Civil FTE	7.00	7.00	7.00	7.00	7.00
Gifts & Grants Fund Civil FTE	1.00	1.00	1.00	1.00	0.00
<b>Staffing Total</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>8.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
75% of bureau service levels standards met	94%	89%	75%	85%	75%

### Traffic Section

**Net Cost \$4,363,130**

The Traffic Section provides traffic enforcement, professional crash investigations and endeavors to positively affect motorist driving habits to reduce the number and severity of motor vehicle crashes. The section also administers traffic-related grants, addresses various traffic-related issues, coordinates and supports special events, supports VIP protection and movements. Units include the Motorcycle Enforcement Team (MET), Day and Night Traffic Units and administers the Photo Red Light Program.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	1,943,818	1,937,775	1,821,424	1,903,738	2,116,733
General Fund	4,439,860	4,577,082	4,642,672	4,587,693	4,663,280
Gifts & Grants Fund	507,026	551,808	544,446	500,974	710,701
<b>Expenditures Total</b>	<b>\$6,890,704</b>	<b>\$7,066,665</b>	<b>\$7,008,542</b>	<b>\$6,992,405</b>	<b>\$7,490,714</b>

# Police

## PROGRAM DETAIL

### Traffic Section

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	4,948,036	5,122,314	5,319,453	5,169,391	5,617,280
Supplies and Services	1,727,132	1,703,014	1,520,746	1,662,533	1,702,958
Interfund Charges	167,020	164,650	168,343	160,481	170,476
Capital Related	48,516	76,687	0	0	0
<b>Expenditures Total</b>	<b>\$6,890,704</b>	<b>\$7,066,665</b>	<b>\$7,008,542</b>	<b>\$6,992,405</b>	<b>\$7,490,714</b>
<b><u>STAFFING SUMMARY</u></b>					
Designated Revenues Fund	0.00	2.00	2.00	2.00	2.00
Designated Revenues Fund Civil FTE	3.00	3.00	3.00	3.00	4.00
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	40.00	40.00	40.00	40.00	39.00
<b>Staffing Total</b>	<b>44.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>

# Public Defender

## PROGRAM SUMMARY

### Public Defender

\$945,144 10 FTE

\*Represent indigent defendants who face a jail sentence

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
REGULAR - FTE	8.50	8.50	8.50	9.00	10.00
EXPENDITURES	677,306	749,345	762,751	776,781	945,144

# Public Defender

## DESCRIPTION

The Public Defender's Office provides quality legal representation to indigent defendants who are charged with municipal ordinance violations and face the possibility of a jail sentence. The department consists of 10.0 FTE including seven attorneys, one paralegal and two administrative staff.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Serve as leaders and partner with other governments and jurisdictions.

\*Assure a safe community for people.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	8.50	8.50	8.50	9.00	10.00
Personal Services	606,242	680,369	700,523	712,653	863,710
Supplies and Services	67,078	64,671	57,277	59,177	76,037
Interfund Charges	3,986	4,305	4,951	4,951	5,397
<b>Expenditures Total</b>	<b>\$677,306</b>	<b>\$749,345</b>	<b>\$762,751</b>	<b>\$776,781</b>	<b>\$945,144</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

To support City Council's goal of assuring a safe community, the Public Defender's Office provides high quality legal representation to indigent defendants charged with Municipal ordinance violations in the Aurora Municipal Court. The Public Defender's Office protects clients' rights to due process of law, a fair trial, and equal protection of the law.

In 2014, the Public Defender's Office was recognized as an industry leader. The department partnered with surrounding Metro municipalities to provide guidance with the restructuring of their operations to mirror the City of Aurora Public Defender's Office. In 2016, the department will continue to focus on providing exceptional customer service and improving the quality of legal representation for all defendants represented by the Public Defender's Office. The department expects continued growth through 2016, with anticipated increases in open and in-custody arraignment cases (4.0 percent), case interviews (4.0 percent), and appearances in court (6.0 percent) compared to 2015 projections. Despite this growth, the cost per case remains low at an average of \$130 per case.

### 2015 Current-Year Department Projection

Total expenditures in the Public Defender's 2015 projection are expected to exceed the 2015 Original Budget by \$14,000. The anticipated overrun is partially related to the conversion of the Paralegal from 0.5 FTE to 1.0 FTE, which will decrease court time spent on Public Defender Application Hearings and increase the productivity of attorney time. The conversion of the Paralegal to a full-time employee was approved during the 2015 Spring Supplemental.

### 2016 Department Budget

The 2016 budget for the Public Defender's Office is \$182,400 higher than the 2015 Original Budget. This budget variance is predominately driven by City Council adjustments. At the October 3, 2015 budget workshop, City Council added 1.0 FTE Deputy Public Defender I and funding for market compensation adjustments for current Deputy Public Defender I staff. Additionally, the 2016 budget includes amendments for \$1,500 to fund the continuing legal education required by the Colorado Supreme Court, \$5,000 for an on-call Attorney to assist with peak demand hours, and \$1,000 for supplies and improved technology in the Public Defender's Office.

# Public Defender

## BASE ADJUSTMENTS

Base Adjustments	2016
Mid Year Modifications	14,030
Compensation Adjustments	36,910
Mandated Costs	10,506
<b>Total Base Adjustments</b>	<b>\$61,446</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Deputy Public Defender I	1.00	88,447	0	88,447
Program affected: Public Defender At the October 3, 2015 Budget Workshop, City Council added appropriation for 1.0 FTE Deputy Public Defender I to handle increased workload and improve customer service.  This Council adjustment addresses a Council Goal: Safe Community.				
Allocate Compensation Market Study Adjustment Amounts to Council and Public Defender	0.00	25,000	0	25,000
Programs affected: City Council (City Council), Operating Transfers (Non-Departmental) and Public Defender (Public Defender) department budgets At the October 3, 2015 Budget Workshop, City Council allocated funding that had been set aside in non-departmental for citywide 2016 compensation adjustments (see non-departmental amendments) to the City Council and Public Defender departments. The funds will be used for salary adjustments for Council support staff and Deputy Public Defender I staff.  This amendment addresses a Council Priority Project: Employee Pay and Benefits and also a Council Goal: Well-Managed City.				
Continuing Legal Education	0.00	1,500	0	1,500
Program affected: Public Defender The Colorado Supreme Court requires 45 hours of continuing legal education every three years for all attorneys. This amendment provides ongoing funding to cover the cost of these mandatory trainings.  This amendment addresses a Council Goal: Safe Community.				
On-call Attorney	0.00	5,000	0	5,000
Program affected: Public Defender This amendment provides an increase in ongoing funding to cover contract attorneys during peak demand hours.  This amendment addresses a Council Goal: Safe Community.				

# Public Defender

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Supplies/Monitor	0.00	1,000	0	1,000
Program affected: Public Defender This amendment provides ongoing funding to cover the increased cost of supplies. Additionally, this amendment will allow the Public Defender's Office to update office technology.				
This amendment addresses a Council Goal: Safe Community.				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>120,947</b>	<b>0</b>	<b>120,947</b>
<b>General Fund Total</b>	<b>1.00</b>	<b>120,947</b>	<b>0</b>	<b>120,947</b>
<b>Amendment Request Total All Funds</b>	<b>1.00</b>	<b>120,947</b>	<b>0</b>	<b>120,947</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	677,306	749,345	762,751	776,781	945,144
<b>Expenditures Total</b>	<b>\$677,306</b>	<b>\$749,345</b>	<b>\$762,751</b>	<b>\$776,781</b>	<b>\$945,144</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
General Fund	8.50	8.50	8.50	9.00	10.00
<b>Staffing Total</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>9.00</b>	<b>10.00</b>

## PROGRAM DETAIL

### Public Defender

**Net Cost \$945,144**

To provide efficient, quality legal representation and to obtain equal justice for indigent defendants who face a possible jail sentence in the Aurora Municipal Court.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	677,306	749,345	762,751	776,781	945,144
<b>Expenditures Total</b>	<b>\$677,306</b>	<b>\$749,345</b>	<b>\$762,751</b>	<b>\$776,781</b>	<b>\$945,144</b>

# Public Defender

## PROGRAM DETAIL

### Public Defender

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	606,242	680,369	700,523	712,653	863,710
Supplies and Services	67,078	64,671	57,277	59,177	76,037
Interfund Charges	3,986	4,305	4,951	4,951	5,397
<b>Expenditures Total</b>	<b>\$677,306</b>	<b>\$749,345</b>	<b>\$762,751</b>	<b>\$776,781</b>	<b>\$945,144</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	8.50	8.50	8.50	9.00	10.00
<b>Staffing Total</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>9.00</b>	<b>10.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Appearances in court	9,094	9,715	9,300	10,386	11,009
Case interviews	4,471	4,126	4,500	4,572	4,755
Cases (open and in-custody arraignments)	5,381	5,921	5,700	6,126	6,371
Cost per case	\$125	\$127	\$130	\$127	\$130

# Public Safety Communications

## PROGRAM SUMMARY

### Public Safety Communications

\$11,986,765 91 FTE

\*Provides all Fire and Police radio communications and dispatch

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	81.00	81.00	81.00	81.00	91.00
<b>EXPENDITURES</b>	5,818,885	6,224,797	6,527,747	7,863,116	11,986,765

# Public Safety Communications

## DESCRIPTION

The Public Safety Communications Department is responsible for processing administrative, non-emergency and 911 calls and for dispatching of all police and fire emergency equipment.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Assure a safe community for people.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	81.00	81.00	81.00	81.00	91.00
Personal Services	5,668,300	6,084,052	6,367,358	6,265,670	7,100,476
Allocated Expenses	24	0	0	0	0
Supplies and Services	39,135	22,897	21,981	32,056	26,981
Interfund Charges	111,426	117,848	138,408	134,890	147,928
Transfers Out	0	0	0	1,430,500	4,711,380
<b>Expenditures Total</b>	<b>\$5,818,885</b>	<b>\$6,224,797</b>	<b>\$6,527,747</b>	<b>\$7,863,116</b>	<b>\$11,986,765</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The Public Safety Communication Department's primary goal is to ensure a safe community. For 2016, the department will continue to focus on providing exceptional customer service and exceeding the industry standard of answering 95 percent of all 911 calls within 10 seconds. In an effort to improve service to the Aurora Police Department, the Public Safety Communications Department will add 9.0 FTE Dispatchers to provide a third police radio channel. Public Safety Communications currently provides 24/7 dispatchers to two police channels and opens a third channel part time to service District 3. These additional FTEs will allow the center to run three police channels 24/7. The Public Safety Communications Department is also working towards implementing the Priority Dispatch Protocols. The protocols will provide standardization and consistency to citizens and first responders. Priority Dispatch will provide Fire, Police, and EMS responders the ability to maximize resources by consistently dispatching the right-sized response to emergencies. The department will add 1.0 FTE Priority Dispatch Program Coordinator to oversee the implementation and continued education for the Priority Dispatch Program.

### 2015 Current-Year Department Projection

Based on the recent \$0.50 increase to the E-911 surcharge and the conditional recommendations from the Public Utility Commission (PUC), 63.0 FTE Dispatchers and their associated costs will be transferred from the General Fund to the E-911 Fund. This transfer took place in September and is captured in the 2015 Projection. This unbudgeted transfer to the E-911 Fund is the primary reason for the \$1.3 million variance to the original budget.

### 2016 Department Budget

The Public Safety Communications Department's 2016 budget will increase \$5.5 million (83.6 percent) over the 2015 Original Budget. The budget increase is primarily driven by the transfer out of 63.0 FTE from the General Fund to the E-911 Fund totaling \$4.7 million. The 2016 Budget also includes personal services increases related to step and grade and budget amendments totaling \$607,700 for 1.0 FTE in the Priority Dispatch program and 9.0 FTE to provide the third police radio channel. New revenue associated with the increase in the E-911 surcharge is expected to cover the costs of all staff taking 911 calls, including the new costs of manning dispatch's 3rd channel full-time.

# Public Safety Communications

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-138,359
Compensation Adjustments	268,821
Mandated Costs	9,520
<b>Total Base Adjustments</b>	<b>\$139,982</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Enhanced E-911 Fund / New Appropriation</u>				
Add 1.0 FTE Priority Dispatch Program Coordinator	1.00	81,830	0	81,830
Program affected: Public Safety Communications This amendment adds 1.0 FTE Program Coordinator to oversee the implementation and continued education for the Priority Dispatch Program. The program will enhance public safety response and provide consistent customer service to citizens calling into the Public Safety Communications Center.  This amendment addresses a Council Priority Program: Public Safety Communications and also a Council Goal: Safe City.				
Add 9.0 FTE Telecommunicator I to Provide District 3 Dispatch Channel	9.00	525,826	0	525,826
Program affected: Public Safety Communications This amendment provides 9.0 FTE Telecommunicators to provide 24/7, 365 dispatch coverage for Police District 3. Currently District 2 and District 3 radio channels are patched together and services are provided by one dispatcher. This will separate the channels and provide each district with their own dedicated dispatcher.  This amendment addresses a Council Priority Program: Public Safety Communications and also a Council Goal: Safe City.				
Transfer Staffing and Associated Costs to E-911 Fund	63.00	4,711,380	4,711,380	0
Program affected: Public Safety Communications Based on the recent \$0.50 increase to the E-911 surcharge and the conditional recommendations from the Public Utility Commission (PUC), this amendment transfers 63.0 FTE Dispatchers and associated costs from the General Fund to the E-911 Fund.  This amendment addresses a Council Priority Program: Public Safety Communications and also a Council Goal: Safe City.				
<b>New Appropriation Total</b>	<b>73.00</b>	<b>5,319,036</b>	<b>4,711,380</b>	<b>607,656</b>
<b>Enhanced E-911 Fund Total</b>	<b>73.00</b>	<b>5,319,036</b>	<b>4,711,380</b>	<b>607,656</b>

# Public Safety Communications

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Transfer Staffing and Associated Costs to E-911 Fund	-63.00	0	0	0
Program affected: Public Safety Communications Based on the recent \$0.50 increase to the E-911 surcharge and the conditional recommendations from the Public Utility Commission (PUC), this amendment transfers 63.0 FTE Dispatchers and associated costs from the General Fund to the E-911 Fund. The amendment is net zero as the expenditures moved out of the General Fund are offset by a transfer out equal to these costs.				
This amendment addresses a Council Priority Program: Public Safety Communications and also a Council Goal: Safe City.				
<b>New Appropriation Total</b>	<b>-63.00</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Total</b>	<b>-63.00</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Amendment Request Total All Funds</b>	<b>10.00</b>	<b>5,319,036</b>	<b>4,711,380</b>	<b>607,656</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Enhanced E-911 Fund	0	0	0	1,430,500	5,319,036
General Fund	5,818,885	6,224,797	6,527,747	6,432,616	6,667,729
<b>Expenditures Total</b>	<b>\$5,818,885</b>	<b>\$6,224,797</b>	<b>\$6,527,747</b>	<b>\$7,863,116</b>	<b>\$11,986,765</b>

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Enhanced E-911 Fund	0.00	0.00	0.00	0.00	73.00
General Fund	81.00	81.00	81.00	81.00	18.00
<b>Staffing Total</b>	<b>81.00</b>	<b>81.00</b>	<b>81.00</b>	<b>81.00</b>	<b>91.00</b>

## PROGRAM DETAIL

### Public Safety Communications

**Net Cost \$11,978,027**

Provides all Fire and Police radio communications, "911" call taking, dispatch services and records management of incoming calls for service and dispatch communications.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Enhanced E-911 Fund	0	0	0	1,430,500	5,319,036
General Fund	5,818,885	6,224,797	6,527,747	6,432,616	6,667,729
<b>Expenditures Total</b>	<b>\$5,818,885</b>	<b>\$6,224,797</b>	<b>\$6,527,747</b>	<b>\$7,863,116</b>	<b>\$11,986,765</b>

# Public Safety Communications

## PROGRAM DETAIL

### Public Safety Communications

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	5,668,300	6,084,052	6,367,358	6,265,670	7,100,476
Allocated Expenses	24	0	0	0	0
Supplies and Services	39,135	22,897	21,981	32,056	26,981
Interfund Charges	111,426	117,848	138,408	134,890	147,928
Transfers Out	0	0	0	1,430,500	4,711,380
<b>Expenditures Total</b>	<b>\$5,818,885</b>	<b>\$6,224,797</b>	<b>\$6,527,747</b>	<b>\$7,863,116</b>	<b>\$11,986,765</b>
<b><u>STAFFING SUMMARY</u></b>					
Enhanced E-911 Fund	0.00	0.00	0.00	0.00	73.00
General Fund	81.00	81.00	81.00	81.00	18.00
<b>Staffing Total</b>	<b>81.00</b>	<b>81.00</b>	<b>81.00</b>	<b>81.00</b>	<b>91.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
100% of all Tow Request Logs will be submitted to APD Impound by 8:00 am each day	N/A	91.7%	100%	100%	100%
92% of all Fire and EMS events will be initiated and dispatched to appropriate apparatus within 90 seconds	N/A	97.61%	92%	97%	97%
95% of 911 calls answered within 10 seconds	97%	97.63%	95%	96%	96%
98% of all recording requests will be filled within 36 hours of receipt during the business week	100%	100%	98%	100%	100%

# Public Works

## PROGRAM SUMMARY

<b>Administration</b>  <b>\$1,165,548</b> <b>5 FTE</b> *Administrative, clerical, budget, and managerial duties	<b>Building Division</b>  <b>\$7,129,462</b> <b>61 FTE</b> *Building plan review, inspections, and permitting	<b>Engineering Services</b>  <b>\$4,390,046</b> <b>41 FTE</b> *Design and construct CIP projects *Review and approve civil plans *Traffic and Facilities Engineering * Parking and Mobility Program
<b>Facilities Operations</b>  <b>\$4,671,937</b> <b>34 FTE</b> *Maintenance and repair of City buildings	<b>Public Improvements</b>  <b>\$1,157,177</b> <b>14 FTE</b> *Permits and inspects infrastructure construction *Reviews and tests developer and City infrastructure projects	<b>Public Utilities</b>  <b>\$8,366,817</b> <b>0 FTE</b> *Street light/traffic signal energy bills *Public buildings utility bills
<b>Real Property Services</b>  <b>\$1,077,096</b> <b>14 FTE</b> *Property transactions involving acquisition and right-of-way development and land surveying services	<b>Street Operations</b>  <b>\$6,583,278</b> <b>79 FTE</b> *Maintenance of City streets *Cleaning of City streets *Snow removal	<b>Traffic Operations</b>  <b>\$2,223,764</b> <b>24 FTE</b> *Install, maintain, and operate traffic devices throughout Aurora

## DEPARTMENT SUMMARY

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b>REGULAR - FTE</b>	<b>246.00</b>	<b>249.00</b>	<b>251.00</b>	<b>258.00</b>	<b>272.00</b>
<b>EXPENDITURES</b>	<b>27,852,415</b>	<b>30,645,298</b>	<b>32,232,734</b>	<b>32,978,834</b>	<b>36,765,125</b>

# Public Works

## DESCRIPTION

Public Works is responsible for providing a variety of infrastructure services to the citizens. Service divisions under the management of Public Works are: Administration, Building, Engineering, Facilities, Streets, Traffic, Real Property, Public Improvement Inspections, and Materials Lab. Specific responsibilities of the department include: plan, survey, design, and construction management of capital improvement projects of varying types that are undertaken by the City; building plan review, inspections and permits; maintenance and cleanliness of all public streets, alleys, and municipal parking areas; maintenance and repair of City buildings; design, installation, operation, and maintenance of traffic control signals, devices, and markings; support of all City land property transactions; and to ensure that all roadway and utilities infrastructure projects are constructed to meet or exceed the City standards.

## COUNCIL GOALS AND OBJECTIVES SUPPORTED

\*Create a superior quality of life for residents making the city a desirable place to live and visit.

\*Ensure excellent infrastructure that is well maintained and operated.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Regular - FTE	246.00	249.00	251.00	258.00	272.00
Personal Services	17,801,150	19,079,706	20,661,966	21,131,718	23,419,631
Allocated Expenses	-2,394,121	-2,569,689	-2,621,074	-2,667,794	-2,862,714
Supplies and Services	2,777,888	2,969,014	3,284,736	3,725,512	4,607,723
Utilities	6,848,244	7,293,929	7,826,944	7,327,542	8,319,117
Interfund Charges	2,647,253	2,755,922	2,976,091	3,032,147	3,028,297
Capital Related	172,001	1,063,216	50,871	376,509	199,871
Transfers Out	0	53,200	53,200	53,200	53,200
<b>Expenditures Total</b>	<b>\$27,852,415</b>	<b>\$30,645,298</b>	<b>\$32,232,734</b>	<b>\$32,978,834</b>	<b>\$36,765,125</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2016

The Public Works' primary goal is to ensure excellent infrastructure that is well maintained and operated. Public Works is also dedicated to providing excellent service to its customers. In 2016, several funding adjustments will help ensure that the department can continue to focus on providing excellent infrastructure and a high level of service to both internal and external customers. The adjustments include:

- Traffic Systems Operations and Maintenance Support- The light rail and commuter rail projects will require additional staffing to coordinate signals throughout the corridor as traffic patterns and train operations change. The 2016 budget includes funding for additional staff to maintain acceptable response times to system issues and citizens inquiries.
- Development Activity Response- The increase in development and redevelopment activity throughout the City that has made it increasingly difficult to meet response times for plan review, building inspections, and issuance of permits. The 2016 budget will add contracted roof inspection and geotechnical testing services, increase plans review staff, and form a permit counter call center to help the divisions continue to provide excellent customer service to citizens and the development community.
- Transportation Projects- Capital projects will continue to be a focus of the Engineering Services division in 2016. Construction will continue on the Aurora Line light rail project. The department will manage several ongoing projects within the Transportation Improvement Program (TIP) and will assist in four new TIP projects that will begin in 2016. Other important projects include the design of the 6th Avenue Parkway extension, several Xcel undergrounding projects, CDOT's upcoming I-70 East project, and various intersection improvements. The 2016 budget will add funding for 2.0 Project Engineers to ensure that management of these priority projects continues uninterrupted.
- Facility Maintenance- Several new buildings will be added to the inventory in 2016 including the new Public Safety Training Center and the renovated District 2/Traffic building. The 2016 budget will maintain service levels with these additions by

# Public Works

## DEPARTMENT NARRATIVE

providing funding for utilities, custodial services, 2.0 FTE Facility Maintenance Technicians, and 1.0 FTE Public Safety Training Center Manager. Also in 2016, the frequency of carpet cleaning and nightly custodial services will be increased to levels required to maintain clean and well-cared buildings.

### 2015 Current-Year Department Projection

The Public Works projection for 2015 is \$746,100 over the 2015 Original Budget primarily due to increases in development activity that necessitated adding staff and contracted services to perform plans review, permit issuance, and building inspections. A 2016 Spring Supplemental will provide funding for these adjustments. The 2015 projection also reflects changes made during the 2015 Spring Supplemental process including the conversion of 6.0 contingent positions in the Building division to FTE and partial-year funding for the addition of a Parking Program Manager to manage the parking and mobility program that has been established in response to the anticipated 2016 completion of the Aurora Line light rail and East Line commuter rail.

### 2016 Department Budget

The Public Works 2016 budget is designed to maintain service levels as workload increases particularly related to development activity, the light rail and commuter rail projects, and new public facilities. In response to these workloads, the 2016 budget includes several changes resulting in an increase of \$4.5 million and 21.0 FTE (7.0 added in the 2015 Spring Supplemental and 14.0 in the 2016 budget amendments) when compared to the 2015 Original Budget.

Funding to maintain service levels to the development community includes increases in staff to perform plans review (3.0 FTE), establish a permit counter call center (4.0 contingent employees), and provide building inspections (2.0 FTE) as well as contracted services for geotechnical testing (\$100,000) and roof inspections (\$750,000).

With the arrival of the light rail and commuter rail, demands of the traffic team have increased and are anticipated to continue to grow. In order to allow prompt response to signal malfunctions, evaluations of signal timing and traffic patterns, and to respond to traffic concerns and inquiries, 2.0 FTE Traffic Signal Technicians and 1.0 FTE Traffic Systems Specialist will be added in 2016. The addition of light rail stations along the I-225 corridor has also necessitated the creation of a Parking and Mobility Program to help ensure adequate and safe access to transit stations and the surrounding businesses and neighborhoods by regulating and maintaining the City's parking assets. The 2016 budget provides for a base program budget (\$195,000) for the Parking and Mobility Program to include consultant services (marketing, education, website, branding, parking studies, etc.) and partial-year funding for the initial management contract for the Iliff parking garage and its vicinity. Staff will be added in 2016 to respond to the addition of the City of Aurora Public Safety Training Center (CAPSTC), Sports Park Building N, and the renovated District 2/Traffic building to the City's building portfolio. The 2016 budget allows for a CAPSTC Facility Manager as well as 2.0 FTE Facility Maintenance Technicians.

Capital projects will continue to demand a great deal of staff time. The 2016 budget also adds 1.0 FTE Real Property Agent to respond to workloads associated with property acquisitions, easements and other land related services and 2.0 FTE Project Engineers to ensure transportation related projects continue uninterrupted.

The 2016 budget makes significant strides in providing funding for additional staff that is needed to continue to provide excellent customer service in the face of increasing workload from robust development activity, growing facility needs, and the addition of light rail and commuter rail infrastructure.

## BASE ADJUSTMENTS

Base Adjustments	2016
Prior Year One Times	-259,000
Mid Year Modifications	119,115
Compensation Adjustments	860,807
Mandated Costs	374,234
Other Adjustments	151,732
<b>Total Base Adjustments</b>	<b>\$1,246,888</b>

# Public Works

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
Add 1.0 FTE Engineering Staff	1.00	112,309	0	112,309
Program affected: Engineering Services This amendment will add 1.0 FTE Project Engineer. As development increases in areas around the light rail corridor, the additional FTE will maintain response times to citizen and developer inquiries and ensure expected timeframes for civil plans review are met.  This amendment addresses a Council Goal: Business and Development.				
Add 2.0 Contingent Engineering Staff	0.00	227,072	0	227,072
Program affected: Engineering Services This amendment will add 2.0 contingent Project Engineers in Plans Review. Development activity is projected to remain strong for the next several years, particularly with anticipated development in the northeast area of the City. This additional staff will help meet that temporary peak in demand so that expected timeframes for civil plans review are met.  This amendment addresses a Council Goal: Business and Development.				
Add 2.0 FTE Building Staff	2.00	200,677	0	200,677
Program affected: Building Division This amendment will add 2.0 FTE Building Inspectors. The additional staff will improve response times to inspection requests.  This amendment addresses a Council Goal: Business and Development.				
Add 2.0 FTE Engineering Staff	2.00	225,618	0	225,618
Program affected: Engineering Services This amendment will add 2.0 FTE Project Engineers in the Civil Plans Review section of Engineering Services. The additional staff will improve response times to citizen and developer inquiries and reduce timeframes for civil plans review.  This amendment addresses a Council Goal: Business and Development.				

# Public Works

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
Permit Counter Call Center	0.00	200,000	0	200,000
<p>Program affected: Building Division</p> <p>This amendment will fund 4.0 contingent Administrative Technicians to establish a Permit Counter Call Center. Currently, Permit Technicians are responsible for answering incoming calls which takes them away from serving other customers. Dedicated call center staff would allow Permit Technicians to assist in-person customers more quickly. It will also facilitate implementation of a "while you wait" plans review that would allow customers to receive same-day permits for less complex projects such as residential decks, patio covers and basement finish permits. Creation of the call center will also allow customers to make one phone call for all inspection services and appointments (Building, Aurora Water, and Public Improvements).</p> <p>This amendment addresses a Council Goal: Business and Development.</p>				
Roof Inspection Contract	0.00	750,000	0	750,000
<p>Program affected: Building Division</p> <p>This amendment appropriates funding for the 2016 portion of a roof inspection contract that was issued in Summer 2015. Increased construction activity and widespread hail storm damage resulted in a large backlog of inspections. This contract will allow the City to utilize inspection staff currently doing roof inspections for work on other types of inspection. This will reduce inspection times not only on roofs but for other types of projects as well.</p> <p>This amendment addresses a Council Goal: Business and Development.</p>				
Technical FTE Adjustment	0.25	25,057	0	25,057
<p>Program affected: Engineering Services</p> <p>This amendment will adjust the allocation for a Project Engineer that is currently split between the General Fund (25 percent) and the Development Review Fund (75 percent). Because the position is doing work solely related to the development review process, the position will be transferred so that it is 100 percent Development Review Fund.</p> <p>This amendment addresses a Council Goal: Business and Development.</p>				
Vehicle Replacements	0.00	75,000	0	75,000
<p>Program affected: Building Division</p> <p>This amendment establishes budget for the vehicle replacement program in Building. This program staggers the vehicle replacement on an 8-10 year cycle so that three vehicles are typically replaced each year.</p> <p>This amendment addresses a Council Goal: Business and Development.</p>				

# Public Works

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
<b>New Appropriation Total</b>	<b>5.25</b>	<b>1,815,733</b>	<b>0</b>	<b>1,815,733</b>
<b>Development Review Fund Total</b>	<b>5.25</b>	<b>1,815,733</b>	<b>0</b>	<b>1,815,733</b>
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Public Safety Training Center (CAPSTC) Manager	1.00	114,332	0	114,332
<p>Program affected: Facilities Operations</p> <p>This amendment establishes a basic budget for operations at the CAPSTC training facility including 1.0 FTE Public Safety Training Facility Manager. The CAPSTC business plan recommended that the City hire a facility manager for CAPSTC to ensure effective and efficient day-to-day operation of the facility. The facility manager will oversee all aspects of facility operations; maintain the facility for safety and regulatory compliance; ensure the facility is in good repair; supervise all non-sworn staff assigned to the facility; oversee the development of the facility budget; manage the scheduled use of the facility; promote the facility to outside agencies; negotiate terms and agreements with outside agencies; provide guidance to facility users; and act as a liaison between Police, Fire, and outside users; etc.</p> <p>This amendment addresses two Council Priority Programs: Police District Operations, Fire Emergency Services and also a Council Goal: Safe Community.</p>				
Add 1.0 FTE Real Property Agent	1.00	81,982	0	81,982
<p>Program affected: Real Property Services</p> <p>This request will add 1.0 FTE Real Property Agent. Real Property supports all city departments with acquisition and land-related services. Adding to the staff is necessary in order to handle the current workload in addition to having time to allow cross-training. This is especially important as there is only one person currently able to do acquisitions and that person is expected to retire within the next year. This FTE will allow existing positions to focus on actual acquisition-related activities and the agent can assist by working with permitting (license agreements), review of legal descriptions, recording of documents, maintenance of spreadsheets and assisting with public requests.</p> <p>This amendment addresses a Council Goal: Excellent Infrastructure.</p>				

# Public Works

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Building Environment	0.00	340,000	0	340,000
<p>Program affected: Facilities Operations</p> <p>The scope of the cleaning and maintenance schedules for City facilities was scaled back in 2009 as a cost savings measure. This amendment will partially restore funding for window washing service and increase the frequency of carpet cleaning and nightly custodial services to levels required to maintain clean and well-cared buildings.</p> <p>This amendment was reduced from \$355,000 to help offset changes made to the budget at the October 3, 2015 Budget Workshop.</p> <p>This amendment addresses a Council Goal: Excellent Infrastructure.</p>				
Contract for Geotechnical Testing	0.00	100,000	0	100,000
<p>Program affected: Public Improvements</p> <p>The Materials Testing Laboratory has seen a steady increase in the number and complexity of the capital projects within the City. These capital projects come from within the City (Street Services, Engineering Services, Traffic Engineering, Facility Management, Aurora Water, PROS) as well as from private development. The increase in projects is delaying the Materials Testing Laboratory's approval of quality assurance testing for developments and capital improvement projects. This request would provide funding to improve service levels by outsourcing some of this testing, particularly the geotechnical review, during the peak period of May-October.</p> <p>This amendment addresses a Council Goal: Excellent Infrastructure.</p>				
Design Build Project Management Certification and Training	0.00	12,000	0	12,000
<p>Program affected: Engineering Services</p> <p>When appropriate, the City has been engaging in alternative delivery methods such as Design-Build for construction projects. This proposal is for a one-time expenditure for training classes, conferences, certification programs, reference documents and materials, and related activities to develop expertise in-house and integrate design-build project management in the Engineering Division. The plan is for at least two project managers to gain certification in design-build delivery.</p> <p>This amendment addresses a Council Goal: Excellent Infrastructure.</p>				

# Public Works

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Facilities Program Adjustments for New Facilities	2.00	429,596	0	429,596
<p>Program affected: Facilities Operations, Public Utilities</p> <p>The City of Aurora Public Safety Training Center (CAPSTC) and renovated District 2/Traffic building will add over 77,000 square feet of maintenance responsibility for Facilities Operations in Public Works. This request will add 2.0 FTE Facility Maintenance Technicians in Public Works to provide response to facility-related issues and preventative maintenance. This amendment also adds funding for facility operating supplies, utilities and custodial services, etc. for buildings that will be or have recently been added to the facility portfolio. A portion of the CAPSTC operating expense will be offset by savings from the elimination of the Fire Department's annual payment to the Rocky Mountain Fire Academy.</p> <p>This amendment addresses a Council Priority Program: Police District Operations and also a Council Goal: Excellent Infrastructure.</p>				
Parking and Mobility Enterprise Startup Costs	0.00	195,000	0	195,000
<p>Program affected: Engineering Services</p> <p>In June 2015, the City took the first steps in establishing a Parking and Mobility Program by hiring a 1.0 FTE Parking Program Manager. As the program continues to develop, there will be a need for funding for equipment, technology and contracted operations such as garage maintenance; parking area enforcement; on-street management; etc. This request establishes a base program budget for the Parking and Mobility Program to include \$75,000 for consultant services (marketing, education, website, branding, parking studies, etc) and partial-year funding for the initial management contract for the Iliff parking garage and vicinity (\$110,000). The request also includes \$10,000 for basic program expenses such as fuel and vehicle repair; operating and office supplies; International Parking Institute membership; and associated conferences and training.</p> <p>This amendment addresses a Council Priority Project: Transit-Oriented Development(TOD) and also a Council Goal: Excellent Infrastructure.</p>				
Technical FTE Adjustment	-0.25	-25,057	0	-25,057
<p>Program affected: Engineering Services</p> <p>This amendment will adjust the allocation for a Project Engineer that is currently split between the General Fund (25 percent) and the Development Review Fund (75 percent). Because the position is doing work solely related to the development review process, the position will be transferred so that it is 100 percent Development Review Fund.</p> <p>This amendment addresses a Council Goal: Business and Development.</p>				

# Public Works

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2016			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Traffic Systems Operations and Maintenance	3.00	221,917	0	221,917
<p>Program affected: Traffic Operations, Engineering Services</p> <p>With the arrival of the light rail, demands of the traffic team are anticipated to continue to increase. The light rail and commuter rail projects will require additional staffing to coordinate signals throughout the corridor as traffic patterns and train operations change with respect to time. Additionally, the complex interactions between the signals and the trains present a greater likelihood of malfunction and a higher impact to the motoring/train-riding public. This request will add 2.0 FTE Traffic Signal Technicians and 1.0 FTE Traffic Systems Specialist. Adding traffic signal technicians will expand the coverage from the current 8 ½ hours per day to 13 ½ hours per day to allow prompt response to signal malfunctions through the rush hour. Currently, the city relies on on-call staff to respond to malfunctions outside the hours of 7:30am-4:00pm which delays response time.</p> <p>This amendment addresses a Council Priority Program: Street Operations and also a Council Goal: Excellent Infrastructure.</p>				
Transportation Projects and Engineering Support	2.00	0	0	0
<p>Program affected: Engineering Services</p> <p>This request will convert 2.0 contingent Project Engineers to 2.0 FTE. The Transportation Projects Delivery team is currently managing an average of nine projects per person and future projects such as Xcel Energy undergrounding projects, CDOT's upcoming I-70 East project, the Quincy/Parker Operational study, the Arapahoe Road widening project with Arapahoe County and the Quincy/Gun Club operational improvements with Arapahoe County have yet to be assigned. It is evident the workload is ongoing. Hiring permanent staff is necessary to manage the projects so they may continue uninterrupted. Costs for these positions will be charged to the Capital Projects Fund.</p> <p>This amendment addresses a Council Priority Program: Street Operations and also a Council Goal: Excellent Infrastructure.</p>				
<b>New Appropriation Total</b>	<b>8.75</b>	<b>1,469,770</b>	<b>0</b>	<b>1,469,770</b>
<b>General Fund Total</b>	<b>8.75</b>	<b>1,469,770</b>	<b>0</b>	<b>1,469,770</b>
<b>Amendment Request Total All Funds</b>	<b>14.00</b>	<b>3,285,503</b>	<b>0</b>	<b>3,285,503</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Designated Revenues Fund	18,835	4,393	23,076	23,076	23,076
Development Review Fund	5,345,036	5,949,188	6,457,353	7,421,063	8,676,645
General Fund	22,407,838	24,733,159	25,752,305	25,534,695	28,065,404
Gifts & Grants Fund	80,706	-41,442	0	0	0
<b>Expenditures Total</b>	<b>\$27,852,415</b>	<b>\$30,645,298</b>	<b>\$32,232,734</b>	<b>\$32,978,834</b>	<b>\$36,765,125</b>

# Public Works

## STAFFING SUMMARY BY FUND

Fund	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
Development Review Fund	59.75	59.75	59.75	65.75	71.00
General Fund	186.25	189.25	191.25	192.25	201.00
<b>Staffing Total</b>	<b>246.00</b>	<b>249.00</b>	<b>251.00</b>	<b>258.00</b>	<b>272.00</b>

## PROGRAM DETAIL

### Administration

**Net Cost \$1,165,548**

The Administration program prepares and manages the department budgets; prepares contract documents; processes contract payments, requisitions, and other financial transactions; and provides administrative and clerical services to divisions via a pool of three employees. Approximately half of this program's funding is Risk Management charges for the department. The Director and Business Services Coordinator are also included in this program.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	920,618	1,008,926	1,091,070	1,123,684	1,165,548
Gifts & Grants Fund	80,706	-41,442	0	0	0
<b>Expenditures Total</b>	<b>\$1,001,324</b>	<b>\$967,484</b>	<b>\$1,091,070</b>	<b>\$1,123,684</b>	<b>\$1,165,548</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	423,888	463,828	477,286	506,816	496,865
Allocated Expenses	79,527	-41,442	0	0	0
Supplies and Services	7,542	12,618	5,084	6,767	5,084
Interfund Charges	490,367	529,661	608,700	610,101	663,599
Capital Related	0	2,819	0	0	0
<b>Expenditures Total</b>	<b>\$1,001,324</b>	<b>\$967,484</b>	<b>\$1,091,070</b>	<b>\$1,123,684</b>	<b>\$1,165,548</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	5.00	5.00	5.00	6.00	5.00
<b>Staffing Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>5.00</b>

### Building Division

**Net Cost \$0**

The Building Division issues permits; inspects residential and commercial construction and remodel projects for compliance with adopted building codes; conducts all site development and construction plan reviews; and administers testing for contractor and supervisor licensing.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Development Review Fund	4,628,120	5,143,239	5,503,964	6,525,585	7,129,462
<b>Expenditures Total</b>	<b>\$4,628,120</b>	<b>\$5,143,239</b>	<b>\$5,503,964</b>	<b>\$6,525,585</b>	<b>\$7,129,462</b>

# Public Works

## PROGRAM DETAIL

### Building Division

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	4,271,932	4,728,753	5,263,133	5,885,934	6,011,481
Supplies and Services	174,781	179,044	128,867	454,474	885,867
Interfund Charges	95,583	102,788	111,964	123,983	108,114
Capital Related	85,824	132,654	0	61,194	124,000
<b>Expenditures Total</b>	<b>\$4,628,120</b>	<b>\$5,143,239</b>	<b>\$5,503,964</b>	<b>\$6,525,585</b>	<b>\$7,129,462</b>
<b><u>STAFFING SUMMARY</u></b>					
Development Review Fund	53.00	53.00	53.00	59.00	61.00
<b>Staffing Total</b>	<b>53.00</b>	<b>53.00</b>	<b>53.00</b>	<b>59.00</b>	<b>61.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of calls to the Permit Center are answered within the established standard of 30 seconds or less	N/A	77%	90%	80%	90%
Complete 95% of the building inspections on the day requested	99%	68%	95%	75%	95%
Complete review of building plans within established timeframes 95% of the time	65%	68%	95%	50%	95%

### Engineering Services

**Net Cost \$3,023,366**

Engineering Services plans, designs, constructs, and manages capital improvement, utilities, intersection, Transportation Improvement Program (TIP), facilities, and fence projects for Public Works and various departments. This function also maintains record drawings and reports for infrastructure. The Development Review Fund function of Engineering Services reviews and approves the civil engineering plans. Traffic engineering requests are varied and include: evaluating need for traffic signs and signals to address hazards; reviewing signal timing to improve flow; addressing school traffic concerns; coordinating construction detours and lane closures; collecting traffic volume count data; approving oversize/overweight vehicle permits; special use permits; sign permits; addressing Council requests; and coordinating with other jurisdictions on traffic improvement projects. Engineering Services also added the Parking and Mobility Program in 2015.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Development Review Fund	716,916	805,949	953,389	895,478	1,547,183
General Fund	1,639,853	1,704,002	1,990,205	2,295,050	2,842,863
<b>Expenditures Total</b>	<b>\$2,356,769</b>	<b>\$2,509,951</b>	<b>\$2,943,594</b>	<b>\$3,190,528</b>	<b>\$4,390,046</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,716,656	2,891,378	3,234,231	3,511,763	4,784,958
Allocated Expenses	-468,721	-508,185	-521,721	-521,721	-798,178
Supplies and Services	92,963	101,522	212,430	152,853	374,244
Utilities	0	2,474	0	0	2,700
Interfund Charges	15,871	16,919	18,654	18,753	26,322
Capital Related	0	5,843	0	28,880	0
<b>Expenditures Total</b>	<b>\$2,356,769</b>	<b>\$2,509,951</b>	<b>\$2,943,594</b>	<b>\$3,190,528</b>	<b>\$4,390,046</b>

# Public Works

## PROGRAM DETAIL

### Engineering Services

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>STAFFING SUMMARY</u></b>					
Development Review Fund	6.75	6.75	6.75	6.75	10.00
General Fund	22.25	22.25	23.25	23.25	31.00
<b>Staffing Total</b>	<b>29.00</b>	<b>29.00</b>	<b>30.00</b>	<b>30.00</b>	<b>41.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Complete 90% of construction projects within contract time and budget	100%	96%	90%	82%	90%
Complete review of civil plans within established time frames 93% of the time	89%	91%	93%	80%	93%

### Facilities Operations

**Net Cost \$4,671,937**

Facilities Operations provides preventive maintenance and minor repair services for more than 130 City buildings in a full range of craft areas to include HVAC, electrical, plumbing, and carpentry needs. It also manages multiple service contracts including custodial services, waste management and specialty labor/trades services. This program is included within the Operations Division.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	3,838,897	3,993,716	4,011,499	3,749,684	4,671,937
<b>Expenditures Total</b>	<b>\$3,838,897</b>	<b>\$3,993,716</b>	<b>\$4,011,499</b>	<b>\$3,749,684</b>	<b>\$4,671,937</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,241,025	2,275,454	2,391,375	2,136,442	2,559,396
Allocated Expenses	-37,235	-37,842	-39,139	-39,139	-39,369
Supplies and Services	1,574,711	1,686,285	1,585,048	1,578,166	2,059,621
Interfund Charges	60,396	69,819	74,215	74,215	67,289
Capital Related	0	0	0	0	25,000
<b>Expenditures Total</b>	<b>\$3,838,897</b>	<b>\$3,993,716</b>	<b>\$4,011,499</b>	<b>\$3,749,684</b>	<b>\$4,671,937</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	29.00	32.00	32.00	32.00	34.00
<b>Staffing Total</b>	<b>29.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>34.00</b>

# Public Works

## PROGRAM DETAIL

### Facilities Operations

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Complete 80% of scheduled preventative maintenance services on all equipment within the designated period	89%	89%	80%	75%	80%
Custodial contract services meet or exceed minimum performance requirements in 90% of all facility inspections	90%	90%	90%	90%	90%
Overall customer satisfaction of 95% on surveys sent for completed work orders	95%	95%	95%	95%	95%

### Public Improvements

**Net Cost \$679,177**

The Public Improvements program has two main functions: Public Improvements and Materials Testing Lab. The Public Improvement function permits, inspects, and warranties developer infrastructure in new construction, including asphalt and concrete roadways, curb and gutter, walks, crosspans, and curb ramps. This division also inspects the repair, replacement, maintenance and restoration operations for dry utilities, such as phone, power, cable, gas and fiber optic lines. The Materials Lab provides technical support and prepares subsurface soils investigations for City improvement projects in Public Works, PROS, Aurora Water, and Building Maintenance; provides testing and qualification of soils, concrete, and asphalt used in City repair, utility replacement, and maintenance operations; and reviews testing of and qualifies materials used in developer infrastructure improvements. This program is included within the Engineering Services Division.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	898,994	1,018,452	1,000,046	968,319	1,157,177
<b>Expenditures Total</b>	<b>\$898,994</b>	<b>\$1,018,452</b>	<b>\$1,000,046</b>	<b>\$968,319</b>	<b>\$1,157,177</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,015,092	1,105,713	1,103,636	1,079,566	1,159,368
Allocated Expenses	-205,688	-204,302	-219,286	-219,286	-216,535
Supplies and Services	30,199	38,021	52,683	36,405	152,683
Interfund Charges	59,391	77,122	63,013	71,634	61,661
Capital Related	0	1,898	0	0	0
<b>Expenditures Total</b>	<b>\$898,994</b>	<b>\$1,018,452</b>	<b>\$1,000,046</b>	<b>\$968,319</b>	<b>\$1,157,177</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	14.00	14.00	14.00	14.00	14.00
<b>Staffing Total</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

# Public Works

## PROGRAM DETAIL

### Public Improvements

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Complete 95% of required materials testing per city specified requirement for materials placed on all assigned capital improvement projects	N/A	N/A	95%	65%	95%
Complete review of development testing for extension agreements and right of way improvements within 2 business days of receiving testing results 95% of the time	N/A	N/A	95%	65%	95%
Perform 90% or more of inspections within 24 hours of request	99%	99%	90%	95%	90%
Perform 95% or more of certificate of occupancy inspections within 24 hours of request	N/A	N/A	95%	96%	95%

### Public Utilities

**Net Cost \$8,361,817**

This program includes both the Public Building Utilities and the Public Lighting functions. The program funds the monthly water/sewer, gas and electricity charges for all public buildings as well as the energy charges for all street lights and traffic signals. It also covers non-routine street light maintenance costs (e.g. cut underground wires, knock downs, etc.).

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	6,940,663	7,338,442	8,052,361	7,764,838	8,366,817
<b>Expenditures Total</b>	<b>\$6,940,663</b>	<b>\$7,338,442</b>	<b>\$8,052,361</b>	<b>\$7,764,838</b>	<b>\$8,366,817</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	75,400	-305	175,000	390,893	0
Utilities	6,844,551	7,285,547	7,824,161	7,320,745	8,313,617
Capital Related	20,712	0	0	0	0
Transfers Out	0	53,200	53,200	53,200	53,200
<b>Expenditures Total</b>	<b>\$6,940,663</b>	<b>\$7,338,442</b>	<b>\$8,052,361</b>	<b>\$7,764,838</b>	<b>\$8,366,817</b>

# Public Works

## PROGRAM DETAIL

### Real Property Services

**Net Cost \$894,096**

The Real Property Services program conducts transactions on land acquisition and real estate for special projects for all City departments as well as land disposal, land surveying, and leases for the City. Tasks include negotiations; condemnation support; appraisal procurement; consultant management; licenses and revocable permit processing; title work closing; environmental assessment; demolition and relocation; and technical review of land development plans that includes land records, mathematical calculations, survey data, building permits, review of subdivision plats and site plans, annexations, street vacations, easement dedications and releases, and recording of documents. The program also supports the City with development of property inventory and maintenance of property records.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	879,985	1,778,451	1,016,922	1,256,979	1,077,096
<b>Expenditures Total</b>	<b>\$879,985</b>	<b>\$1,778,451</b>	<b>\$1,016,922</b>	<b>\$1,256,979</b>	<b>\$1,077,096</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	951,425	1,067,516	1,058,023	1,094,988	1,149,002
Allocated Expenses	-127,052	-131,614	-139,501	-139,501	-143,942
Supplies and Services	19,941	29,568	61,283	24,180	63,283
Interfund Charges	10,726	13,271	12,117	16,748	8,753
Capital Related	24,945	799,710	25,000	260,564	0
<b>Expenditures Total</b>	<b>\$879,985</b>	<b>\$1,778,451</b>	<b>\$1,016,922</b>	<b>\$1,256,979</b>	<b>\$1,077,096</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	13.00	13.00	13.00	13.00	14.00
<b>Staffing Total</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Process, review and/or record plats, site plans, and deed with an accuracy rate of 95% or higher	100%	100%	95%	100%	95%

# Public Works

## PROGRAM DETAIL

### Street Operations

**Net Cost \$6,405,722**

The Street Operations program provides two key functions: Street Maintenance and Street Sweeping. The Street Maintenance function provides for maintenance of all public streets, sidewalks, alleys and municipal parking areas in the City; pavement repairs include patching, milling, and overlays; concrete infrastructure maintenance on streets, including curbs, gutters and sidewalks; installation of handicap ramps in compliance with the Americans with Disabilities Act; gravel surface and shoulder maintenance on rural roads; and routine maintenance including alley grading and pothole repair. This function also includes costs for snow removal however deicing materials and overtime are not included. The Street Sweeping function provides for cleaning of all public streets, sidewalks, paved alleys and municipal parking lots in the City. Routine street cleaning maintains the overall appearance of the City and is required for regional air and water quality. Compliance with the Regional Air Quality Management Plan requires commitment to a regular frequency of street sweeping, especially during the winter months. Street cleaning is also a requirement of the stormwater permit for the City and is reported annually as part of regulatory compliance. This program is included within the Operations Division.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	18,835	4,393	23,076	23,076	23,076
General Fund	5,499,918	6,026,357	6,537,258	6,356,194	6,560,202
<b>Expenditures Total</b>	<b>\$5,518,753</b>	<b>\$6,030,750</b>	<b>\$6,560,334</b>	<b>\$6,379,270</b>	<b>\$6,583,278</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	4,859,157	5,208,684	5,626,050	5,425,577	5,579,456
Allocated Expenses	-1,634,952	-1,646,304	-1,701,427	-1,748,147	-1,664,690
Supplies and Services	488,579	539,348	687,784	680,472	689,384
Utilities	3,693	5,908	2,783	6,797	2,800
Interfund Charges	1,786,451	1,826,054	1,945,144	2,014,571	1,976,328
Capital Related	15,825	97,060	0	0	0
<b>Expenditures Total</b>	<b>\$5,518,753</b>	<b>\$6,030,750</b>	<b>\$6,560,334</b>	<b>\$6,379,270</b>	<b>\$6,583,278</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	82.00	82.00	82.00	82.00	79.00
<b>Staffing Total</b>	<b>82.00</b>	<b>82.00</b>	<b>82.00</b>	<b>82.00</b>	<b>79.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Investigate 90% of requests for street/concrete repairs within three days and respond to caller within four days	93%	84%	90%	85%	90%
Respond to and repair 90% of pothole requests within 24 hours	90%	93%	90%	90%	90%

# Public Works

## PROGRAM DETAIL

### Traffic Operations

**Net Cost \$2,214,264**

The Traffic Operations program provides for the installation and maintenance of traffic control devices on public streets throughout Aurora. This includes traffic signs, pavement markings, traffic signals and flashing beacons for school zones. This program also provides for the operation of the central traffic signal system and associated communications equipment. This program is included within the Operations Division.

	2013 Actual	2014 Actual	2015 Original	2015 Projection	2016 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,788,910	1,864,813	2,052,944	2,019,947	2,223,764
<b>Expenditures Total</b>	<b>\$1,788,910</b>	<b>\$1,864,813</b>	<b>\$2,052,944</b>	<b>\$2,019,947</b>	<b>\$2,223,764</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,321,975	1,338,380	1,508,232	1,490,632	1,679,105
Supplies and Services	313,772	382,913	376,557	401,302	377,557
Interfund Charges	128,468	120,288	142,284	102,142	116,231
Capital Related	24,695	23,232	25,871	25,871	50,871
<b>Expenditures Total</b>	<b>\$1,788,910</b>	<b>\$1,864,813</b>	<b>\$2,052,944</b>	<b>\$2,019,947</b>	<b>\$2,223,764</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	21.00	21.00	22.00	22.00	24.00
<b>Staffing Total</b>	<b>21.00</b>	<b>21.00</b>	<b>22.00</b>	<b>22.00</b>	<b>24.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Respond to reported missing traffic signs within 30 minutes during regular business hours and within 60 minutes outside of business hours 90% of the time	93%	99%	90%	99%	90%
Respond to reported traffic signal malfunctions within 30 minutes during regular business hours and within 60 minutes outside of business hours 95% of the time	94%	97%	95%	97%	95%



*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

# **Capital Improvement Program**



## **Capital Improvement Program**

This section presents detailed information on the Capital Improvement Program (CIP) budget for the City and includes:

- An overview of the CIP;
- The five-year plan for the Capital Projects Fund;
- A summary of the CIP five-year budget plan for each fund;
- The Capital Improvement Program, excluding Aurora Water;
- The Aurora Water Capital Improvement Program;
- A listing of budget adjustments to capital projects in all funds (Capital Program Amendments Detail); and
- Non-Routine Projects.

Data for the years 2014 through 2020 are presented. The 2014 data represent carry forward appropriations reconciled to the City's Comprehensive Annual Financial Report. The 2015 data represent an estimate of how the 2015 budget will end the year. The 2016 figures present the City's capital budget. All 2017 through 2020 numbers represent planned future expenditures that are part of a balanced five-year Capital Improvement Program.

Additional information on the Capital Improvement Program is included in other sections of the 2016 Adopted Budget book. The additional information that can be found outside of the CIP section includes:

- Section B: Summary Information
  - The CIP Summary by fund and department, 2013-2020
  - The Capital Amendments Summary by fund and department
- Section I: Appendix
  - The Building Repair Subfund five-year project detail
  - The Parks and Open Space five-year project detail
  - The Aurora Water five-year project detail

## Capital Improvement Program Overview

The City of Aurora's five-year Capital Improvement Program (CIP) identifies the capital needs of the City and allocates existing funds and projected revenues for projects of \$25,000 or more. All projects must have a long-term benefit of at least five years. The CIP funds:

- Public facilities construction, remodeling, and renovation;
- Street overlay and reconstruction;
- Major water and wastewater infrastructure projects;
- Park land acquisition, development, and improvements;
- Major facilities repair and enhancement;
- Technology improvements and infrastructure;
- Traffic signal installation;
- Major equipment purchases; and
- Art in Public Places.

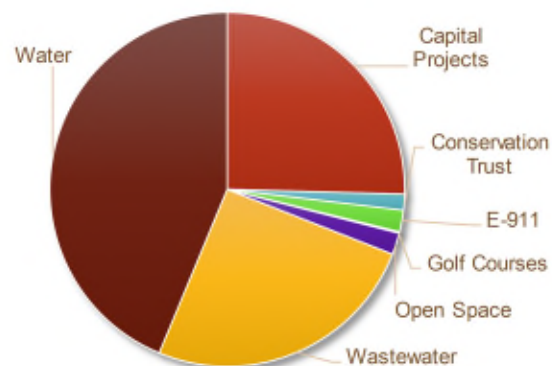
The CIP functions as a capital-spending plan for all five years. The CIP is updated annually as part of the budget process. It includes appropriations to support approved capital projects for the current budget year and reflects the input received from citizens and staff. It also contains appropriations for new projects and any requests to revise prior year appropriations, as shown in the Capital Program amendments table. Unlike the operating budget, which authorizes expenditures for only one fiscal year, capital budget appropriations are multi-year and continue until the project is completed or changed by City Council, or until three fiscal years have elapsed without any expenditure or encumbrance of project funds.

### OVERVIEW OF FUNDS ASSOCIATED WITH THE CIP

There are multiple funds in the City that include at least some expenditures associated with the CIP. Chart 1 represents the breakdown of projects by fund over the 2016 to 2020 five-year plan. Some of these funds also include annual operating appropriations. Listed below is a brief description of the funds associated with the CIP.

- **Capital Projects Fund.** The Capital Projects Fund (CPF) provides for general government infrastructure and facilities including streets, information systems and facilities. The broad purpose of the CPF makes it a key resource in achieving many of the City's strategies for growth and

**Chart 1. Capital Improvement Projects by Fund – 5 Year Plan**



maintenance of City facilities and infrastructure. The CPF accounts for 25.9 percent of the CIP five-year plan.

- **Conservation Trust Fund.** Pursuant to Colorado law, the Conservation Trust Fund (CTF) is used for the acquisition, development, and maintenance of new conservation sites or for recreation-related capital improvements or maintenance to public sites. The primary source of revenue for the CTF is lottery proceeds distributed by the State of Colorado. The CTF accounts for 1.4 percent of the CIP five-year plan.
- **Enhanced E-911 Fund.** The Enhanced E-911 Fund provides for the acquisition, development and maintenance of emergency communication systems, including the 800-megahertz (MHz) communication system. The primary sources of revenue for the Enhanced E-911 Fund are the emergency telephone surcharge and transfers from the Capital Projects Fund for 800 MHz system debt service. The Enhanced E-911 Fund accounts for 1.9 percent of the CIP five-year plan.
- **Gifts and Grants Fund.** The Gifts and Grants Fund accounts for gifts and grants to the City from other governments or from private parties where the size or duration of the funding source does not warrant establishing a separate fund. There are currently no anticipated projects in the five-year plan.
- **Golf Courses Fund.** The Golf Courses Fund is an enterprise fund that provides for the operation and maintenance of City-owned and/or operated golf courses. The Golf Courses Fund accounts for 0.2 percent of the CIP five-year plan.
- **Open Space Fund.** The Open Space Fund (OSF) was created in 2011, combining the Arapahoe County Open Space Fund (ArCo Fund) and the Adams County (AdCo) projects previously held in the Designated Revenue Fund. It provides for the acquisition, development and maintenance of parks and open space in the City. The primary source of revenue for the Open Space Fund is a one quarter of one percent Arapahoe County Open Space sales and use tax. The OSF accounts for 1.9 percent of the CIP five-year plan.
- **Parks Development Fund.** The Parks Development Fund (PDF) provides for land acquisition and park construction within specific areas determined by the funding source. The primary source of funding is developer contributions. There are no anticipated projects in the five-year plan.
- **Wastewater Fund.** The Wastewater Fund is an enterprise fund that provides for the systems and operations used in treating and disposing of wastewater from the sanitary sewer and storm drain systems in the City. Wastewater projects account for 25.1 percent of the five-year CIP.
- **Water Fund.** The Water Fund is an enterprise fund that provides for the acquisition of water and water rights as well as for the operation and maintenance of water plants, distribution systems and infrastructure. Water Fund projects are 43.5 percent of the five-year CIP.

## FINANCIAL OVERVIEW OF THE CAPITAL IMPROVEMENT PLAN

Annual capital appropriations from all the City funds will reach \$104.6 million in 2015, while a grand total of \$763.3 million in capital projects is projected or planned between 2016 and 2020. The plan for each fund and major changes are discussed in the following sections.

### Capital Projects Fund (CPF)

#### *History of the CPF*

The 2016-2020 five-year plan totals \$197.5 million. This represents the greatest amount of funding in the CPF over the past 15 years, eclipsing the early 2000s as shown in Chart 2.

**Chart 2. CPF 5-Year Plan by Year**

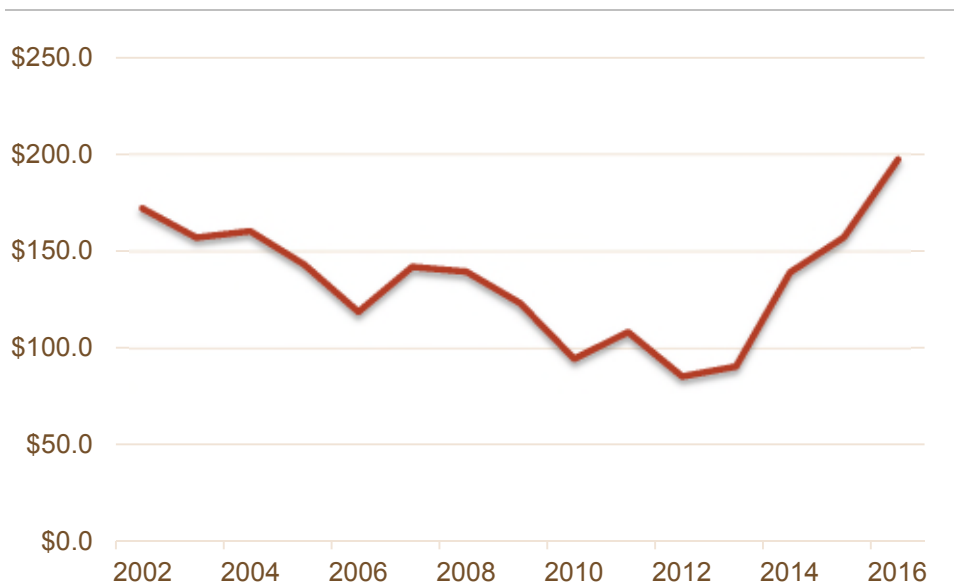


Table 1 illustrates the spending in the CPF and BRF by department during three recent five-year plan cycles and breaks out some of the more significant expenditure lines. The Building Repair Fund costs have been added to the CPF to create an apples-to-apples comparison, since all costs are now part of the CPF. The table shows the increase in capital spending, especially compared to the relatively lean earlier five-year plans. CPF spending is \$78.5 million (66.0 percent) more than the five-year plan from 2006-2010, and compares even more favorably to the 2011 five-year plan, up \$89.0 million (82.0 percent). Public Works has the majority of the increase, especially in street asphalt overlay, which was up \$24.9 million (81.9 percent) from the 2005 plan. Much of the increase is associated with an \$18.5 million infusion of funds for major traffic improvements, which is discussed in more detail later.

## Capital Improvement Program - Overview

**Table 1. CPF/BRF Five Year Plan History**

	Five-Year plan (millions)			\$ Change 2006 to 2016	% Change 2006 to 2016
	2006-2010	2011-2015	2016-2020		
<b>Total Five-Year CPF /BRF</b>	<b>\$ 119.0</b>	<b>\$ 108.5</b>	<b>\$ 197.5</b>	<b>\$ 78.5</b>	<b>66.0%</b>
<b>Aurora Water</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0.1</b>	<b>\$ 0.1</b>	<b>N/A</b>
<b>Development Services</b>	<b>\$ 0.3</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0.3)</b>	<b>-100.0%</b>
<b>Finance</b>	<b>\$ 0.6</b>	<b>\$ 0.6</b>	<b>\$ 0.8</b>	<b>\$ 0.2</b>	<b>33.3%</b>
Direct Costs	0.5	0.6	0.8	0.3	60.0%
<b>Fire</b>	<b>\$ 1.7</b>	<b>\$ -</b>	<b>\$ 9.5</b>	<b>\$ 7.8</b>	<b>458.8%</b>
<b>General Management / IS</b>	<b>\$ 7.3</b>	<b>\$ 2.0</b>	<b>\$ 2.1</b>	<b>\$ (5.2)</b>	<b>-71.2%</b>
Direct Costs	2.0	2.0	2.1	0.1	5.0%
<b>Information Technology</b>	<b>\$ 10.0</b>	<b>\$ 7.3</b>	<b>\$ 3.5</b>	<b>\$ (6.5)</b>	<b>-65.0%</b>
<b>Non-Departmental</b>	<b>\$ 0.6</b>	<b>\$ 0.5</b>	<b>\$ 12.7</b>	<b>\$ 12.1</b>	<b>2,016.7%</b>
Art in Public Places	-	0.5	1.4	1.4	N/A
Transfers/Debt Service*	0.4	-	7.5	7.1	1,775.0%
Other	0.2	-	3.8	3.6	1,800.0%
<b>Parks, Rec, and Open Space</b>	<b>\$ 2.4</b>	<b>\$ -</b>	<b>\$ 7.4</b>	<b>\$ 5.0</b>	<b>208.3%</b>
<b>Public Works</b>	<b>\$ 96.1</b>	<b>\$ 98.1</b>	<b>\$ 161.5</b>	<b>\$ 65.4</b>	<b>68.1%</b>
Concrete Repair	10.3	6.2	10.4	0.1	1.0%
Street Reconstruction	8.6	4.8	5.5	(3.1)	-36.0%
Chip Seal/Crack Seal/Overlay	6.1	8.3	11.8	5.7	93.4%
Traffic Signals - New/Replace	9.0	5.3	6.5	(2.5)	-27.8%
Street Asphalt Overlay	30.4	35.9	55.3	24.9	81.9%
Sidewalk ADA	1.3	0.5	-	(1.3)	-100.0%
Alley Construction	1.5	-	-	(1.5)	-100.0%
Service Line Undergrounding	1.3	-	-	(1.3)	-100.0%
Bridge Maintenance	-	0.3	0.3	0.3	N/A
Misc Street Improvement	1.5	1.0	6.7	5.2	346.7%
Direct Costs*	4.8	5.5	7.5	2.7	56.3%
Police D-2 Office Space	-	-	4.1	4.1	N/A
Bike/Ped Projects, First and Last Mile	-	-	2.0	2.0	N/A
Street Condition Testing	-	-	0.2	0.2	N/A
TIP, Major Traffic Improvements, other individual projects	11.3	21.1	32.9	21.6	191.2%
Fence	0.3	0.3	-	(0.3)	-100.0%
Building Repair Projects*	9.7	8.9	18.3	8.6	88.7%

\*The Building Repair Fund was its own fund until 2011, paid by a transfer from the CPF. It is now paid directly out of the CPF. The transfer has been taken out of the previous plans for comparative purposes.

### 2016 CPF Plan

#### Revenue

For 2016, approximately 91.5 percent of CPF revenue is from the General Fund. This is higher than normal for this fund, as the 2016 transfer from the General Fund includes a planned transfer of \$16.3 million in funds as a set-aside for specific functions, primarily major traffic improvements. Additional revenues are composed of intergovernmental revenue from the Adams

## Capital Improvement Program - Overview

County Transportation Tax, interest income, other miscellaneous revenues and the second year of the street occupancy fee. For 2016, CPF revenue is shown in Table 2.

**Table 2. 2016 Capital Projects Fund Revenue**

Item	Amount
General Fund Transfer	\$ 28,106,970
Additional General Fund Transfer (One Time)	16,303,000
General Fund Transfer to repay Green Fund	53,200
Recreation Fund Transfer to repay Green Fund	30,000
Adams Co. Transportation Sales Tax	1,354,929
Capital Impact Fee Revenue	1,249,885
Developer Reimbursement for City Center Trail TIP	600,000
Interest Earnings	352,000
Street Occupancy Fee	350,000
Other Revenues	201,033
<b>Total Sources of Funds</b>	<b>\$ 48,601,017</b>

City ordinance requires that the CPF receives a transfer equal to 100.0 percent of all building materials and equipment use taxes plus 4.0 percent of all other General Fund revenues less revenues from the 0.25 percent sales and use tax dedicated to the 2 per 1,000 mandate. Subsequent Council decisions reduced the transfer by about \$6 million each year. This equates to a transfer of approximately one percent. Recently, Council requested staff begin to return the transfer back to the 4.0 percent mandate. To accomplish this, the 2015 transfer was set at 2.5 percent, and will be stepped up in each subsequent year by one-half of a percent until the entire 4.0 percent amount is transferred in 2018. The 2016 transfer is set at 3.0 percent.

In addition to the typical transfer, \$16.3 million is being transferred from the General Fund for specific projects, including major street and intersection improvements and two building repair projects, security cameras at the Aurora Municipal Center and a break room remodel in Tallyn's Reach for Public Safety Communications and Police. As part of the September 13, 2015 Marijuana Workshop, \$3.8 million of this amount was allocated from marijuana revenue for specific intersection and sidewalk improvements. Detail on these specific projects can be found in the Capital Amendments section.

In 2016, the final year of a \$30,000 transfer from the Recreation Fund is projected as part of a five-year repayment to the Green Fund for the purchase of a solar hot water heater. In addition, \$53,200 is projected as a Green Fund payback for the purchase of a gas radiant heater, an HVAC replacement and additional parking lot fluorescent lighting. Starting in 2017, the Golf Courses Fund will begin a five-year repayment to the CPF for approximately half the cost of a loan to repair the Aurora Hills Pump Station.

## Capital Improvement Program - Overview

Intergovernmental revenue projections are based on the Adams County transportation sales tax. This tax was recently reduced from \$2.5 million annually to about \$1.4 million annually due to a change in the allotment of the tax to municipalities. The Open Space tax is expected to grow consistent with city sales tax assumptions in the future.

Interest related revenues have been low recently due to a very low rate of return. The projection assumes several years of rates hovering around 1.0 percent to 1.5 percent.

Other revenues include:

- Capital Impact Fees are expected to be \$1.2 million. The fee revenue is expected to slowly build to \$1.4 million in 2020;
- \$600,000 Developer Reimbursement for City Center Trail TIP;
- \$350,000 for a street occupancy fee;
- \$100,000 for a signal repayment for signals at the Southlands Parkway and Aurora Parkway intersection, which was approved in the 2015 Spring Supplemental;
- \$45,000 in charge revenue associated with the Building Repair Subfund;
- \$30,000 in cell tower revenue, an annual amount tied to a lease payment for cell towers on Aurora property; and
- \$26,000 for the repayment of a loan to FRA. The final payment will be in 2018.

### Expenditures

Table 3 shows the breakdown of 2016 CPF expenditures by department. The \$30.3 million Public Works appropriation consists of \$20.3 million in road maintenance, repair, improvement and replacement projects, \$3.5 million of building repair related projects, \$1.6 million for personnel costs, \$1.3 million for TIP projects, \$1.6 million for traffic signals, \$825,000 for Police District 2 office space, \$750,000 for light rail restrooms, \$400,000 for bike/ped projects and \$30,000 for all remaining projects. After Public Works, the next largest user of funds is Non-Departmental, with \$4.4 million for Colfax improvements, public safety debt service and Art in Public Places.

**Table 3. 2016 Capital Projects Fund Expenditures by Department**

Department	Amount
Aurora Water	\$ 50,000
Finance	143,871
Fire	1,460,000
Internal Services	399,416
Information Technology	1,762,762
Non-Departmental	4,388,624
Parks, Recreation and Open Space	3,295,000
Public Works	30,304,184
<b>Total</b>	<b>\$ 41,803,857</b>

## Capital Improvement Program - Overview

### CPF Five-Year Plan

The five-year revenue forecast for the Capital Projects Fund was increased significantly due to higher use taxes over the five-year plan and one-time transfers of additional funds. Due to a larger amount of new revenue compared to the previous five-year plan, adjustments to the Capital Projects Fund were made in several departments. The adjustments were comprised of two types: calendar adjustments and amendments, as noted in Table 4.

**Table 4. Capital Projects Fund Expenditure Adjustments from Previous Five-Year Plan**

Department	Calendar Adjustment	Amendment	Total Change	Comment
<b>Aurora Water</b>	\$ -	\$ 50,000	\$ 50,000	Addition of community garden at 16 <sup>th</sup> and Alton Street
<b>Finance</b>	(27,778)	759	(27,019)	One time Check 21 remodel offset with direct cost adjustment in accordance with City policy
<b>Fire</b>	(1,560,000)	5,500,000	3,940,000	Fire station remodels and Fire Station 15 design, offset by fire station debt service
<b>Internal Services</b>	11,397	(4,586)	6,811	One-time fuel repair fuel pump station offset by direct cost adjustment in accordance with city policy
<b>IT</b>	1,500,000	(6,163,238)	(4,663,238)	Elimination of transfer for 800 MHz radio
<b>Non-Dept</b>	(2,466,529)	3,976,518	1,509,989	Lapse of TOD development support offset with \$2.5M Colfax improvements, return of lapsed TOD development support and Art in Public Places adjustment
<b>PROS</b>	(1,240,000)	7,275,000	6,035,000	Elimination of one-time Aquatic, Delaney Farm and Westerly Creek Corridor improvements offset with Z-Zone median project, City Center Park rebuild, Aurora Reservoir vehicle access improvements, and Del Mar Park exercise area
<b>Public Works</b>	(6,937,652)	40,230,797	33,293,145	Primarily elimination of 6 <sup>th</sup> Avenue land acquisition and light rail project, offset by additional budget for major street and intersection improvements, TIP match, light rail restrooms, bike/ped projects and other amendments.
<b>Total</b>	<b>\$(10,720,562)</b>	<b>\$50,865,250</b>	<b>\$40,144,688</b>	

### Calendar Adjustments

Base adjustments are typical adjustments that occur due to the move of the five-year plan from one specified span of years to the next. For example, since the previous five-year plan included projects from 2015 to 2019 and the new five-year plan includes projects from 2016 to 2020, any adjustment in budget occurring *solely* due to the elimination of 2015 and the subsequent adding of

2020 are calendar adjustments. Often times, what appears to be a large increase in a specific project is due almost completely to a calendar adjustment. Adjustments of this type are mechanical in nature, not as a result of specified balancing strategy. Calendar adjustments are completed prior to amendments.

### **Amendments and City Council Capital Priorities**

Amendments are all other changes and may include new projects, changes in expenditures due to balancing and in the case of direct cost projects, mandated pay adjustments. Amendments are summarized in Attachment 12 of the Executive Summary and detailed in the amendment section. Most of the CPF amendments are a result of a capital prioritization process from the May 2015 budget workshop.

Of the top eight projects from that prioritization list, all had significant activity and the majority were funded in the CPF five-year plan. Table 5 shows the eight capital priorities and the steps taken.

**Table 5. Steps Taken to Complete City Council Priority Capital Projects**

<b>City Council Priority Capital Projects</b>
<b>6<sup>th</sup> Avenue</b> <ul style="list-style-type: none"><li>• Applied for next round of TIGER grants</li></ul>
<b>Gaylord Fire Station Construction</b> <ul style="list-style-type: none"><li>• Construction financing included in CPF</li></ul>
<b>Medians</b> <ul style="list-style-type: none"><li>• Funding for pilot project for construction of xeriscaped medians included in CPF</li></ul>
<b>Restrooms at Light Rail Stations</b> <ul style="list-style-type: none"><li>• Funding for two Portland Loos at one station included in CPF</li></ul>
<b>Transportation Improvements</b> <ul style="list-style-type: none"><li>• Funding for major street improvements included in CPF</li></ul>
<b>Arts District Business Development</b> <ul style="list-style-type: none"><li>• Funds for redevelopment activities budgeted in CPF</li></ul>
<b>Police Department Shooting Range</b> <ul style="list-style-type: none"><li>• Continuing to explore potential cost sharing opportunities with Buckley Air Force Base</li></ul>
<b>Fire Station 5 Replacement</b> <ul style="list-style-type: none"><li>• Construction financing included in CPF</li></ul>

In addition, City Council made adjustments to the 2016 Proposed Budget which are funded in the 2016 Capital plan:

**Table 6. City Council CIP Adjustments to the 2016 Proposed Budget**

<b>City Council CIP Adjustments to Proposed Budget</b>	<b>Amount</b>
<b>Aurora Water</b> – Build Community Garden at 16 <sup>th</sup> and Alton Street	\$ 50,000
<b>Non-Departmental</b> – Lapse TOD Development Support Budget, partially offset with addition of Economic Development Infrastructure Project	(100,000)
<b>Parks, Recreation, and Open Space</b> – Del Mar Park exercise area	65,000
<b>Public Works</b> - Use of One-Time Marijuana Funds for: <ul style="list-style-type: none"> <li>• Alameda Avenue / SB I-225 additional left turn lane</li> <li>• 6<sup>th</sup> Avenue sidewalk from Del mar Circle to Potomac Street (south side)</li> <li>• TBD transportation project</li> </ul>	3,800,000
<b>Public Works</b> – Traffic Signal at Yale Avenue and Cimarron/Marino Streets	400,000
<b>Total CIP-related Council Adjustments</b>	<b>\$ 4,215,000</b>

## OTHER FUNDS

### Open Space Fund (OSF)

The Open Space Fund (OSF) was created for the 2011 budget, combining the Arapahoe County Open Space Fund (ArCo Fund) and the Adams County (AdCo) projects previously held in the Designated Revenue Fund. Specific to Arapahoe County projects, Arapahoe County voters approved a quarter-percent sales and use tax on the 2003 ballot for acquisition, development, and maintenance of open space, parks and trails in Arapahoe County. Funds spent on maintenance are limited to 20.0 percent of annual revenues. In Adams County, a similar AdCo tax is in place. There is no limit on the amount that can be spent on patrol and interpretive education programs in either county. In 2016, the projected budget anticipates \$7.5 million in OSF revenues.

The OSF provides the City with a valuable opportunity to increase funding for parks development. In 2016, the fund will dedicate \$3.3 million in funding to Parks, Recreation and Open Space construction and infrastructure improvements. The five-year capital plan for OSF anticipates \$14.8 million will be appropriated between 2016 and 2020. The schedule of the Parks, Recreation and Open Space projects for 2015 and beyond can be seen in detail presented in the appendix.

### Conservation Trust Fund

In 2016, the Conservation Trust Fund (CTF) is projected to receive approximately \$3.2 million in revenue from state lottery proceeds and interest income. The major project in 2016 continues to be Moorhead Recreation Center improvements, which accounts for over half of the \$1.9 million projected to be spent. During the 2016-2020 five-year plan, \$10.6 million is projected to be spent, with \$6.0 million planned for Moorhead Recreation Center improvements. The schedule of the CTF projects for 2015 and beyond can be seen in detail presented in the appendix.

### **Enhanced E-911 Fund**

The Enhanced E-911 Fund provides for the acquisition, development and maintenance of the equipment and communication systems related to 911 calls and the 800 MHz radio communication systems. New projects in the five-year capital plan include a computer aided dispatch upgrade, console replacement and a priority dispatch module. During the period 2016-2020, \$14.8 million is projected to be spent.

### **Golf Courses Fund**

The Golf Courses Fund's five-year capital plan, primarily devoted to golf infrastructure projects, was pared back in the five-year plan to allow for the repayment of a loan to the CPF for the Aurora Hills pump station project. There are \$1.5 million in projects in the five-year plan.

### **Water / Wastewater Funds**

The Aurora Water capital improvement program, which includes projects in the Water Fund and the Wastewater Fund, represents 68.6 percent of the City's planned five-year capital spending. The 2016 Budget includes updates to the plan to incorporate needs identified through the Treated Water Distribution System Master Plan Update, the Wastewater Utility Plan, recent development trends and updated engineering estimates. Planned capital spending for Aurora Water amounts to \$524.1 million for the 2016-2020 period. The Aurora Water five-year project detail can be found in the appendix.

## **SPECIFIC PROJECTS IN THE CIP**

The projects in the Capital Improvement Program can be split into two distinct categories: routine and non-routine.

Routine capital projects are those projects that tend to have one or more of the following features:

- Consistent budgets each year;
- Budget not necessarily delineated into specific and distinct projects;
- No specific start and end dates; and
- Focus on repair and maintenance.

Routine projects make up the majority of capital spending. A subset of routine programs is the project management-related appropriations. Major routine projects will be identified in more detail below.

Non-routine projects include projects that are more distinct and have specific start and end dates. The budgets for these projects tend to be one-time in nature. Non-routine projects make up a relatively small portion of the total CIP. Significant additional operating costs can be associated with the completion of some non-routine projects. Major non-routine projects are detailed at the end of this section.

### Major Routine Projects

Routine projects make up a majority of the CIP. The bulk of the routine projects have to do with repair and replacement of City infrastructure. Several major routine categories include:

#### Public Works Projects Related to Street Maintenance, Improvement, and Street Lighting

The majority of the major routine projects in the Capital Projects Fund fall under this category. Examples of the Public Works projects include those specifically designed to repair and replace roads and sidewalks, such as asphalt overlay, chip/crack seal, concrete repair, bridge maintenance, Americans with Disabilities Act (ADA) sidewalk improvements, and miscellaneous street improvements. Repairs to damaged roads and concrete are required on an on-going basis to maintain the integrity of the roadway infrastructure. No additional operating costs are projected because of these Public Works projects. General routine maintenance on City infrastructure is necessary to prevent higher future costs.

In addition to road and concrete repair, traffic signalization and street lighting are also routine projects performed by Public Works. Traffic signalization includes budget for new and component replacement of traffic signals. This project is anticipated to increase electric usage, so the costs are built into the General Fund operating proforma.

#### Projects Related to Information Technology

Most of the projects in the E-911 Fund are considered routine projects, including 800 MHz radio system upgrade and mobile data computer (MDC) infrastructure replacement. The \$9.1 million budgeted in the five-year plan for 800 MHz expansion is the annual debt-service payment associated with the 800 MHz communication project. The first year of the debt service payment is in 2015, but is interest only. The full debt payment starts in 2016. The MDC infrastructure replacement project is a lifecycle replacement program for shock resistant mobile data computers mounted in all police and fire vehicles.

In the Capital Projects Fund, \$326,000 per year is budgeted through the five-year plan for systems and network replacement, which will be used for life cycle replacement of network infrastructure, servers, and data storage systems. The \$1.3 million transfer in 2016 funds the non-public safety portion of the 800 MHz radios debt service. These projects are not projected to increase operating costs.

#### Projects Related to Building Repair

The building repair projects, previously in the Building Repair Fund, are primarily routine in nature in order to repair and maintain City-owned buildings. A total of \$18.4 million of spending is planned from 2016 through 2020. Detail behind building repair budget can be found in the appendix.

**Project Management Related Appropriations in the Capital Improvement Program**

The Capital Improvement Program includes appropriations for project management expenses related directly to capital projects. Table 7 details the project management expenses included in the 2016 CIP plan. These costs are capitalized into project expenditures, which are included in the capital budget and therefore are not reported in the operating section of the budget book.

The direct cost appropriations primarily cover the cost of staff whose time is devoted to capital projects or programs. For example, the appropriation for direct costs engineering and design in the Public Works Department covers the salary and benefit expenses for engineering staff working on transportation projects in the Capital Projects Fund. All amounts are adjusted annually for pay and insurance adjustments.

**Table 7. Summary of Operating-Related Appropriations in the CIP**

Department	Fund	Item	2016 Amount	Description
Finance	CPF	Direct Costs Financial Services	\$143,871	Funding for operating expenses to provide financial and budget oversight for the City's CPF
Internal Services	CPF	Direct Costs Purchasing Services	\$399,416	Funding for operating related expenses associated with purchasing services benefiting the CPF
Public Works	CPF	Direct Costs Engineering and Design	\$1,109,848	Funding for operating expenses associated with engineering and design of Public Works' CPF projects
Public Works	CPF	Direct Costs Facilities Management	\$135,067	Funding for operating related expenses associated with building maintenance and repair projects (previously held in Building Repair Fund)

**ART IN PUBLIC PLACES**

Generally, an amount equal to one percent of the construction cost of a capital project is dedicated to the Art in Public Places program for the acquisition and maintenance of public art. By ordinance, certain projects are not assessed the one percent fee, including underground water and sewer improvements. The amounts currently incorporated into the five-year plan reflect an estimate of the transfer for each year. Recently, due to the increase in projects, the amount of the AIPP transfer has increased significantly. In addition, FasTracks funds set aside for art at light rail sites is being transferred as well. For the 2016 – 2020 five-year plan, the AIPP transfer will be over \$1.4 million.

## Capital Projects Fund Five-Year Plan

	2016 - 2020 Five-Year Plan						Total 2016 - 2020
	2015 Projection	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b>Beginning Funds Available</b>	\$ 9,963,660	\$ 13,016,046	\$ 19,813,206	\$ 15,233,878	\$ 9,242,800	\$ 11,688,438	N/A
<b>SOURCES OF FUNDS</b>							
<b>Transfers In</b>							
<b>General Fund</b>	\$ 26,047,797	\$ 28,106,970	\$ 30,247,470	\$ 32,462,514	\$ 33,156,429	\$ 33,448,753	\$ 157,422,136
One-Time Transfers	10,420,000	16,303,000	-	-	-	-	16,303,000
Green Fund Payback	53,200	53,200	12,320	-	-	-	65,520
<b>Total Transfer from General Fund</b>	\$ 36,520,997	\$ 44,463,170	\$ 30,259,790	\$ 32,462,514	\$ 33,156,429	\$ 33,448,753	\$ 173,790,656
Golf Loan Payback		-	200,000	200,000	200,000	200,000	800,000
Xcel Payback / Beck Payback	30,000	30,000	-	-	-	-	30,000
<b>Total Transfers In</b>	\$ 36,550,997	\$ 44,493,170	\$ 30,459,790	\$ 32,662,514	\$ 33,356,429	\$ 33,648,753	\$ 174,620,656
<b>Intergovernmental Revenues</b>							
Adams County Transportation Sales Tax	\$ 1,315,465	\$ 1,354,929	\$ 1,392,867	\$ 1,413,760	\$ 1,442,036	\$ 1,470,876	\$ 7,074,469
RTD Iliff Parking Funds	2,778,850	-	-	-	-	-	-
RTD IGA	679,610	-	-	-	-	-	-
Colfax Bike/Ped TIP	365,000	-	-	-	-	-	-
E470 grant	-	-	2,000,000	-	-	-	2,000,000
E470 loan	-	-	2,000,000	-	-	-	2,000,000
<b>Total Intergovernmental Revenues</b>	\$ 5,138,925	\$ 1,354,929	\$ 5,392,867	\$ 1,413,760	\$ 1,442,036	\$ 1,470,876	\$ 11,074,469
<b>Total Interest</b>	\$ 330,000	\$ 352,000	\$ 387,500	\$ 450,000	\$ 450,000	\$ 465,000	2,104,500
<b>Other Revenues</b>							
FRA Loan Repayment	\$ 26,033	\$ 26,033	\$ 26,033	\$ 26,033	\$ -	\$ -	\$ 78,099
Roof Damage insurance payment	474,078	-	-	-	-	-	-
Signal Payments	449,871	100,000	100,000	124,932	-	-	324,932
Building Repair Subfund Charges	45,000	45,000	45,000	45,000	45,000	45,000	225,000
Street Occupancy Fee	350,000	350,000	350,000	350,000	350,000	350,000	1,750,000
Cell Tower Revenue	30,000	30,000	40,000	40,000	40,000	40,000	190,000
Vehicle Charger Grant	22,748	-	-	-	-	-	-
Developer Reimbursement for City Center Trail TIP	-	600,000	-	-	-	-	600,000
CAP Revenue	1,225,377	1,249,885	1,274,882	1,300,380	1,326,387	1,352,915	6,504,449
<b>Total Other Revenues</b>	\$ 2,623,107	\$ 2,400,918	\$ 1,835,915	\$ 1,886,345	\$ 1,761,387	\$ 1,787,915	\$ 9,672,480
<b>2008 Supplemental Budget Items</b>							
Spring Supplemental	243,750	-	-	-	-	-	\$ -
<b>TOTAL SOURCES OF FUNDS</b>	\$ 44,886,779	\$ 48,601,017	\$ 38,076,073	\$ 36,412,619	\$ 37,009,852	\$ 37,372,545	\$ 197,472,105

## Capital Projects Fund Five-Year Plan

	2016 - 2020 Five-Year Plan						Total 2016 - 2020
	2015 Projection	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b>USES OF FUNDS</b>							
Aurora Water	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Finance	189,543	143,871	148,187	152,633	157,212	161,928	763,831
Fire	1,375,000	1,460,000	2,000,000	2,000,000	2,000,000	2,000,000	9,460,000
Internal Services	439,121	399,416	411,398	423,740	436,453	449,546	2,120,553
Information Technology	426,000	1,762,762	426,000	426,000	426,000	426,000	3,466,762
Non-Departmental	2,766,312	4,388,624	1,755,792	1,769,485	2,794,861	2,036,294	12,745,056
Parks & Open Space	1,880,000	3,295,000	890,000	890,000	890,000	1,500,000	7,465,000
Public Works	30,670,287	26,850,597	31,307,385	33,681,027	24,794,577	26,472,094	143,105,680
Building Repair Subfund	3,510,630	3,453,587	5,716,639	3,060,813	3,065,111	3,069,539	18,365,689
Net Public Works	34,180,917	30,304,184	37,024,024	36,741,840	27,859,688	29,541,633	161,471,369
Spring Supplemental	577,500	-	-	-	-	-	-
<b>TOTAL USES OF FUNDS</b>	<b>\$ 41,834,393</b>	<b>\$ 41,803,857</b>	<b>\$ 42,655,401</b>	<b>\$ 42,403,697</b>	<b>\$ 34,564,214</b>	<b>\$ 36,115,401</b>	<b>\$ 197,542,571</b>
<b>Net Sources Less Uses</b>	<b>\$ 3,052,386</b>	<b>\$ 6,797,160</b>	<b>\$ (4,579,329)</b>	<b>\$ (5,991,078)</b>	<b>\$ 2,445,638</b>	<b>\$ 1,257,143</b>	<b>\$ (70,465)</b>
<b>Funds Available for Future Projects</b>	<b>\$ 13,016,046</b>	<b>\$ 19,813,206</b>	<b>\$ 15,233,878</b>	<b>\$ 9,242,800</b>	<b>\$ 11,688,438</b>	<b>\$ 12,945,581</b>	
<b>Funds Available Breakdown</b>							
Committed for DIA Noise, Other	\$ 208,815	\$ 208,815	\$ 208,815	\$ 208,815	\$ 208,815	\$ 208,815	
Committed for Green Fund	904,480	987,680	1,000,000	1,000,000	1,000,000	1,000,000	
Committed for Technology Funds	138,287	138,287	138,287	138,287	138,287	138,287	
Committed for Traffic Signal revenue received, but not built	548,675	548,675	548,675	548,675	548,675	548,675	
Committed for FasTracks Development	270,000	-	-	-	-	-	
Committed for Major Street Improvements	5,949,960	13,752,991	7,782,307	-	-	-	
Committed for Old Police Training Facility Demolition	-	-	500,000	500,000	500,000	500,000	
Committed for Evidence Storage	-	460,000	460,000	900,000	2,140,000	2,190,000	
Committed for HRIS System	24,517	24,762	25,010	25,260	25,513	25,768	
Committed for Fence Replacement	396,300	396,300	396,300	396,300	396,300	396,300	
Committed for Medians	1,250,000	1,000,000	750,000	500,000	250,000	-	
Restricted for Capital Impact Fees	3,230,052	2,215,736	3,345,524	4,941,655	6,383,259	7,829,008	
<b>Assigned for 5-Year Capital Needs</b>	<b>\$ 94,960</b>	<b>\$ 79,960</b>	<b>\$ 78,960</b>	<b>\$ 83,808</b>	<b>\$ 97,589</b>	<b>\$ 108,727</b>	

## 2016 - 2020 Capital Improvement Program Summary by Fund

<b>Fund</b>	<b>Carryforward Appropriation<sup>1</sup></b>	<b>2015 Projected Budget <sup>2</sup></b>	<b>Five-Year Plan</b>					<b>Total Cost 2016 - 2020</b>
			<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>	
Capital Projects Fund	36,397,197	41,834,393	41,803,857	42,655,401	42,403,698	34,564,214	36,115,401	197,542,571
Conservation Trust Fund	1,735,134	3,025,000	1,900,000	1,950,000	1,900,000	2,437,500	2,447,500	10,635,000
Enhanced E-911 Fund	1,988,095	1,516,215	3,313,900	2,239,400	2,414,400	4,089,400	2,764,400	14,821,500
Gifts & Grants Fund	2,299,398	1,921,661	0	0	0	0	0	0
Golf Courses Fund	654,702	500,000	350,000	350,000	250,000	250,000	250,000	1,450,000
Open Space Fund	8,829,155	6,017,500	3,297,500	2,707,500	2,932,500	2,995,000	2,840,000	14,772,500
Parks Development Fund	749,339	0	0	0	0	0	0	0
Recreation Fund	29,930	0	0	0	0	0	0	0
Wastewater Fund	46,712,024	9,008,000	30,807,592	41,001,505	51,323,352	42,974,203	25,832,490	191,939,142
Water Fund	72,886,081	40,731,706	69,513,482	75,079,963	65,028,297	57,260,058	65,278,672	332,160,472
<b>Total Capital Improvement Program</b>	<b>\$172,281,055</b>	<b>\$104,554,475</b>	<b>\$150,986,331</b>	<b>\$165,983,769</b>	<b>\$166,252,247</b>	<b>\$144,570,375</b>	<b>\$135,528,463</b>	<b>\$763,321,185</b>

## 2016 - 2020 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Finance</i>								
34017 Direct Costs Financial Services	0	139,543	143,871	148,187	152,633	157,212	161,928	763,831
34026 Remodel for Check 21 Systems	0	50,000	0	0	0	0	0	0
34702 Financial Systems (Accounting, T&L, and Budget)	134,517	0	0	0	0	0	0	0
<b>Total Finance</b>	<b>\$134,517</b>	<b>\$189,543</b>	<b>\$143,871</b>	<b>\$148,187</b>	<b>\$152,633</b>	<b>\$157,212</b>	<b>\$161,928</b>	<b>\$763,831</b>
<i>Fire</i>								
58085 Fire Station Debt Service	0	0	500,000	2,000,000	2,000,000	2,000,000	2,000,000	8,500,000
58732 Fire Station Remodels	0	1,060,000	960,000	0	0	0	0	960,000
58737 Fire Station 15 Build	0	315,000	0	0	0	0	0	0
<b>Total Fire</b>	<b>\$0</b>	<b>\$1,375,000</b>	<b>\$1,460,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$9,460,000</b>
<i>Information Technology</i>								
37714 Systems and Network Replacement	744,975	326,000	326,000	326,000	326,000	326,000	326,000	1,630,000
37721 Telephone Infrastructure Expansion	636,575	100,000	100,000	100,000	100,000	100,000	100,000	500,000
37724 800 MHz Radio (Transfer to E-911 Fund)	0	0	1,336,762	0	0	0	0	1,336,762
37746 Technology Efficiency Improvements	1,348	0	0	0	0	0	0	0
<b>Total Information Technology</b>	<b>\$1,382,898</b>	<b>\$426,000</b>	<b>\$1,762,762</b>	<b>\$426,000</b>	<b>\$426,000</b>	<b>\$426,000</b>	<b>\$426,000</b>	<b>\$3,466,762</b>
<i>Internal Services</i>								
31028 Direct Costs Purchasing Services	0	388,621	399,416	411,398	423,740	436,453	449,546	2,120,553
31036 Fuel Island Repair	0	50,500	0	0	0	0	0	0
<b>Total Internal Services</b>	<b>\$0</b>	<b>\$439,121</b>	<b>\$399,416</b>	<b>\$411,398</b>	<b>\$423,740</b>	<b>\$436,453</b>	<b>\$449,546</b>	<b>\$2,120,553</b>
<i>Neighborhood Services</i>								
64427 Street Lighting Northwest Aurora	38,193	0	0	0	0	0	0	0
<b>Total Neighborhood Services</b>	<b>\$38,193</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2016 - 2020 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<u>Capital Projects Fund</u>								
<i>Non-Departmental</i>								
25082 Art in Public Places (Transfer to Cultural Fund)	0	316,312	488,624	255,792	269,485	194,861	236,294	1,445,056
25194 Economic Development Infrastructure	0	0	750,000	0	0	0	0	750,000
25195 Colfax Improvements	0	0	2,500,000	0	0	0	0	2,500,000
25720 DIA Noise Mitigation	76,640	0	0	0	0	0	0	0
25740 DIA Court Approved Noise Plan	993,047	0	0	0	0	0	0	0
25748 TOD Development Support	0	950,000	-850,000	0	0	1,100,000	300,000	550,000
25749 Public Safety Debt Service	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
<b>Total Non-Departmental</b>	<b>\$1,069,687</b>	<b>\$2,766,312</b>	<b>\$4,388,624</b>	<b>\$1,755,792</b>	<b>\$1,769,485</b>	<b>\$2,794,861</b>	<b>\$2,036,294</b>	<b>\$12,745,056</b>
<i>Parks, Recreation &amp; Open Space</i>								
(New) City Center Park Rebuild-CPF	0	0	0	0	0	0	610,000	610,000
61827 Community College Lowry Landscaping Challenge	100,000	0	0	0	0	0	0	0
61842 Infrastructure Trails-CPF	51,384	0	0	0	0	0	0	0
61893 Infrastructure Parks-CPF	7,069	0	0	0	0	0	0	0
61969 Median Maintenance	486,895	30,000	30,000	40,000	40,000	40,000	40,000	190,000
62779 Morrison Center-CPF	96,434	0	0	0	0	0	0	0
62787 InfraPks Small Prj-CPF	11,521	0	0	0	0	0	0	0
62807 DeLaney Farm Site Improvements - CPF	0	750,000	0	0	0	0	0	0
62808 Westerly Creek Corridor Improvements - CPF	0	250,000	0	0	0	0	0	0
62823 Moorhead Recreation Center	998,272	0	0	0	0	0	0	0
62824 Recreation Center Seed Money	750,000	0	0	0	0	0	0	0
62844 Aurora Hills Pump Station-CPF	0	0	2,100,000	0	0	0	0	2,100,000

## 2016 - 2020 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
62845 Aurora Reservoir Vehicular Access Improvements-CPF	0	0	250,000	0	0	0	0	250,000
62846 Z-Zone Medians-CPF	0	250,000	850,000	850,000	850,000	850,000	850,000	4,250,000
62847 Triple Creek State Grant-CPF	0	350,000	0	0	0	0	0	0
62848 Del Mar Park Exercise Area	0	0	65,000	0	0	0	0	65,000
63717 Aquatics Facility Improvements-CPF	0	250,000	0	0	0	0	0	0
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$2,501,575</b>	<b>\$1,880,000</b>	<b>\$3,295,000</b>	<b>\$890,000</b>	<b>\$890,000</b>	<b>\$890,000</b>	<b>\$1,500,000</b>	<b>\$7,465,000</b>
<i>Planning &amp; Development Services</i>								
67803 Redevelopment Activities Prog	1,496,164	0	0	0	0	0	0	0
67808 I-225 TOD Marketing Study	17,895	0	0	0	0	0	0	0
<b>Total Planning &amp; Development Services</b>	<b>\$1,514,059</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Public Works</i>								
(New) E-470 Loan Repayment	0	0	0	0	0	235,000	235,000	470,000
49038 Hudson Road Bridge -Coyote Run	116,000	0	0	0	0	0	0	0
49702 Miscellaneous Street Improvements	1,358,037	1,345,000	1,078,000	1,140,000	1,480,000	1,480,000	1,480,000	6,658,000
49710 Traffic Signal Construction	392,009	744,868	700,000	700,000	700,000	700,000	700,000	3,500,000
49712 Street Asphalt Overlay Program	1,447,320	9,240,000	10,456,000	10,580,000	11,410,000	11,410,000	11,410,000	55,266,000
49713 Concrete Repair Program	344,843	2,089,000	1,822,000	1,884,000	2,224,000	2,224,000	2,224,000	10,378,000
49721 Street Reconstruction	0	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	5,550,000
49743 Transportation Improvement Program	841,964	-811,000	820,000	2,062,000	2,502,000	0	0	5,384,000
49752 Major Intersection Traffic Improvements	106,495	0	0	7,495,000	7,495,000	0	3,500,000	18,490,000
49753 Alley Construction, NW Aurora	77,848	0	0	0	0	0	0	0
49779 Direct Costs - Design, Engineering, etc.	0	1,094,177	1,109,848	1,143,143	1,177,438	1,212,761	1,249,144	5,892,334

## 2016 - 2020 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Public Works</i>								
49779 Transportation Project and Engineering Support	0	0	224,426	231,159	238,094	245,236	252,593	1,191,508
49784 Joint Training Facility Design	1,197,912	0	0	0	0	0	0	0
49786 Traffic Signal Component Replacement	462,012	490,000	500,000	510,000	520,000	530,000	540,000	2,600,000
49793 Street Maintenance - Asphalt Overlay In House	0	704,197	725,323	747,083	769,495	792,580	816,357	3,850,838
49794 Street Maintenance - Chip Seal/Crack Seal	9,632	1,300,000	1,300,000	1,650,000	1,650,000	1,650,000	1,650,000	7,900,000
49821 Bridge Maintenance	28,065	300,000	50,000	50,000	50,000	50,000	50,000	250,000
49825 Stapleton Road Connections	200,000	0	0	0	0	0	0	0
49852 N Satellite Access Road	185,612	0	0	0	0	0	0	0
49861 Signals-Insurance Recoveries	133,093	0	0	0	0	0	0	0
49865 Smith-Peoria Bike Ped Impr	43,667	0	0	0	0	0	0	0
49866 9 Mile TIP Bike Ped Impr	576,570	0	0	0	0	0	0	0
49872 Direct Costs - Building Repair CPF	0	125,032	135,067	139,119	143,293	147,591	152,019	717,089
49875 Building Repair Projects - CPF	2,179,999	3,385,598	2,718,520	2,577,520	2,917,520	2,917,520	2,917,520	14,048,600
49879 Quincy/Smoky Hill Intersection	25,021	0	0	0	0	0	0	0
49880 Peoria/Smith Grade Separation	91,986	0	0	0	0	0	0	0
49881 Firing Range-Repair Plan	63,215	0	0	0	0	0	0	0
49887 Hoffman Heights / Colfax Repurpose	3,327	0	0	0	0	0	0	0
49889 I225 Light Rail-Reimburse	1,570,978	679,610	0	0	0	0	0	0
49890 FasTracks Related Projects Design Costs	686,937	365,000	0	0	0	0	0	0
49893 Parking Lot Light Retrofit	9,539	0	0	0	0	0	0	0
49918 FLD 13 PEORIA MEX TO IOWA FHWA	63,048	0	0	0	0	0	0	0

## 2016 - 2020 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Public Works</i>								
49921 6th Ave Extension Design	1,463,807	0	0	0	0	0	0	0
49922 Hudson Road - Box Elder Creek	164,500	0	0	0	0	0	0	0
49923 FasTracks Projects	3,975,442	3,025,000	0	0	0	0	0	0
49927 13th Avenue Extension	6,450	0	0	0	0	0	0	0
49930 Fitzsimons Station Plan	35,717	0	0	0	0	0	0	0
49937 Bicycle Aurora Phase 1 Funding	26,446	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
49939 Arapahoe Road Funding Share	500,000	0	0	0	0	0	0	0
49940 Buckley AFB Accel-Decel Lanes	200,000	0	0	0	0	0	0	0
49941 D1 Fencing & Vehicle Gates	175,076	0	0	0	0	0	0	0
49944 South Mntc Sand Structure	162,438	0	0	0	0	0	0	0
49945 Montview Overlay	255,260	0	0	0	0	0	0	0
49946 Streets Condition Testing	96,896	30,000	30,000	30,000	30,000	30,000	30,000	150,000
49947 Nederman Exhaust Fire Station Upgrades	131,451	0	0	0	0	0	0	0
49948 Signal Arap & Newbern/Oak Hill	83,469	0	0	0	0	0	0	0
49949 Iliff Station Parking Garage	10,264,187	0	0	0	0	0	0	0
49950 Parker/Quincy TIP Rdwy Study	0	451,000	0	0	0	0	0	0
49952 Southlands Signal Orch/Arap	0	290,000	0	0	0	0	0	0
49953 Sand Creek Acceleration - Deceleration Lane	0	360,000	0	0	0	0	0	0
49954 Heather Gardens Entrance	0	175,000	0	0	0	0	0	0
49955 Police District 2 Office Space	0	825,000	825,000	825,000	825,000	825,000	825,000	4,125,000
49956 6th Avenue Land Acquisition	0	5,700,000	0	0	0	0	0	0
49957 Single Point of Entry Remodel	0	500,000	0	0	0	0	0	0
49958 Colfax Bike/Ped TIP	0	725,000	0	0	0	0	0	0

## 2016 - 2020 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Public Works</i>								
49959 Traffic Signal - Quincy/Plains	0	287,500	0	0	0	0	0	0
49960 RAQC Vehicle Charger Grant	0	28,435	0	0	0	0	0	0
49961 Quincy / Gun Club Intersection TIP	0	0	500,000	500,000	1,000,000	1,900,000	0	3,900,000
49962 Project Management Contract	0	0	150,000	150,000	0	0	0	300,000
49963 Geotechnical Testing Contract	0	0	100,000	100,000	100,000	0	0	300,000
49964 Bike/Ped Improvements - TOD first/last mile	0	0	200,000	200,000	200,000	200,000	200,000	1,000,000
49965 Courts MJC Roof	0	0	600,000	3,000,000	0	0	0	3,600,000
49966 Traffic Signal at Yale and Cimarron/Marina	0	0	400,000	0	0	0	0	400,000
49967 Light Rail Station Restrooms	0	0	750,000	0	0	0	0	750,000
49968 6th Avenue Sidewalk from Del Mar Circle to Potomac	0	0	800,000	0	0	0	0	800,000
49969 Alameda Avenue left turn lane	0	0	1,800,000	0	0	0	0	1,800,000
49970 TBD Project from Marijuana Funds	0	0	1,200,000	0	0	0	0	1,200,000
<b>Total Public Works</b>	<b>\$29,756,268</b>	<b>\$34,758,417</b>	<b>\$30,304,184</b>	<b>\$37,024,024</b>	<b>\$36,741,840</b>	<b>\$27,859,688</b>	<b>\$29,541,633</b>	<b>\$161,471,369</b>
<b>Total Capital Projects Fund</b>	<b>\$36,397,197</b>	<b>\$41,834,393</b>	<b>\$41,753,857</b>	<b>\$42,655,401</b>	<b>\$42,403,698</b>	<b>\$34,564,214</b>	<b>\$36,115,401</b>	<b>\$197,492,571</b>
<b><u>Conservation Trust Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
(New) Infrastructure Recreation-CTF	976,472	2,150,000	1,200,000	1,500,000	1,500,000	1,600,000	1,400,000	7,200,000
61703 Infrastructure Parks-CTF	192,931	100,000	250,000	50,000	250,000	62,500	272,500	885,000
61726 Acquisitions - CTF	94,612	150,000	0	0	0	100,000	100,000	200,000
61794 Infrastructure Trails-CTF	217,249	25,000	0	0	0	25,000	275,000	300,000
61847 Infrastructure Open Space-CTF	148,093	50,000	50,000	0	50,000	50,000	150,000	300,000

## 2016 - 2020 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<u>Conservation Trust Fund</u>								
<i>Parks, Recreation &amp; Open Space</i>								
61886 Construction Open Space-CTF	100,608	250,000	50,000	400,000	100,000	300,000	250,000	1,100,000
61887 Construction Parks-CTF	5,169	300,000	350,000	0	0	300,000	0	650,000
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$1,735,134</b>	<b>\$3,025,000</b>	<b>\$1,900,000</b>	<b>\$1,950,000</b>	<b>\$1,900,000</b>	<b>\$2,437,500</b>	<b>\$2,447,500</b>	<b>\$10,635,000</b>
<b>Total Conservation Trust Fund</b>	<b>\$1,735,134</b>	<b>\$3,025,000</b>	<b>\$1,900,000</b>	<b>\$1,950,000</b>	<b>\$1,900,000</b>	<b>\$2,437,500</b>	<b>\$2,447,500</b>	<b>\$10,635,000</b>
<u>Enhanced E-911 Fund</u>								
<i>Information Technology</i>								
(New) Fire Station Alerting Upgrade	0	0	0	0	0	150,000	0	150,000
(New) Public Safety Communications Console Replacement	0	0	0	0	0	1,650,000	0	1,650,000
37729 800 MHz Radio System Upgrade	14,332	551,215	1,814,400	1,814,400	1,814,400	1,814,400	1,814,400	9,072,000
37733 MDC Infrastructure Replacement	46,090	150,000	275,000	425,000	425,000	475,000	475,000	2,075,000
37734 Computer Aided Dispatch System Replacement	273,474	0	0	0	0	0	0	0
37734 Computer Aided Dispatch Upgrade	0	0	575,000	0	0	0	475,000	1,050,000
37736 E-911 Recorder Upgrade	0	0	0	0	175,000	0	0	175,000
37739 E-911 Answering System Upgrade	663	150,000	0	0	0	0	0	0
37747 Radio System Infrastructure Upgrade	967,536	0	0	0	0	0	0	0
37748 Public Safety Fiber	686,000	665,000	0	0	0	0	0	0
37752 Priority Dispatch	0	0	649,500	0	0	0	0	649,500
<b>Total Information Technology</b>	<b>\$1,988,095</b>	<b>\$1,516,215</b>	<b>\$3,313,900</b>	<b>\$2,239,400</b>	<b>\$2,414,400</b>	<b>\$4,089,400</b>	<b>\$2,764,400</b>	<b>\$14,821,500</b>
<b>Total Enhanced E-911 Fund</b>	<b>\$1,988,095</b>	<b>\$1,516,215</b>	<b>\$3,313,900</b>	<b>\$2,239,400</b>	<b>\$2,414,400</b>	<b>\$4,089,400</b>	<b>\$2,764,400</b>	<b>\$14,821,500</b>

## 2016 - 2020 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Gifts &amp; Grants Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
61710 Cherry Creek Bike Path	174,250	0	0	0	0	0	0	0
61987 Triple Creek ArCo Joint Proj	836	0	0	0	0	0	0	0
62736 Unnamed Creek ArCo Grant	1,448	0	0	0	0	0	0	0
62776 Tollgate Bridge TIP Grant	74,628	0	0	0	0	0	0	0
62799 ARes Scuba Beach ArCo Grant	3,287	0	0	0	0	0	0	0
62802 Triple Creek GOCO Grant	0	539,000	0	0	0	0	0	0
62803 Triple Creek Aq ArCo Grant	0	300,000	0	0	0	0	0	0
62804 Triple Creek NE Greenway Set	0	300,000	0	0	0	0	0	0
62812 Star K Conn AdCo Grant	9,571	0	0	0	0	0	0	0
62814 Montview Park AdCo Grant	45,000	0	0	0	0	0	0	0
62816 DelMar Reno ArCo Grant	2,780	14,661	0	0	0	0	0	0
62817 Ponderosa Prsrv '13 ArCo Grant	251	0	0	0	0	0	0	0
62818 Star K Buffer Reveg AdCo Grant	70,197	0	0	0	0	0	0	0
62832 Springhill CFM-ArCo Grant	225,051	0	0	0	0	0	0	0
62833 Trpl Creek Trailhead - ArCo Gr	50,000	0	0	0	0	0	0	0
62834 Parklane School Grant GoCo	100,000	0	0	0	0	0	0	0
62835 Snd Crk Planning AdCo Grant	707	0	0	0	0	0	0	0
62837 Highline/Trplcrk Cct GoCo Grnt	750,000	0	0	0	0	0	0	0
62839 Montview Park AdCo Grant Const	0	386,000	0	0	0	0	0	0
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$1,508,006</b>	<b>\$1,539,661</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Planning &amp; Development Services</i>								
67416 Brownfields RLF	568,600	382,000	0	0	0	0	0	0
67702 Walk & Wheel Kaiser Grant	79,282	0	0	0	0	0	0	0
<b>Total Planning &amp; Development Services</b>	<b>\$647,882</b>	<b>\$382,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2016 - 2020 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	2015 Carryforward Appropriation <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Gifts &amp; Grants Fund</u></b>								
<i>Public Works</i>								
49763 Fitzsimons Landfill Remediation Grant	143,510	0	0	0	0	0	0	0
<b>Total Public Works</b>	<b>\$143,510</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Gifts &amp; Grants Fund</b>	<b>\$2,299,398</b>	<b>\$1,921,661</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><u>Golf Courses Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
(New) Golf Infrastructure Capital Projects	319,500	-297,231	250,000	250,000	100,000	100,000	100,000	800,000
61560 Golf - Water Conservation Projects	12,112	-12,112	0	0	0	0	0	0
61605 Golf - Art in Public Places (Transfer to Cultural)	6,500	0	0	0	0	0	0	0
61606 Golf-Infra CTF Support	316,590	-316,590	100,000	100,000	150,000	150,000	150,000	650,000
61622 Aurora Hills Capital - GF	0	171,928	0	0	0	0	0	0
61623 Springhill Capital - GF	0	78,000	0	0	0	0	0	0
61624 Meadow Hills Capital - GF	0	182,622	0	0	0	0	0	0
61626 Saddle Rock Capital - GF	0	124,038	0	0	0	0	0	0
61627 Murphy Creek Capital - GF	0	78,000	0	0	0	0	0	0
61628 Fitzsimoms Capital - GF	0	24,755	0	0	0	0	0	0
61632 Aurora Hills Capital - CTFS	0	131,120	0	0	0	0	0	0
61633 Springhill Capital - CTFS	0	3,700	0	0	0	0	0	0
61634 Meadow Hills Capital CTFS	0	131,620	0	0	0	0	0	0
61636 Saddle Rock Capital - CTFS	0	185,100	0	0	0	0	0	0
61637 Murphy Creek Capital - CTFS	0	11,350	0	0	0	0	0	0
61638 Fitzsimons Capital - CTFS	0	3,700	0	0	0	0	0	0
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$654,702</b>	<b>\$500,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,450,000</b>
<b>Total Golf Courses Fund</b>	<b>\$654,702</b>	<b>\$500,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,450,000</b>

## 2016 - 2020 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Open Space Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
(New) Infrastructure Recreation-AdCo	0	0	250,000	250,000	250,000	250,000	0	1,000,000
(New) Infrastructure Trails-AdCo	25,508	0	0	0	0	10,000	0	10,000
61835 Infrastructure Trails-ArCo	257,199	1,030,000	255,000	175,000	275,000	270,000	250,000	1,225,000
61892 Construction Open Space-ArCo	1,284,006	1,475,000	1,085,000	1,150,000	450,000	750,000	900,000	4,335,000
61901 Acquisitions-ArCo	0	0	0	0	0	0	200,000	200,000
61902 Construction Parks-ArCo	4,126,147	1,400,000	500,000	500,000	1,200,000	350,000	0	2,550,000
61903 Infrastructure Parks-ArCo	1,416,305	1,312,500	807,500	462,500	587,500	875,000	890,000	3,622,500
61906 Infrastructure Open Space-ArCo	750,299	270,000	300,000	100,000	100,000	220,000	200,000	920,000
62744 Construction Open Space-AdCo	100,000	0	0	0	0	150,000	350,000	500,000
62745 Infrastructure Open Space-AdCo	154,981	80,000	0	20,000	20,000	0	0	40,000
62771 Construction Parks-AdCo	516,552	400,000	100,000	0	0	0	0	100,000
62800 Infrastructure Parks-AdCo	198,158	50,000	0	50,000	50,000	120,000	50,000	270,000
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$8,829,155</b>	<b>\$6,017,500</b>	<b>\$3,297,500</b>	<b>\$2,707,500</b>	<b>\$2,932,500</b>	<b>\$2,995,000</b>	<b>\$2,840,000</b>	<b>\$14,772,500</b>
<b>Total Open Space Fund</b>	<b>\$8,829,155</b>	<b>\$6,017,500</b>	<b>\$3,297,500</b>	<b>\$2,707,500</b>	<b>\$2,932,500</b>	<b>\$2,995,000</b>	<b>\$2,840,000</b>	<b>\$14,772,500</b>
<b><u>Parks Development Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
61760 Cherry Creek Bike Path	52,183	0	0	0	0	0	0	0
61894 Construction Parks-PDF	697,156	0	0	0	0	0	0	0
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$749,339</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Parks Development Fund</b>	<b>\$749,339</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><u>Recreation Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
63710 Sports Park Infrastructure	16,736	0	0	0	0	0	0	0

## 2016 - 2020 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<u>Recreation Fund</u>								
<i>Parks, Recreation &amp; Open Space</i>								
63711 Athletic Field Infrastructure	13,194	0	0	0	0	0	0	0
Total Parks, Recreation & Open Space	\$29,930	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Recreation Fund	\$29,930	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Improvement Program (Excluding Aurora Water)	\$52,682,950	\$54,814,769	\$50,615,257	\$49,902,301	\$49,900,598	\$44,336,114	\$44,417,301	\$239,171,571

## 2016 - 2020 Capital Improvement Program Aurora Water Projects as Adopted by City Council

Fund\Department\Project\Title	Carryforward Appropriation 2014 <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<u>Capital Projects Fund</u>								
Operations & General Management	0	0	50,000	0	0	0	0	50,000
<b>Total Capital Projects Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>
<u>Wastewater Fund</u>								
Collection	11,306,384	-956,339	8,627,124	11,686,712	7,417,313	7,654,832	7,899,477	43,285,458
Operations & General Management	5,707,937	-178,808	5,859,250	1,160,000	1,250,000	2,750,000	0	11,019,250
Storm Water	29,697,703	10,143,147	16,321,218	28,154,793	42,656,039	32,569,371	17,933,013	137,634,434
<b>Total Wastewater Fund</b>	<b>\$46,712,024</b>	<b>\$9,008,000</b>	<b>\$30,807,592</b>	<b>\$41,001,505</b>	<b>\$51,323,352</b>	<b>\$42,974,203</b>	<b>\$25,832,490</b>	<b>\$191,939,142</b>
<u>Water Fund</u>								
Operations & General Management	429,836	1,268,341	1,558,898	1,750,874	2,390,802	5,028,869	4,991,742	15,721,185
Prairie Waters Project	1,767,757	-1,705,848	0	0	0	0	0	0
Pumping	1,236,727	1,600,000	6,821,000	2,700,000	0	0	1,700,000	11,221,000
Source of Supply Other	12,890,459	7,580,759	3,900,000	9,400,000	11,950,000	8,900,000	17,700,000	51,850,000
Source of Supply Storage	16,335,753	24,863,732	25,753,000	33,292,000	28,119,000	26,810,000	24,520,000	138,494,000
Source of Supply Water	10,363,679	4,447,000	8,188,000	8,615,000	8,075,000	5,775,000	5,275,000	35,928,000
Transmission & Distribution	3,994,707	4,436,953	9,587,834	12,454,089	11,087,495	9,700,189	10,205,930	53,035,537
Treatment	25,867,163	-1,759,231	13,704,750	6,868,000	3,406,000	1,046,000	886,000	25,910,750
<b>Total Water Fund</b>	<b>\$72,886,081</b>	<b>\$40,731,706</b>	<b>\$69,513,482</b>	<b>\$75,079,963</b>	<b>\$65,028,297</b>	<b>\$57,260,058</b>	<b>\$65,278,672</b>	<b>\$332,160,472</b>
<b>Total Aurora Water</b>	<b>\$119,598,105</b>	<b>\$49,739,706</b>	<b>\$100,371,074</b>	<b>\$116,081,468</b>	<b>\$116,351,649</b>	<b>\$100,234,261</b>	<b>\$91,111,162</b>	<b>\$524,149,614</b>
<b>Total Capital Improvement Program</b>	<b>\$172,281,055</b>	<b>\$104,554,475</b>	<b>\$150,986,331</b>	<b>\$165,983,769</b>	<b>\$166,252,247</b>	<b>\$144,570,375</b>	<b>\$135,528,463</b>	<b>\$763,321,185</b>

1 Figures represent previous years unspent appropriation as of December 31, 2014, as reported in the 2014 Comprehensive Annual Financial Report.

2 Figures represent an estimate of how the 2015 adopted budget will be amended by year-end 2015. This column includes the 2015 adopted budget plus budget transfers, Fall 2014 and Spring 2015 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2015. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

## Capital Program Amendments Detail

### Capital Projects Fund

#### **Finance**

**Project: Direct Costs Financial Services (34017)**

Changes reflect adjustments to direct cost projections in accordance with City policy.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	139,543	143,729	148,041	152,481	157,055	161,766
2016 Budget	139,543	143,871	148,187	152,633	157,212	161,928
<b>Budget Change</b>	<b>\$0</b>	<b>\$142</b>	<b>\$146</b>	<b>\$152</b>	<b>\$157</b>	<b>\$162</b>

#### **Finance**

<b>Changes Total:</b>	<b>\$0</b>	<b>\$142</b>	<b>\$146</b>	<b>\$152</b>	<b>\$157</b>	<b>\$162</b>
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#### **Fire**

**Project: Fire Station 15 Build (58737)**

Project replaced with debt service for fire stations 5, 15, and 16. A portion of the 2015 budget will remain to fund pre-work design of a fire station prototype and site-specific design anticipated in the Fall of 2015.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	500,000	3,000,000	0	0	0	0
2016 Budget	315,000	0	0	0	0	0
<b>Budget Change</b>	<b>(\$185,000)</b>	<b>(\$3,000,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Fire Station Debt Service (58085)**

This is the debt service for Fire Stations #5, #15 (Murphy Creek), and #16 (Gaylord).

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	500,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>

#### **Fire**

<b>Changes Total:</b>	<b>(\$185,000)</b>	<b>(\$2,500,000)</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>
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#### **Information Technology**

**Project: 800 MHz Radio (Transfer to E-911 Fund) (37724)**

Due to E-911 Surcharge approval, the 800 Mhz radio system transfer is no longer needed, except for the \$1.3 million in 2016, which will pay for the radios not used by public safety personnel.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
2016 Budget	0	1,336,762	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>(\$163,238)</b>	<b>(\$1,500,000)</b>	<b>(\$1,500,000)</b>	<b>(\$1,500,000)</b>	<b>(\$1,500,000)</b>

## Capital Program Amendments Detail

### Capital Projects Fund

#### *Information Technology*

##### Information Technology

<b>Changes Total:</b>	\$0	(\$163,238)	(\$1,500,000)	(\$1,500,000)	(\$1,500,000)	(\$1,500,000)
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#### *Internal Services*

##### **Project: Direct Costs Purchasing Services (31028)**

Changes reflect adjustments to direct cost projections in accordance with City policy.

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
2015 Budget	388,621	400,280	412,288	424,657	437,396	450,518
2016 Budget	388,621	399,416	411,398	423,740	436,453	449,546
<b>Budget Change</b>	<b>\$0</b>	<b>(\$864)</b>	<b>(\$890)</b>	<b>(\$917)</b>	<b>(\$943)</b>	<b>(\$972)</b>

##### Internal Services

<b>Changes Total:</b>	\$0	(\$864)	(\$890)	(\$917)	(\$943)	(\$972)
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#### *Non-Departmental*

##### **Project: Art in Public Places (Transfer to Cultural Fund) (25082)**

Changes are due to the annual recalculation of the Art in Public Places transfer. Recently, due to the increase in projects, the amount of the AIPP transfer has increased significantly.

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
2015 Budget	316,312	484,854	183,661	200,457	199,783	199,783
2016 Budget	316,312	488,624	255,792	269,485	194,861	236,294
<b>Budget Change</b>	<b>\$0</b>	<b>\$3,770</b>	<b>\$72,131</b>	<b>\$69,028</b>	<b>(\$4,922)</b>	<b>\$36,511</b>

##### **Project: Colfax Improvements (25195)**

Funding for Colfax Improvements including, but not limited to, restaurant improvements in the Arts District area.

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
2015 Budget	0	0	0	0	0	0
2016 Budget	0	2,500,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$2,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Project: Economic Development Infrastructure (25194)**

At the October 3, 2015 Budget Workshop, Council requested this project be funded related to funding economic development projects. The budget for this project comes from TOD Development Support budget.

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
2015 Budget	0	0	0	0	0	0
2016 Budget	0	750,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Capital Program Amendments Detail

### Capital Projects Fund

#### *Non-Departmental*

**Project: TOD Development Support (25748)**

In order to accomplish a number of projects that require 2016 funding, a portion of the funding for this project was moved to later in the five-year plan. Of the remaining \$950,000, \$750,000 was moved to Economic Development Infrastructure Project and \$100,000 lapsed for balancing during the October 3, 2015 Budget Workshop.

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
2015 Budget	2,350,000	0	0	0	0	0
2016 Budget	950,000	-850,000	0	0	1,100,000	300,000
<b>Budget Change</b>	<b>(\$1,400,000)</b>	<b>(\$850,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100,000</b>	<b>\$300,000</b>

#### **Non-Departmental**

<b>Changes Total:</b>	<b>(\$1,400,000)</b>	<b>\$2,403,770</b>	<b>\$72,131</b>	<b>\$69,028</b>	<b>\$1,095,078</b>	<b>\$336,511</b>
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#### *Parks, Recreation & Open Space*

**Project: Aurora Hills Pump Station-CPF (62844)**

The Aurora Hills Pump Station provides water for irrigation to Aurora Hills Golf Course, Del Mar Park, Highline Park, Bicentennial Park, Central Facilities, and Alameda/I-225. It is 30-years old and in serious need of redesign and upgrade. The project will address electrical safety issues of the current configuration and sizing the pump station for the appropriate irrigation needs. Approximately half of the funding for the project will be paid in annual installments by the Golf Fund.

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
2015 Budget	0	0	0	0	0	0
2016 Budget	0	2,100,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$2,100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Aurora Reservoir Vehicular Access Improvements-CPF (62845)**

This project will provide an alternative access point into the Aurora Reservoir for emergency ingress and egress and event access and parking that are achieved by using roads other than Quincy Road.

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
2015 Budget	0	0	0	0	0	0
2016 Budget	0	250,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: City Center Park Rebuild-CPF (New)**

This project reconstructs parts of City Center Park that will be disturbed by the installation of the Metro Center station area bike/ped project.

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
2015 Budget	0	0	0	0	0	0
2016 Budget	0	0	0	0	0	610,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$610,000</b>

**Capital Improvement Program -  
Amendments Detail**

## Capital Program Amendments Detail

### Capital Projects Fund

#### ***Parks, Recreation & Open Space***

**Project: Del Mar Park Exercise Area (62848)**

At the October 3, 2015 Budget Workshop, council added a senior-based exercise area to be built at Del Mar Park.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	65,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$65,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Triple Creek State Grant-CPF (62847)**

This project funds acquisitions of property along Sand, Senac and Coal Creeks (Triple Creek) for open space preservation and a future trail corridor.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	350,000	0	0	0	0	0
<b>Budget Change</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Z-Zone Medians-CPF (62846)**

This program will design and implement a pilot program with little or no water materials. Existing conditions and final design will determine the length of median improvements each year.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	250,000	850,000	850,000	850,000	850,000	850,000
<b>Budget Change</b>	<b>\$250,000</b>	<b>\$850,000</b>	<b>\$850,000</b>	<b>\$850,000</b>	<b>\$850,000</b>	<b>\$850,000</b>

#### **Parks, Recreation & Open Space**

<b>Changes Total:</b>	<b>\$600,000</b>	<b>\$3,265,000</b>	<b>\$850,000</b>	<b>\$850,000</b>	<b>\$850,000</b>	<b>\$1,460,000</b>
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#### ***Public Works***

**Project: 6th Avenue Sidewalk from Del Mar Circle to Potomac (49968)**

At the September 13, 2015 Marijuana Workshop, Council added \$800,000 to complete a section of sidewalk on the south side of 6th Avenue from Del Mar Circle to Potomac Street.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	800,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Capital Program Amendments Detail

### Capital Projects Fund

#### **Public Works**

**Project: Alameda Avenue left turn lane (49969)**

At the September 13, 2015 Marijuana Workshop, Council added \$1.8 million to add an additional left turn lane from Alameda Avenue onto I-225.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	1,800,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$1,800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Bicycle Aurora Phase 1 Funding (49937)**

\$100,000 added each year of five-year plan for bicycle projects.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	200,000	100,000	100,000	100,000	100,000	100,000
2016 Budget	200,000	200,000	200,000	200,000	200,000	200,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>

**Project: Bike/Ped Improvements - TOD first/last mile (49964)**

This project will fund annual improvements to address "first and final" mile improvements near the commuter and light rail stations. The first and final mile refers to multimodal access between transit stations and surrounding destinations. Improvements could be made to bike and pedestrian trails, bike lanes, sidewalks, wayfinding signage, bike facilities and public lighting.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	200,000	200,000	200,000	200,000	200,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>

**Project: Building Repair Projects - CPF (49875)**

Funding for innovation space (\$70,000 in 2015), Tallyn's Reach Roof Damage (\$474,078 offset by insurance proceeds in 2015), AMC Cameras (\$128,000 in 2016), and AMC Breakroom (\$75,000 in 2016).

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	2,841,520	2,515,520	2,577,520	2,917,520	2,917,520	2,917,520
2016 Budget	3,385,598	2,718,520	2,577,520	2,917,520	2,917,520	2,917,520
<b>Budget Change</b>	<b>\$544,078</b>	<b>\$203,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Capital Program Amendments Detail

### Capital Projects Fund

#### **Public Works**

##### **Project: Colfax Bike/Ped TIP (49958)**

A supplemental will appropriate funds for the construction phase of the Colfax Bike/Ped project. The construction phase is estimated at \$575,000 (\$375,000 federal funding and \$210,000 local match).

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	150,000	0	0	0	0	0
2016 Budget	725,000	0	0	0	0	0
<b>Budget Change</b>	<b>\$575,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Project: Courts MJC Roof (49965)**

The roof shared by Courts, Detention, and Police is in need of urgent replacement. In addition to the roof replacement, the building has a parapet wall and solar panels that must be disassembled and installed on the new roof. This work adds \$1.0 million to the cost of the roof.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	600,000	3,000,000	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$3,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Project: Direct Costs - Building Repair CPF (49872)**

Changes reflect adjustments to direct cost projections in accordance with City policy.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	125,032	128,783	132,646	136,626	140,725	144,946
2016 Budget	125,032	135,067	139,119	143,293	147,591	152,019
<b>Budget Change</b>	<b>\$0</b>	<b>\$6,284</b>	<b>\$6,473</b>	<b>\$6,667</b>	<b>\$6,866</b>	<b>\$7,073</b>

##### **Project: Direct Costs - Design, Engineering, etc. (49779)**

Changes reflect adjustments to direct cost projections in accordance with City policy.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	1,094,177	1,127,002	1,160,812	1,195,637	1,231,506	1,268,451
2016 Budget	1,094,177	1,109,848	1,143,143	1,177,438	1,212,761	1,249,144
<b>Budget Change</b>	<b>\$0</b>	<b>(\$17,154)</b>	<b>(\$17,669)</b>	<b>(\$18,199)</b>	<b>(\$18,745)</b>	<b>(\$19,307)</b>

## Capital Program Amendments Detail

### Capital Projects Fund

#### **Public Works**

##### **Project: E-470 Loan Repayment (New)**

This capital project is the loan repayment for the \$2.0 million from E-470 for the 6th Avenue Parkway extension to E-470. It is based on ten years at three percent interest annually.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	0	0	0	235,000	235,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$235,000</b>	<b>\$235,000</b>

##### **Project: FasTracks Related Projects Design Costs (49890)**

Additional funding for light rail design, contract services, Iliff garage land acquisition, Iliff tree mitigation and Iliff construction management services.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	365,000	0	0	0	0	0
<b>Budget Change</b>	<b>\$365,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Project: Geotechnical Testing Contract (49963)**

The Materials Testing Laboratory within the Public Works Department has seen a steady increase in the number and complexity of the capital projects within the City of Aurora. The Materials Testing Laboratory provides field testing and observation along with laboratory testing of materials required for the construction for the capital projects by providing quality assurance testing of those materials which include, but not limited to: structural fills, ready mixed concrete, and asphalt. The increase in capital projects is delaying the Materials Testing Laboratory's approval of quality assurance testing for developments and capital improvement projects. This will fund outsourcing of some of this testing, particularly the geotechnical review, during the peak period of May-October. It is proposed that this seasonal contract be let with the option to renew annually for up to three years, with half funding coming from the General Fund and half funding coming from the Capital Projects Fund.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	100,000	100,000	100,000	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>

##### **Project: I225 Light Rail-Reimburse (49889)**

RTD IGA reimbursement appropriation- final payment, including revenue and expense.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	679,610	0	0	0	0	0
<b>Budget Change</b>	<b>\$679,610</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Capital Program Amendments Detail

### Capital Projects Fund

#### **Public Works**

##### **Project: Light Rail Station Restrooms (49967)**

This project will fund the installation of two ADA accessible "Portland Loo" restrooms at a light rail station. The cost of the maintenance is budgeted in Parks, Recreation, and Open Space. Construction will include installation of water, sewer and power to each restroom.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	750,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Project: Major Intersection Traffic Improvements (49752)**

Funding has been set aside for major intersection traffic improvements. The projects funded will be vetted and approved on a project-by-project basis.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	0	7,495,000	7,495,000	0	3,500,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,495,000</b>	<b>\$7,495,000</b>	<b>\$0</b>	<b>\$3,500,000</b>

##### **Project: Project Management Contract (49962)**

Public Works is not adequately staffed to provide project management for the number of complex capital improvement projects underway and planned in 2016. Therefore, we have entered into a contract with a project management firm to supplement City staff.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	150,000	150,000	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Project: Quincy / Gun Club Intersection TIP (49961)**

This is a 50 percent cost share with Arapahoe County to improve safety and congestion at the intersection of Quincy Avenue and Gun Club Road. This project will construct a four-lane Partial Continuous Flow Intersection (PCFI) at Quincy Avenue and Gun Club Road.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	500,000	500,000	1,000,000	1,900,000	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$1,000,000</b>	<b>\$1,900,000</b>	<b>\$0</b>

## Capital Program Amendments Detail

### Capital Projects Fund

#### **Public Works**

##### **Project: RAQC Vehicle Charger Grant (49960)**

Two grants were received for the Regional Air Quality Council (RAQC) to purchase electric vehicle chargers for the Iliff garage and Public Safety Training Facility. The grant is an 80/20 split (\$22,800 grant funds; \$5,600 local match).

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	28,435	0	0	0	0	0
<b>Budget Change</b>	<b>\$28,435</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Project: TBD Project from Marijuana Funds (49970)**

At the September 13, 2015 Marijuana Workshop, Council approved funding for an as-yet-to-be-determined capital project. The project will be discussed early 2016.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	1,200,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Project: Traffic Signal at Yale and Cimarron/Marina (49966)**

At the October 3, 2015 Budget Workshop, City Council added \$400,000 for the installation of a signal at Yale and Cimarron/Marina Streets, in the event that a currently occurring traffic study shows that the project meets warrants for the signal.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	400,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Project: Traffic Signal Construction (49710)**

Appropriate revenue and expense for developer portion of a traffic signal at 6th Avenue and Gun Club Road.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	606,250	700,000	700,000	700,000	700,000	700,000
2016 Budget	744,868	700,000	700,000	700,000	700,000	700,000
<b>Budget Change</b>	<b>\$138,618</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Capital Program Amendments Detail

### Capital Projects Fund

#### **Public Works**

##### **Project: Transportation Improvement Program (49743)**

For 2015, the remaining \$210,000 of the budget will be transferred to the Colfax Bike/Ped Improvements IGA/grant award for the local match of the \$575,000 TIP project. In the out-years, the Aurora Bike/Ped TIP grants will be housed here.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	-601,000	0	0	0	0	0
2016 Budget	-811,000	820,000	2,062,000	2,502,000	0	0
<b>Budget Change</b>	<b>(\$210,000)</b>	<b>\$820,000</b>	<b>\$2,062,000</b>	<b>\$2,502,000</b>	<b>\$0</b>	<b>\$0</b>

##### **Project: Transportation Project and Engineering Support (49779)**

This amendment will convert 2.0 contingent Project Engineers to 2.0 FTE. Currently the Transportation Projects Delivery team is managing an average of nine projects per person including both the Aurora Line and the 6th Avenue Parkway Extension. It has become necessary to prioritize projects for design and construction; approximately 30 to 40 percent of the projects are behind schedule and construction on these projects will likely be delayed. In addition, projects that have yet to be assigned include five or six Xcel Energy undergrounding projects, CDOT's upcoming I-70 East project, the Quincy Avenue/Parker Road Operational study, the Arapahoe Road widening project with Arapahoe County and the Quincy Avenue/Gun Club Road operational improvements with Arapahoe County, Roadway Design Specification Update, as well as some smaller design projects.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	224,426	231,159	238,094	245,236	252,593
<b>Budget Change</b>	<b>\$0</b>	<b>\$224,426</b>	<b>\$231,159</b>	<b>\$238,094</b>	<b>\$245,236</b>	<b>\$252,593</b>

<b>Public Works</b>						
<b>Changes Total:</b>	<b>\$2,120,741</b>	<b>\$7,836,556</b>	<b>\$13,826,963</b>	<b>\$11,623,562</b>	<b>\$2,668,357</b>	<b>\$4,275,359</b>

#### **Capital Projects Fund Amendment Totals:**

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
<b>Changes Total:</b>	<b>\$1,135,741</b>	<b>\$10,841,366</b>	<b>\$15,248,350</b>	<b>\$13,041,825</b>	<b>\$5,112,649</b>	<b>\$6,571,060</b>

## Capital Program Amendments Detail

### Conservation Trust Fund

#### ***Parks, Recreation & Open Space***

##### **Project: Acquisitions - CTF (61726)**

Due to changes in funding priorities, acquisitions will be funded primarily through grant opportunities and joint partnerships with other agencies. The specific acquisition is not known at this time, but this budget allows for the City to match a grant/partnership opportunity should one arise in the future.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	150,000	0	0	0	0	0
2016 Budget	150,000	0	0	0	100,000	100,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>

##### **Project: Construction Open Space-CTF (61886)**

This project includes planning, renovations and improvements to the City's open space system. The projects listed in the current five-year plan are Highline Canal Improvements in 2020, Plains Conservation Center Master and Strategic plan in 2017, Westerly Creek in 2019, and Tollgate Creek Trail improvements in 2016-2017.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	250,000	50,000	400,000	0	350,000	0
2016 Budget	250,000	50,000	400,000	100,000	300,000	250,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>(\$50,000)</b>	<b>\$250,000</b>

##### **Project: Infrastructure Open Space-CTF (61847)**

This project funds small projects related to the City's open space properties in the Conservation Trust Fund with an increase in infrastructure projects planned for 2020.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	50,000	50,000	0	50,000	0	0
2016 Budget	50,000	50,000	0	50,000	50,000	150,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$150,000</b>

##### **Project: Infrastructure Parks-CTF (61703)**

This project includes small projects as well as ADA compliance to ensure PROS facilities and parks are in compliance with ADA recommendations 2017-2020 and signage in 2018 and 2020. Amendments are due to minor changes in priorities and timing, such as additional funds for small projects in 2018 and 2020.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	100,000	300,000	50,000	50,000	62,500	0
2016 Budget	100,000	250,000	50,000	250,000	62,500	272,500
<b>Budget Change</b>	<b>\$0</b>	<b>(\$50,000)</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$272,500</b>

## Capital Program Amendments Detail

### Conservation Trust Fund

#### ***Parks, Recreation & Open Space***

**Project: Infrastructure Recreation-CTF (New)**

This project covers small projects related to the City's recreation centers and pools. These projects are typically not yet identified at the time of budget preparation but include funding for projects as determined/desired by City Council, executive staff or Aurora's citizens. The current five-year plan includes infrastructure improvements to recreation centers and pools along with significant funding for the Moorhead Recreation Center renovation each year of the plan.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	2,150,000	1,200,000	1,500,000	1,700,000	1,300,000	0
2016 Budget	2,150,000	1,200,000	1,500,000	1,500,000	1,600,000	1,400,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$200,000)</b>	<b>\$300,000</b>	<b>\$1,400,000</b>

**Project: Infrastructure Trails-CTF (61794)**

This project covers small projects related to the City's trail system in 2019 and 2020. These projects are typically not yet identified at the time of budget preparation but include funding for projects as determined/desired by City Council, executive staff, or Aurora's citizens.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	25,000	0	0	0	25,000	0
2016 Budget	25,000	0	0	0	25,000	275,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$275,000</b>

#### **Parks, Recreation & Open Space**

<b>Changes Total:</b>	<b>\$0</b>	<b>(\$50,000)</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$400,000</b>	<b>\$2,447,500</b>
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#### **Conservation Trust Fund Amendment Totals:**

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
<b>Changes Total:</b>	<b>\$0</b>	<b>(\$50,000)</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$400,000</b>	<b>\$2,447,500</b>

## Capital Program Amendments Detail

### Enhanced E-911 Fund

#### **Information Technology**

**Project: 800 MHz Radio System Upgrade (37729)**

Reflects actual payment schedule for transfer to Aurora Capital Leasing Corporation (ACLC) for debt service payment on Motorola 800 MHz radio system. The 2015 payment is interest only.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	2,000,000	2,000,000	2,000,000	2,000,000	0
2016 Budget	551,215	1,814,400	1,814,400	1,814,400	1,814,400	1,814,400
<b>Budget Change</b>	<b>\$551,215</b>	<b>(\$185,600)</b>	<b>(\$185,600)</b>	<b>(\$185,600)</b>	<b>(\$185,600)</b>	<b>\$1,814,400</b>

**Project: Computer Aided Dispatch Upgrade (37734)**

Cost for hardware, software and professional services to upgrade computer aided dispatch (CAD). Revised the costs for the 2015 budget based on information Intergraph provided for the cost of the upgrade, including the replacement of the CAD console computers.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	575,000	0	0	0	0
2016 Budget	0	575,000	0	0	0	475,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$475,000</b>

**Project: E-911 Answering System Upgrade (37739)**

The cost for the answering system upgrade for Text to 911 is minimal and will be appropriated in the operating budget.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	150,000	100,000	0	0	0	0
2016 Budget	150,000	0	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>(\$100,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Fire Station Alerting Upgrade (New)**

This project will be an upgrade to the latest technology for alerting the fire stations to an emergency call.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	0	0
2016 Budget	0	0	0	0	150,000	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>

## Capital Program Amendments Detail

### Enhanced E-911 Fund

#### **Information Technology**

**Project: MDC Infrastructure Replacement (37733)**

Reduce the 2016 projection based on decisions regarding computer models for the replacement program, and add 2020 to the replacement program. Increase the amount in 2017 based on a projected increase in the number of computers in the program.

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
2015 Budget	150,000	350,000	425,000	425,000	475,000	0
2016 Budget	150,000	275,000	425,000	425,000	475,000	475,000
<b>Budget Change</b>	<b>\$0</b>	<b>(\$75,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$475,000</b>

**Project: Priority Dispatch (37752)**

Purchase and implementation of a standardized program of protocols for dispatching appropriate resources for EMS, Fire and Police.

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
2015 Budget	0	0	0	0	0	0
2016 Budget	0	649,500	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$649,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Public Safety Communications Console Replacement (New)**

This project will replace end of life console equipment in the Public Safety Communications Center and facilitate growth from increased demand for 911 services.

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
2015 Budget	0	0	0	0	0	0
2016 Budget	0	0	0	0	1,650,000	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,650,000</b>	<b>\$0</b>

#### **Information Technology**

<b>Changes Total:</b>	<b>\$551,215</b>	<b>\$288,900</b>	<b>(\$185,600)</b>	<b>(\$185,600)</b>	<b>\$1,614,400</b>	<b>\$2,764,400</b>
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#### **Enhanced E-911 Fund Amendment Totals:**

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
<b>Changes Total:</b>	<b>\$551,215</b>	<b>\$288,900</b>	<b>(\$185,600)</b>	<b>(\$185,600)</b>	<b>\$1,614,400</b>	<b>\$2,764,400</b>

## Capital Program Amendments Detail

### Golf Courses Fund

#### ***Parks, Recreation & Open Space***

**Project: Golf Infrastructure Capital Projects (New)**

This project includes capital projects funded through revenues from golf operations each year of the plan. Projects include cart replacement, equipment replacement, facility enhancements and other infrastructure repairs. Projects are only planned if there is sufficient fund balance available.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	-297,231	300,000	300,000	100,000	100,000	0
2016 Budget	-297,231	250,000	250,000	100,000	100,000	100,000
<b>Budget Change</b>	<b>\$0</b>	<b>(\$50,000)</b>	<b>(\$50,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

**Project: Golf-Infra CTF Support (61606)**

This project is funded through a transfer from CTF to support the Golf Program. Projects include irrigation improvements, concrete enhancements and equipment replacement. The current plan is lower in each year in order to fund the CPF payback for the Aurora Hills Pump Station project.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	-316,590	200,000	200,000	300,000	300,000	0
2016 Budget	-316,590	100,000	100,000	150,000	150,000	150,000
<b>Budget Change</b>	<b>\$0</b>	<b>(\$100,000)</b>	<b>(\$100,000)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>\$150,000</b>

#### **Parks, Recreation & Open Space**

<b>Changes Total:</b>	<b>\$0</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>\$250,000</b>
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#### **Golf Courses Fund Amendment Totals:**

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
<b>Changes Total:</b>	<b>\$0</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>\$250,000</b>

## Capital Program Amendments Detail

### Open Space Fund

#### ***Parks, Recreation & Open Space***

##### **Project: Acquisitions-ArCo (61901)**

Due to changes in funding priorities, acquisitions will be funded primarily through grant opportunities and joint partnerships with other agencies. The specific acquisition is not known at this time, but this budget allows for the City to match a grant/partnership opportunity should one arise in the future. Changes include removing expense in 2019 and adding it partially into 2020.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	500,000	0
2016 Budget	0	0	0	0	0	200,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$500,000)</b>	<b>\$200,000</b>

##### **Project: Construction Open Space-AdCo (62744)**

This AdCo funded project is for small projects related to the City's open space in Adams County in 2020. Highline Canal master plan improvements moved in 2019 and 2020 to allow additional budget for Moorhead Recreation Center improvements.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	0	0	0	500,000	0
2016 Budget	0	0	0	0	150,000	350,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$350,000)</b>	<b>\$350,000</b>

##### **Project: Construction Open Space-ArCo (61892)**

This project includes planning, renovations and improvements to the City's open space system. Projects highlighted in the five-year plan include Aurora Reservoir improvements in 2016; Highline Canal Improvements in 2016- 2018; Triple Creek Improvements in 2016-2020; Tollgate Trail Improvements in 2016 and 2017 and Signature Park in 2016 and removed for 2019. DeLaney Farm improvements were also removed from 2019.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	1,475,000	1,035,000	1,150,000	550,000	1,200,000	0
2016 Budget	1,475,000	1,085,000	1,150,000	450,000	750,000	900,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>(\$100,000)</b>	<b>(\$450,000)</b>	<b>\$900,000</b>

##### **Project: Construction Parks-ArCo (61902)**

This project includes small projects as well as infrastructure improvements at the Aurora Sports Park decreased in 2016 and removed from 2017, Sand Creek Park in 2016, Tollgate Crossing Park in 2017, Canterbury Park, Pagosa and Eldorado Parks and Side Creek Park all in 2018 and Fletcher/Freedom Park in 2019.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	1,400,000	1,000,000	1,500,000	1,200,000	350,000	0
2016 Budget	1,400,000	500,000	500,000	1,200,000	350,000	0
<b>Budget Change</b>	<b>\$0</b>	<b>(\$500,000)</b>	<b>(\$1,000,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Capital Program Amendments Detail

### Open Space Fund

#### ***Parks, Recreation & Open Space***

##### **Project: Infrastructure Open Space-AdCo (62745)**

Amendments to the five-year plan reflect changes in priorities, timing and funding. This covers small projects related to the City's open space properties and improves and restores the infrastructure of existing open space properties throughout the City in 2017 and 2018.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	80,000	0	20,000	20,000	50,000	0
2016 Budget	80,000	0	20,000	20,000	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$50,000)</b>	<b>\$0</b>

##### **Project: Infrastructure Open Space-ArCo (61906)**

This project covers small projects and restoration related to the City's open space properties. These projects are typically not yet identified at the time of budget preparation but include funding for projects each year as those determined/desired by City Council, executive staff or Aurora's citizens.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	270,000	300,000	100,000	100,000	220,000	0
2016 Budget	270,000	300,000	100,000	100,000	220,000	200,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>

##### **Project: Infrastructure Parks-AdCo (62800)**

This project covers small projects related to the City's park properties. These projects are typically not yet identified at the time of budget preparation but include funding for projects each year as determined/desired by City Council, executive staff or Aurora's citizens with additional funds for Park Path Replacement, Park Tree Planting and Signage in 2019.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	50,000	0	50,000	50,000	120,000	0
2016 Budget	50,000	0	50,000	50,000	120,000	50,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>

##### **Project: Infrastructure Parks-ArCo (61903)**

Amendments to the five-year plan reflect changes in priorities, timing and funding. This project covers athletic field renovations, court replacements for Expo and Meadowood, irrigation replacement, park path replacement, signage and tree planting along with small projects including bluegrass to native grass conversion and playground renovations. Changes include adjusting and decreasing Irrigation Replacement, Court Replacement, Misc Small Projects and Security Lighting in year 2018 and 2019.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	1,312,500	807,500	462,500	887,500	1,225,000	0
2016 Budget	1,312,500	807,500	462,500	587,500	875,000	890,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$300,000)</b>	<b>(\$350,000)</b>	<b>\$890,000</b>

## Capital Program Amendments Detail

### Open Space Fund

#### ***Parks, Recreation & Open Space***

**Project: Infrastructure Recreation-AdCo (New)**

This project includes improvements/renovations to the City's recreation centers and pools. The five-year plan includes additional funding for the Moorhead Recreation Center improvements in 2018-2019.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	0	250,000	250,000	0	0	0
2016 Budget	0	250,000	250,000	250,000	250,000	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$0</b>

**Project: Infrastructure Trails-ArCo (61835)**

This project includes funds for trail replacement throughout the City each year with a decrease in 2018 in Trail Replacement. These projects are typically not yet identified at the time of budget preparation but include funding for projects as determined/ desired by City Council, executive staff or Aurora's citizens.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	1,030,000	255,000	175,000	525,000	270,000	0
2016 Budget	1,030,000	255,000	175,000	275,000	270,000	250,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$250,000)</b>	<b>\$0</b>	<b>\$250,000</b>

#### **Parks, Recreation & Open Space**

<b>Changes Total:</b>	<b>\$0</b>	<b>(\$450,000)</b>	<b>(\$1,000,000)</b>	<b>(\$400,000)</b>	<b>(\$1,450,000)</b>	<b>\$2,840,000</b>
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#### **Open Space Fund Amendment Totals:**

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
<b>Changes Total:</b>	<b>\$0</b>	<b>(\$450,000)</b>	<b>(\$1,000,000)</b>	<b>(\$400,000)</b>	<b>(\$1,450,000)</b>	<b>\$2,840,000</b>

## Capital Program Amendments Detail

### Wastewater Fund

#### **Aurora Water**

##### **Collection**

The five-year capital program (2016-2020) increased by \$7.2 million primarily due to addition of the 2020 plan for recurring projects (\$7.9 million). Recurring projects include Annual Cured In Place Pipe (CIPP) Sewer Rehab (\$1.0 million), Interceptor Rehab (\$4.2 million), Manhole Lining & Rehab (\$1.3 million), Misc. Sewer Replacement (\$0.4 million), and Miscellaneous Lift Station/Force Main Rehab (\$1.0 million). Funding adjustments made to the capital program due to changes in development activities include removing Sand Creek-Laredo St to 13th Ave (-\$2.2 million) and increasing funding for some recurring 2016 projects by \$1.5 million based on updated engineering estimates. The \$1.5 million decrease in the 2015 projection is due to lapse of funding to levels sufficient to complete studies, design and construction planned in 2015 for the following projects: Misc. Lift Stations/Force Main Rehabilitation (-\$0.5 million), Annual CIPP Sewer Rehabilitation (-\$0.4 million) and Manhole Lining/Rehabilitation (-\$0.6 million). Funds will be lapsed in the Fall Supplemental.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	510,661	8,637,124	10,186,712	7,784,917	9,440,338	0
2016 Budget	-956,339	8,627,124	11,686,712	7,417,313	7,654,832	7,899,477
<b>Budget Change</b>	<b>(\$1,467,000)</b>	<b>(\$10,000)</b>	<b>\$1,500,000</b>	<b>(\$367,604)</b>	<b>(\$1,785,506)</b>	<b>\$7,899,477</b>

##### **Collection Program**

<b>Changes Total:</b>	<b>(\$1,467,000)</b>	<b>(\$10,000)</b>	<b>\$1,500,000</b>	<b>(\$367,604)</b>	<b>(\$1,785,506)</b>	<b>\$7,899,477</b>
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##### **Operations & General Management**

The five-year capital program (2016-2020) increased by \$4.0 million. The increase includes changes to demolition of the abandoned Fitzsimons Wastewater Treatment Plant (\$3.0 million). The study and preliminary design for demolition of the plant was deferred from 2016 to 2017 and funding for the actual demolition added to 2019. Funding for Sand Creek Water Reuse Plant was added to 2016 for UV Upgrades, ArcFlash Improvements, Magnetic Flow Meter Improvements and other smaller improvement projects (\$2.5 million). Funding for Senac/Murphy Creek Improvements was added in 2016 to complete rehabilitation of Senac Creek and Murphy Creek Lift Stations (\$0.8 million). Funding for Waste Water Utility Plan Update increased in the five-year plan as part of the ongoing effort to update the Wastewater Master Plan (\$0.7 million). In addition, routine improvements to Supervisory Control and Data Acquisition (SCADA) will be funded from Operations beginning in 2016 thus decreasing the five-year CIP plan (-\$3.0 million). The overall 2015 projection decrease of \$0.7 million is due to lapse of funding in the Fall Supplemental for SCADA to the level sufficient to finish the 2015 plan (-\$0.6 million) and Cherry Creek Spillway Channel as the project was completed under budget (-\$0.1 million).

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	479,403	3,282,917	591,747	937,208	2,185,318	0
2016 Budget	-178,808	5,859,250	1,160,000	1,250,000	2,750,000	0
<b>Budget Change</b>	<b>(\$658,211)</b>	<b>\$2,576,333</b>	<b>\$568,253</b>	<b>\$312,792</b>	<b>\$564,682</b>	<b>\$0</b>

##### **Operations & General Management Program**

<b>Changes Total:</b>	<b>(\$658,211)</b>	<b>\$2,576,333</b>	<b>\$568,253</b>	<b>\$312,792</b>	<b>\$564,682</b>	<b>\$0</b>
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## Capital Program Amendments Detail

### Wastewater Fund

#### ***Aurora Water***

##### **Storm Water**

The five-year capital program increased by \$85.1 million due to changes in project priorities and timing related to development, stormwater system rehabilitation needs, and addition of funding for projects planned in 2020. Most significant additions to the program were in the following projects: 2nd Creek Drainage Improvements for phased land acquisition and construction of regional detention facilities in the 2nd Creek watershed upstream of DIA (\$22.4 million); Fitzsimons Drainage Improvements to upgrade undersized storm system (\$20.0 million); Westerly Creek Future Phases for land acquisition and construction of detention facilities and underground pipe infrastructure (\$15.3 million); and Easterly Creek Outfall Improvements for expansion of undersized detention pond (\$10.9 million). Project funding adjusted for new and recurring projects in 2016-2020 includes drainage, ditches, ponds and outfall improvements (\$13.6 million), corrugated metal and reinforced concrete pipe rehab (\$1.6 million), Urban Drainage & Flood Control District Commitments (\$3.5 million) and Stormwater Management Plan (\$0.5 million). Sand Creek Tributary Overflow System-Moline/Colfax was deferred outside the five-year capital program (\$-2.7 million). The \$1.6 million decrease in the 2015 projection is due to lapse of funding in the Fall Supplemental for the Storm Corrugated Metal Pipe Rehabilitation to the level sufficient to finish the 2015 plan (-\$1.0 million) and Tollgate Creek Flood Repairs as projects are expected to be completed under budget (-\$0.6 million).

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	11,771,916	23,247,521	13,040,386	9,598,576	6,616,534	0
2016 Budget	10,143,147	16,321,218	28,154,793	42,656,039	32,569,371	17,933,013
<b>Budget Change</b>	<b>(\$1,628,769)</b>	<b>(\$6,926,303)</b>	<b>\$15,114,407</b>	<b>\$33,057,463</b>	<b>\$25,952,837</b>	<b>\$17,933,013</b>

##### **Storm Water Program**

<b>Changes Total:</b>	<b>(\$1,628,769)</b>	<b>(\$6,926,303)</b>	<b>\$15,114,407</b>	<b>\$33,057,463</b>	<b>\$25,952,837</b>	<b>\$17,933,013</b>
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#### ***Aurora Water***

<b>Changes Total:</b>	<b>(\$3,753,980)</b>	<b>(\$4,359,970)</b>	<b>\$17,182,660</b>	<b>\$33,002,651</b>	<b>\$24,732,013</b>	<b>\$25,832,490</b>
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#### **Wastewater Fund Amendment Totals:**

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
<b>Changes Total:</b>	<b>(\$3,753,980)</b>	<b>(\$4,359,970)</b>	<b>\$17,182,660</b>	<b>\$33,002,651</b>	<b>\$24,732,013</b>	<b>\$25,832,490</b>

## Capital Program Amendments Detail

### Water Fund

#### **Aurora Water**

##### **Operations & General Management**

The five-year capital program (2016-2020) increased by \$8.0 million. Adjustments to the capital program include the addition of the Asset Management Program to develop a comprehensive and consolidated asset management program to address near-term and long-term asset rehabilitation and replacement needs for Aurora Water assets (\$4.8 million). Funding for the 2020 plan was added to Automated Meter Reading System (\$3.8 million) and Vault/Valve Rehab (\$0.2 million). Funding for Infrastructure Upgrade/Mobile Computing was increased in 2016 to finish the project (\$0.2 million). Funding for UPS Replacement was reduced for 2016-2017 to the level sufficient to finish the project (-\$1.0 million). A decrease in the 2015 projection is due to removal of CDOT Inspection Bridge out of the capital program as future repairs are expected to be done from Operations and no spending is expected prior to year-end (-\$0.3 million).

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	1,518,341	1,113,898	1,178,874	1,390,802	4,028,869	0
2016 Budget	1,268,341	1,558,898	1,750,874	2,390,802	5,028,869	4,991,742
<b>Budget Change</b>	<b>(\$250,000)</b>	<b>\$445,000</b>	<b>\$572,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$4,991,742</b>

##### **Operations & General Management Program**

<b>Changes Total:</b>	<b>(\$250,000)</b>	<b>\$445,000</b>	<b>\$572,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$4,991,742</b>
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##### **Prairie Waters Project**

There are no projects planned in this program for 2016-2020. The 2015 projection decreased by \$0.3 million due to lapse of surplus funding for PWP-Additional Wells in the Fall Supplemental as the project has been completed under budget.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	-1,386,631	0	0	0	0	0
2016 Budget	-1,705,848	0	0	0	0	0
<b>Budget Change</b>	<b>(\$319,217)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

##### **Prairie Waters Project Program**

<b>Changes Total:</b>	<b>(\$319,217)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Capital Program Amendments Detail

### Water Fund

#### ***Aurora Water***

##### **Pumping**

The five-year capital program (2016-2020) increased by \$7.5 million due to addition of Pump Station Improvements to address recurring improvement needs. Current funds are planned for design and construction of Quincy Pump Station Improvements and ArcFlash Upgrades for several pump stations (\$1.9 million), addition to Aurora Pump Station Upgrades for construction phase (\$3.9 million) and addition of the 2020 plan for PWP Pump Station Expansion for 20 & 30 MGD (\$1.7 million). No capital projects are planned for 2018 and 2019.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	1,600,000	2,000,000	1,700,000	0	0	0
2016 Budget	1,600,000	6,821,000	2,700,000	0	0	1,700,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$4,821,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,700,000</b>

##### **Pumping Program**

<b>Changes Total:</b>	<b>\$0</b>	<b>\$4,821,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,700,000</b>
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##### **Source of Supply Other**

The five-year capital program (2016-2020) decreased by \$16.3 million primarily due to deferral of Wemlinger Blended Water Pipeline project to 2020-2022 (-\$23.7 million). Funding was also reduced for Homestake/Eagle River-Water (-\$0.9 million) and PWP North Campus Expansion to 20 MGD (-\$2.2 million) based on updated engineering estimates. Revisions to recurring projects and inclusion of budget for 2020 plan resulted in additional budget for the following projects: 54"/40" Rampart Appurtenances Rehab/Replacement (\$0.9 million); North Campus Well Rehab (\$1.4 million); PWP North Campus Expansion to 30 MGD RBF (\$5.9 million) and Rampart Tower/Tunnel Rehab (\$2.3 million). The 2015 projection increased by \$1.3 million primarily due to funding for PW Emergency Pipeline Stabilization to mitigate damages to river banks from high water in the South Platte river where the pipe is located. It includes investigation of pipe and bedding condition and armoring the pipeline to protect against future damages from the South Platte river. These funds will be requested in the Fall Supplemental.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	6,330,759	6,852,950	10,619,390	19,364,522	31,350,000	0
2016 Budget	7,580,759	3,900,000	9,400,000	11,950,000	8,900,000	17,700,000
<b>Budget Change</b>	<b>\$1,250,000</b>	<b>(\$2,952,950)</b>	<b>(\$1,219,390)</b>	<b>(\$7,414,522)</b>	<b>(\$22,450,000)</b>	<b>\$17,700,000</b>

##### **Source of Supply Other Program**

<b>Changes Total:</b>	<b>\$1,250,000</b>	<b>(\$2,952,950)</b>	<b>(\$1,219,390)</b>	<b>(\$7,414,522)</b>	<b>(\$22,450,000)</b>	<b>\$17,700,000</b>
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## Capital Program Amendments Detail

### Water Fund

#### **Aurora Water**

##### **Source of Supply Storage**

The five-year capital program (2016-2020) increased by \$29.5 million primarily due to addition of funding for the 2020 plan to major reservoir projects. It includes \$1.2 million for Box Creek Reservoir, \$1.8 million for Lower South Platte Storage/Everist, \$13.3 million for Terminal Raw Water Reservoir, and \$0.1 million for Wild Horse Reservoir. Other adjustments include \$10.3 million increase for Homestake Capital Projects, addition of Wetlands to the 5-year plan to provide mitigation for water supply development (\$4.2 million), \$0.3 million increase for Aurora Reservoir Aeration in 2016 to complete the project, and deferral of Lower South Platte Storage/Clare beyond the five-year plan (-\$1.7 million). The 2015 projection decreased by \$1.0 million due to lapse of funding in the Fall Supplemental for Everist/Flood Repairs as the project is anticipated to be completed under budget.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	25,863,731	24,666,000	32,762,000	23,759,000	27,770,000	0
2016 Budget	24,863,732	25,753,000	33,292,000	28,119,000	26,810,000	24,520,000
<b>Budget Change</b>	<b>(\$999,999)</b>	<b>\$1,087,000</b>	<b>\$530,000</b>	<b>\$4,360,000</b>	<b>(\$960,000)</b>	<b>\$24,520,000</b>

##### **Source of Supply Storage Program**

<b>Changes Total:</b>	<b>(\$999,999)</b>	<b>\$1,087,000</b>	<b>\$530,000</b>	<b>\$4,360,000</b>	<b>(\$960,000)</b>	<b>\$24,520,000</b>
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##### **Source of Supply Water**

The five-year capital program (2016-2020) increased by \$7.2 million. Adjustments to the capital program include additional funding for Rocky Ford II in 2016-2018 to accelerate revegetation efforts due to dry conditions in Arkansas River basin where Rocky Ford II water rights are located. Revegetation is required per court decree and accelerating the process would allow Aurora to use these water rights sooner (\$1.3 million). The 2020 plan includes Water Rights Acquisition (\$5.1 million). Raw Water Rehab was increased in 2016-2017 and includes the 2020 plan (\$0.8 million). The 2015 projection increased by \$1.1 million due to addition of funding to Water Rights Acquisition for the purchase of New Brantner Ditch shares (\$0.8 million) and to Rocky Ford II for accelerated revegetation effort (\$0.3 million). This additional 2015 funding will be requested in the Fall Supplemental.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	3,397,000	7,288,000	7,865,000	7,825,000	5,775,000	0
2016 Budget	4,447,000	8,188,000	8,615,000	8,075,000	5,775,000	5,275,000
<b>Budget Change</b>	<b>\$1,050,000</b>	<b>\$900,000</b>	<b>\$750,000</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$5,275,000</b>

##### **Source of Supply Water Program**

<b>Changes Total:</b>	<b>\$1,050,000</b>	<b>\$900,000</b>	<b>\$750,000</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$5,275,000</b>
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## Capital Program Amendments Detail

### Water Fund

#### **Aurora Water**

##### **Transmission & Distribution**

The five-year capital program (2016-2020) increased by \$7.6 million based on development and system rehabilitation requirements. One project was deferred beyond 2020 and one was accelerated into the five-year capital program due to requirements of the Gaylord hotel and resort complex development (\$2.0 million net). Growth projects related to Kings Point, Porteus and other developments were deferred beyond 2020 (-\$3.1 million). Routine improvements to Supervisory Control and Data Acquisition (SCADA) will be funded from Operations beginning in 2016 thus decreasing the five-year capital program (-\$3.4 million). \$1.9 million was added to projects for 2016-2018 and \$10.2 million for the 2020 plan primarily for expected recurring maintenance needs. The 2015 projections decrease by \$1.1 million for SCADA and Miscellaneous Transmission Mains. Budget for these projects will be lapsed in the Fall Supplemental to the level sufficient to complete the 2015 plan.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	5,511,753	15,663,739	8,738,543	8,835,787	12,201,915	0
2016 Budget	4,436,953	9,587,834	12,454,089	11,087,495	9,700,189	10,205,930
<b>Budget Change</b>	<b>(\$1,074,800)</b>	<b>(\$6,075,905)</b>	<b>\$3,715,546</b>	<b>\$2,251,708</b>	<b>(\$2,501,726)</b>	<b>\$10,205,930</b>

##### **Transmission & Distribution Program**

<b>Changes Total:</b>	<b>(\$1,074,800)</b>	<b>(\$6,075,905)</b>	<b>\$3,715,546</b>	<b>\$2,251,708</b>	<b>(\$2,501,726)</b>	<b>\$10,205,930</b>
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##### **Treatment**

The five-year capital program (2016-2020) increased by \$20.5 million to fund water purification facilities (WPF) improvements as follows: \$10.8 million for Binney WPF, \$4.7 million for Griswold WPF, and \$5.0 million for Wemlinger WPF. Binney WPF improvements include the construction phase of filter additions and solids management improvements, Water Purification Facility Pilot Plant and other miscellaneous improvements. Griswold WPF improvements include air scour piping filter media replacement, South Satellite erosion control, flow control center renovation, solids handling system improvements, backwash pump operation, raw water vault structure, and other miscellaneous improvements. Wemlinger improvements include finished water reservoir rehabilitation, chlorine time improvements and other miscellaneous improvements. An HVAC efficiency study will be performed for all three facilities.

	<b>2015 Projected</b>	<b>2016 Adopted</b>	<b>2017 Planned</b>	<b>2018 Planned</b>	<b>2019 Planned</b>	<b>2020 Planned</b>
2015 Budget	-1,759,231	1,311,000	0	4,073,000	0	0
2016 Budget	-1,759,231	13,704,750	6,868,000	3,406,000	1,046,000	886,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$12,393,750</b>	<b>\$6,868,000</b>	<b>(\$667,000)</b>	<b>\$1,046,000</b>	<b>\$886,000</b>

##### **Treatment Program**

<b>Changes Total:</b>	<b>\$0</b>	<b>\$12,393,750</b>	<b>\$6,868,000</b>	<b>(\$667,000)</b>	<b>\$1,046,000</b>	<b>\$886,000</b>
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<b>Aurora Water Changes Total:</b>	<b>(\$344,016)</b>	<b>\$10,617,895</b>	<b>\$12,216,156</b>	<b>(\$219,814)</b>	<b>(\$23,865,726)</b>	<b>\$65,278,672</b>
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Capital Improvement Program -  
Amendments Detail

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Capital Program Amendments Detail

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Water Fund

Water Fund Amendment Totals:

	2015 Projected	2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned
Changes Total:	(\$344,016)	\$10,617,895	\$12,216,156	(\$219,814)	(\$23,865,726)	\$65,278,672

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## **AURORA WATER**

### **2nd Creek Drainage Improvements**

#### **PROJECT INFORMATION**

**Location:** Adams County in North Aurora  
**Proj. Type:** New Construction/Development/Infrastructure  
**Category:** Utilities - Storm Drain

**Proj. Manager:** Clint Weisz  
**Start Date:** Quarter 1, 2015  
**End Date:** Quarter 4, 2020  
**Bond Funded:** Partial - Revenue Bond

#### **Description:**

The Second Creek Drainage Improvements project was a result of the 2011 Major Drainageway Plan (MDP) study co-sponsored by the Urban Drainage and Flood Control District (UDFCD) and the City of Aurora. The purpose of the study was to evaluate alternatives and develop a conceptual design for the watershed of the Second Creek upstream of DIA. The watershed is primarily undeveloped and the MDP will be used as a guide as development occurs. The highest priority in the basin is Pond S-219, which is a 552 acre-feet regional detention facility. In 2015, scoping negotiations with DIA extended the schedule of the project. Design of the Pond S-219 is now anticipated to begin in 2016 and construction is expected to be phased beginning in 2017.

#### **FINANCIAL INFORMATION**

#### **Capital Funding:**

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Aurora Water</u>								
Wastewater Fund	0	275,000	0	7,693,264	7,856,008	10,326,056	5,212,448	31,087,776
<b>Total Cost</b>	<b>\$0</b>	<b>\$275,000</b>	<b>\$0</b>	<b>\$7,693,264</b>	<b>\$7,856,008</b>	<b>\$10,326,056</b>	<b>\$5,212,448</b>	<b>\$31,087,776</b>

#### **Operating Impact:**

There are no expected operating impacts associated with this project in the five-year plan.

### **Box Creek Reservoir**

#### **PROJECT INFORMATION**

**Location:** Lake County  
**Proj. Type:** New Construction/Development/Infrastructure  
**Category:** Utilities - Storage

**Proj. Manager:** Gerry Knapp  
**Start Date:** Quarter 1, 2013  
**End Date:** Quarter 4, 2028  
**Bond Funded:** Partial - Revenue Bond

#### **Description:**

The Box Creek Reservoir project is a reservoir in the Upper Arkansas basin to provide additional storage options for the City. Anticipated expenses through 2020 include acquisition of additional land for the dam, modeling, design and beginning of official permitting process.

#### **FINANCIAL INFORMATION**

#### **Capital Funding:**

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Aurora Water</u>								
Water Fund	879,161	2,000,000	2,000,000	1,500,000	1,500,000	1,500,000	1,244,000	7,744,000
<b>Total Cost</b>	<b>\$879,161</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,244,000</b>	<b>\$7,744,000</b>

## **AURORA WATER**

### **Box Creek Reservoir**

**Operating Impact:**

There are no expected operating impacts associated with this project in the five-year plan.

### **Lower South Platte Storage - Everist**

**PROJECT INFORMATION**

<b>Location:</b> Weld County <b>Proj. Type:</b> New Construction/Development/Infrastructure <b>Category:</b> Utilities - Storage	<b>Proj. Manager:</b> Lisa Darling <b>Start Date:</b> Quarter 4, 2008 <b>End Date:</b> Quarter 4, 2034 <b>Bond Funded:</b> Partial - Revenue Bond
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**Description:**

Everist is part of the Lower South Platte/Prairie Waters (PW) integrated resource system. Project funding includes the storage capacity purchase and infrastructure necessary to use this storage. Storage capacity for augmentation and other uses is anticipated to be approximately 11,000 acre-feet.

### **FINANCIAL INFORMATION**

**Capital Funding:**

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Aurora Water</u>								
Water Fund	8,604,420	1,200,000	3,382,000	5,000,000	0	1,514,000	1,800,000	11,696,000
<b>Total Cost</b>	<b>\$8,604,420</b>	<b>\$1,200,000</b>	<b>\$3,382,000</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$1,514,000</b>	<b>\$1,800,000</b>	<b>\$11,696,000</b>

**Operating Impact:**

The future operating impact includes annual operations and maintenance of inlet and outlet works, measuring devices, pumping facilities, and other equipment and utility costs. The estimated annual impact through the five-year plan includes ditch company carriage fees, pumping costs and vegetation mitigation.

Annual Operating Costs		2017	2018	2019	2020	Total
	New Personnel (FTE)	0.00	0.00	0.00	0.00	
	Personal Services	0	0	0	0	0
	Other	35,000	35,000	35,000	35,000	140,000
	<b>Total Operating Costs</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$140,000</b>

### **Prairie Water North Campus Expansion to 30 MGD RBF**

**PROJECT INFORMATION**

<b>Location:</b> Weld County <b>Proj. Type:</b> Upgrade or Expand System/Facility/Infrastructure <b>Category:</b> Utilities - Infrastructure	<b>Proj. Manager:</b> Lisa Darling <b>Start Date:</b> Quarter 1, 2018 <b>End Date:</b> Quarter 4, 2020 <b>Bond Funded:</b> No
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**Description:**

This project includes further PW wellfield expansion. Once this project is online, a total of 30 million gallons per day (MGD) (firm capacity) can be delivered to the City during low river conditions.

## **AURORA WATER**

### **Prairie Water North Campus Expansion to 30 MGD RBF**

#### **FINANCIAL INFORMATION**

**Capital Funding:**

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Aurora Water</u>								
Water Fund	0	0	0	0	2,900,000	5,850,000	5,850,000	14,600,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,900,000</b>	<b>\$5,850,000</b>	<b>\$5,850,000</b>	<b>\$14,600,000</b>

**Operating Impact:**

There are no expected operating impacts associated with this project in the five-year plan.

### **Prairie Waters North Campus Expansion to 20 MGD**

**PROJECT INFORMATION**

<b>Location:</b>	Weld County	<b>Proj. Manager:</b>	Lisa Darling
<b>Proj. Type:</b>	Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b>	Quarter 1, 2016
<b>Category:</b>	Utilities - Infrastructure	<b>End Date:</b>	Quarter 4, 2018
		<b>Bond Funded:</b>	No

**Description:**

This project is necessary for the phased expansion of PW from a firm capacity of approximately 8.5 MGD to 20 MGD. The majority of this project is expansion of the existing well field. This project will result in a firm River Bank Filtration (RBF) capacity of 20 MGD, with the drilling of approximately 20 additional wells and construction of related appurtenant facilities.

#### **FINANCIAL INFORMATION**

**Capital Funding:**

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Aurora Water</u>								
Water Fund	0	0	1,000,000	6,300,000	6,300,000	0	0	13,600,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$6,300,000</b>	<b>\$6,300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,600,000</b>

**Operating Impact:**

There are no expected operating impacts associated with this project in the five-year plan, as the project is expected to become operational after 2020.

## AURORA WATER

### Terminal Raw Water Reservoir

#### PROJECT INFORMATION

**Location:** Arapahoe County East of Aurora Reservoir  
**Proj. Type:** New Construction/Development/Infrastructure  
**Category:** Utilities - Storage

**Proj. Manager:** Lisa Darling  
**Start Date:** Quarter 4, 2009  
**End Date:** Quarter 4, 2024  
**Bond Funded:** Partial - Revenue Bond

#### Description:

This project will provide terminal raw water storage for PW. Current estimates for this project are based on the construction of a 60,000 acre-feet reservoir at a site just east of Aurora Reservoir. Anticipated expenses through 2020 include property assessment and purchase from the State Land Board, other purchased interests, geological evaluations, environmental permitting efforts, and design.

#### FINANCIAL INFORMATION

#### Capital Funding:

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Aurora Water</u>								
Water Fund	4,732,263	16,297,231	12,000,000	8,887,000	13,331,000	13,331,000	13,331,000	60,880,000
<b>Total Cost</b>	<b>\$4,732,263</b>	<b>\$16,297,231</b>	<b>\$12,000,000</b>	<b>\$8,887,000</b>	<b>\$13,331,000</b>	<b>\$13,331,000</b>	<b>\$13,331,000</b>	<b>\$60,880,000</b>

#### Operating Impact:

There are no expected operating impacts associated with this project in the five-year plan.

### Upper 1st Creek: Detention Ponds Storm Drain

#### PROJECT INFORMATION

**Location:** Picadilly Road near 48th Ave. - South of I-70  
**Proj. Type:** New Construction/Development/Infrastructure  
**Category:** Utilities - Storm Drain

**Proj. Manager:** Clint Weisz  
**Start Date:** Quarter 1, 2016  
**End Date:** Quarter 4, 2020  
**Bond Funded:** Partial - Revenue Bond

#### Description:

Construction of several regional water quality ponds required along the 1st Creek watershed within annexed Aurora (Picadilly Road near East 48th Ave to areas south of I-70 up to East Alameda Avenue and Monaghan Road). The timeline is contingent on property negotiation and acquisition. The project is managed by the Urban Drainage and Flood Control District and includes multiple planned projects through the five-year plan.

#### FINANCIAL INFORMATION

#### Capital Funding:

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Aurora Water</u>								
Wastewater Fund	5,754,936	0	1,640,000	4,000,000	0	900,000	2,430,000	8,970,000
<b>Total Cost</b>	<b>\$5,754,936</b>	<b>\$0</b>	<b>\$1,640,000</b>	<b>\$4,000,000</b>	<b>\$0</b>	<b>\$900,000</b>	<b>\$2,430,000</b>	<b>\$8,970,000</b>

## AURORA WATER

### Upper 1st Creek: Detention Ponds Storm Drain

**Operating Impact:**

The operational impact will be related to the maintenance of the pond at an annual cost of approximately \$3,000 based on historical spending.

Annual Operating Costs		2017	2018	2019	2020	Total
	New Personnel (FTE)	0.00	0.00	0.00	0.00	
	Personal Services	0	0	0	0	0
	Other	3,000	3,000	3,000	3,000	12,000
	<b>Total Operating Costs</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$12,000</b>

### Upper Piney Creek Stabilization - SD

**PROJECT INFORMATION**

**Location:** Upstream of Samson Gulch  
**Proj. Type:** New Construction/Development/Infrastructure  
**Category:** Utilities - Storm Drain

**Proj. Manager:** Tom Ries  
**Start Date:** Quarter 3, 2014  
**End Date:** Quarter 4, 2030  
**Bond Funded:** No

**Description:**

A regional pond will be required with the development of the Rocking Horse residential site. This may include creek stabilization such as bank revetment and/or drop structures along Upper Piney Creek.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Aurora Water</u>								
Wastewater Fund	623,691	0	0	0	3,000,000	0	4,000,000	7,000,000
<b>Total Cost</b>	<b>\$623,691</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,000,000</b>	<b>\$0</b>	<b>\$4,000,000</b>	<b>\$7,000,000</b>

**Operating Impact:**

There are no expected operating impacts associated with this project in the five-year plan.

### Wemlinger Blended Water Pipeline

**PROJECT INFORMATION**

**Location:** Southeast Aurora  
**Proj. Type:** Upgrade or Expand System/Facility/Infrastructure  
**Category:** Utilities - Pipe Line

**Proj. Manager:** Tom Ries  
**Start Date:** Quarter 1, 2020  
**End Date:** Quarter 4, 2022  
**Bond Funded:** Partial - Revenue Bond

**Description:**

This project allows Aurora Reservoir water to be fed by gravity to Wemlinger Water Purification Facility (WPF). It also allows for the blending of partially treated Binney WPF water to be pumped to Wemlinger WPF for final treatment when all stages of the project are completed. The project requires parallel 54 inch and 60 inch pipelines.

## Capital Improvement Program - Non-Routine Project Pages

# AURORA WATER

### Wemlinger Blended Water Pipeline

#### FINANCIAL INFORMATION

##### Capital Funding:

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Aurora Water</u>								
Water Fund	0	0	0	0	0	0	7,100,000	7,100,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,100,000</b>	<b>\$7,100,000</b>

##### Operating Impact:

The impact will be due to increased operations and maintenance costs related to water system expansion when implemented. The starting point for the operating costs occur outside of the five-year plan.

### Westerly Creek Future Phases

#### PROJECT INFORMATION

**Location:** Various places within the Westerly Creek basin  
**Proj. Type:** Acquisition  
**Category:** Utilities - Storm Drain

**Proj. Manager:** Vern Adam  
**Start Date:** Quarter 1, 2017  
**End Date:** Quarter 4, 2019  
**Bond Funded:** Partial - Revenue Bond

##### Description:

Current plan with budget in 2017-2019 covers land acquisition for future Westerly Creek improvements. Future improvements will include some detention facilities and some underground pipe infrastructure.

#### FINANCIAL INFORMATION

##### Capital Funding:

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Aurora Water</u>								
Wastewater Fund	0	3,000,000	0	4,800,000	3,970,000	8,501,203	0	17,271,203
<b>Total Cost</b>	<b>\$0</b>	<b>\$3,000,000</b>	<b>\$0</b>	<b>\$4,800,000</b>	<b>\$3,970,000</b>	<b>\$8,501,203</b>	<b>\$0</b>	<b>\$17,271,203</b>

##### Operating Impact:

There are no expected operating impacts associated with this project in the five-year plan.

# AURORA WATER

## Wild Horse Reservoir

### PROJECT INFORMATION

**Location:** Park County  
**Proj. Type:** New Construction/Development/Infrastructure  
**Category:** Utilities - Storage

**Proj. Manager:** Lisa Darling  
**Start Date:** Quarter 1, 2014  
**End Date:** Quarter 4, 2020  
**Bond Funded:** Partial - Revenue Bond

### Description:

Wild Horse Reservoir in the Upper South Platte river basin is located in an off-channel canyon upstream of Spinney Mountain Reservoir with a capacity of up to 31,400 acre-feet. Current efforts include engineering evaluation, drilling, geotechnical, environmental and cultural studies, land title work and land acquisition. Preliminary design is expected to start mid-2016.

### FINANCIAL INFORMATION

### Capital Funding:

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Aurora Water</u>								
Water Fund	255,002	2,454,858	3,080,000	15,035,000	8,035,000	8,035,000	85,000	34,270,000
<b>Total Cost</b>	<b>\$255,002</b>	<b>\$2,454,858</b>	<b>\$3,080,000</b>	<b>\$15,035,000</b>	<b>\$8,035,000</b>	<b>\$8,035,000</b>	<b>\$85,000</b>	<b>\$34,270,000</b>

### Operating Impact:

There are no expected operating impacts associated with this project in the five-year plan.

## Capital Improvement Program - Non-Routine Project Pages

# FIRE

### Fire Station Debt Service

#### PROJECT INFORMATION

**Location:** Various  
**Proj. Type:** Lease-Purchase  
**Category:** Public Safety

**Proj. Manager:** Lynne Center  
**Start Date:** Quarter 1, 2016  
**End Date:** Quarter 4, 2019  
**Bond Funded:** Yes - COPS

#### Description:

This is the debt service for Fire Stations #5, #15 (Murphy Creek), and #16 (Gaylord). Fire Station #5 is scheduled to be replaced due to structural obsolescence. Fire Station #15 is scheduled to be replaced as the lease on the building that temporarily houses the current Murphy Creek Fire Station ends in 2016. Fire Station #16, Gaylord, will be a new build.

#### FINANCIAL INFORMATION

#### Capital Funding:

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Fire</u>								
Capital Projects Fund	0	0	500,000	2,000,000	2,000,000	2,000,000	2,000,000	8,500,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$8,500,000</b>

#### Operating Impact:

As Fire Station #5 and Fire #15 are both replacement of existing facilities, the only one with additional operating costs will be Fire Station #16, the Gaylord Station. The 15.0 FTE for the Gaylord Fire Station are being phased into the General Fund budget over the next three years. That station is expected to be fully open in the first quarter of 2019.

Annual Operating Costs		2017	2018	2019	2020	Total
	New Personnel (FTE)	10.00	15.00	15.00	15.00	
	Personal Services	518,948	929,544	1,224,512	1,338,530	4,011,534
	Other	118,500	218,500	216,000	233,280	786,280
	<b>Total Operating Costs</b>	<b>\$637,448</b>	<b>\$1,148,044</b>	<b>\$1,440,512</b>	<b>\$1,571,810</b>	<b>\$4,797,814</b>

## INFORMATION TECHNOLOGY

### Priority Dispatch

#### PROJECT INFORMATION

**Location:** PSComm Center - Tallyn's Reach  
**Proj. Type:** Acquisition  
**Category:** Public Safety

**Proj. Manager:** Donna Dershem  
**Start Date:** Quarter 1, 2016  
**End Date:** Quarter 2, 2017  
**Bond Funded:** No

#### Description:

Program to standardize emergency call taking procedures in the Public Safety Communications Center for 911 calls for Emergency Medical Service, Fire and Police to reach a determination of required City of Aurora resources needed to respond to a citizen's emergency.

#### FINANCIAL INFORMATION

#### Capital Funding:

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Information Technology</u>								
Enhanced E-911 Fund	0	0	649,500	0	0	0	0	649,500
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$649,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$649,500</b>

#### Operating Impact:

There will be on going annual support and maintenance costs for the Priority Dispatch software and the interface with the computer-aided dispatch system.

Annual Operating Costs		2017	2018	2019	2020	Total
	New Personnel (FTE)	0.00	0.00	0.00	0.00	
	Personal Services	0	0	0	0	0
	Other	115,704	119,175	122,750	126,433	484,062
	<b>Total Operating Costs</b>	<b>\$115,704</b>	<b>\$119,175</b>	<b>\$122,750</b>	<b>\$126,433</b>	<b>\$484,062</b>

## Capital Improvement Program - Non-Routine Project Pages

# NON-DEPARTMENTAL

### Colfax Improvements

#### PROJECT INFORMATION

**Location:** Colfax Arts District Area  
**Proj. Type:** Improvements to System/Facility/Infrastructure  
**Category:** Development Related

**Proj. Manager:** Andrea Amonick  
**Start Date:** Ongoing  
**End Date:** Ongoing  
**Bond Funded:** No

#### Description:

Funding for Colfax Improvements including, but not limited to, restaurant improvements in the Arts District area. The improvements are one-time in nature. The specific improvements will be determined in 2016.

### FINANCIAL INFORMATION

#### Capital Funding:

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Non-Departmental</u>								
Capital Projects Fund	0	0	2,500,000	0	0	0	0	2,500,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500,000</b>

#### Operating Impact:

There are no operating costs associated with this project.

### Economic Development Infrastructure

#### PROJECT INFORMATION

**Location:** TBD  
**Proj. Type:** Not Assigned  
**Category:** Development Related

**Proj. Manager:** TBD  
**Start Date:** Quarter 1, 2016  
**End Date:** Ongoing  
**Bond Funded:** No

#### Description:

These funds, which were added by Council during the October 3, 2015 Budget workshop, are available to spur economic development. This may involve incentives, cost shares, and other such financing. This project creates a source of funds to cover the requests as Council deems fit. The funding for this came from TOD Development Support.

### FINANCIAL INFORMATION

#### Capital Funding:

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Non-Departmental</u>								
Capital Projects Fund	0	0	750,000	0	0	0	0	750,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750,000</b>

#### Operating Impact:

There are no operating impacts associated with this project.

## **NON-DEPARTMENTAL**

### **Public Safety Training Facility**

#### **PROJECT INFORMATION**

**Location:** Powhatan and Quincy (near reservoir entrance)  
**Proj. Type:** New Construction/Development/Infrastructure  
**Category:** Public Safety

**Proj. Manager:** Tom McMinimee  
**Start Date:** Quarter 2, 2012  
**End Date:** Quarter 4, 2015  
**Bond Funded:** Partial - COPS

**Description:**

This project funds the annual debt service payments for a new public safety training facility near Aurora Reservoir.

#### **FINANCIAL INFORMATION**

**Capital Funding:**

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Non-Departmental</u>								
Capital Projects Fund	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
<u>Public Works</u>								
Capital Projects Fund	1,197,912	0	0	0	0	0	0	0
<b>Total Cost</b>	<b>\$1,197,912</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$7,500,000</b>

**Operating Impact:**

All operating costs for this project will come from currently budgeted funds related to the current training buildings, so no additional operating impacts are expected.

### **TOD Development Support**

#### **PROJECT INFORMATION**

**Location:** TBD  
**Proj. Type:** Not Assigned  
**Category:** Development Related

**Proj. Manager:** TBD  
**Start Date:** Quarter 1, 2015  
**End Date:** Ongoing  
**Bond Funded:** No

**Description:**

The City has several Transit Oriented Development (TOD) projects in the works, any of which may involve incentives, cost shares, and other such financing. This project creates a source of funds to cover the requests as Council deems fit. The majority of the 2015 budget has been moved to the Economic Development Infrastructure project.

#### **FINANCIAL INFORMATION**

**Capital Funding:**

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Non-Departmental</u>								
Capital Projects Fund	0	950,000	-850,000	0	0	1,100,000	300,000	550,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$950,000</b>	<b>(\$850,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100,000</b>	<b>\$300,000</b>	<b>\$550,000</b>

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**NON-DEPARTMENTAL**

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**TOD Development Support**

**Operating Impact:**

There are no operating impacts associated with this project.

## **PARKS, RECREATION & OPEN SPACE**

### **Construction - Open Space**

#### **PROJECT INFORMATION**

**Location:** Various  
**Proj. Type:** Improvements to System/Facility/Infrastructure  
**Category:** Infrastructure

**Proj. Manager:** Pat Schuler  
**Start Date:** Ongoing  
**End Date:** Ongoing  
**Bond Funded:** No

**Description:**

This project is for new construction on the City's open space properties. Projects associated with this include Aurora Hills Pump Station, Aurora Reservoir, Highline Canal improvements, Triple Creek implementation, Delaney Farm improvements, Signature Park, and various smaller open space projects such as fencing and hardscape repair. More information behind this project grouping can be found in the Parks, Recreation & Open Space Detail By Project report in the appendix.

#### **FINANCIAL INFORMATION**

**Capital Funding:**

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Parks, Recreation &amp; Open Space</u>								
Capital Projects Fund	0	1,000,000	2,350,000	0	0	0	0	2,350,000
Conservation Trust Fund	75,734	250,000	0	250,000	100,000	300,000	250,000	900,000
Gifts & Grants Fund	74,628	0	0	0	0	0	0	0
Open Space Fund	1,284,006	1,475,000	1,085,000	1,150,000	450,000	900,000	1,250,000	4,835,000
<b>Total Cost</b>	<b>\$1,434,368</b>	<b>\$2,725,000</b>	<b>\$3,435,000</b>	<b>\$1,400,000</b>	<b>\$550,000</b>	<b>\$1,200,000</b>	<b>\$1,500,000</b>	<b>\$8,085,000</b>

**Operating Impact:**

The operating impacts of most of the projects in this category will not require additional operating costs as the infrastructure is already in place. Improvements at Delaney Farm may require a higher degree of maintenance depending on the additional amenities, but the actual amenities have yet to be determined. Implementation of the Triple Creek Trail will require an additional \$9,000 per mile of ongoing operating costs, although the timing of the opening of the trail and its length have yet to be determined..

### **Construction Parks**

#### **PROJECT INFORMATION**

**Location:** Various  
**Proj. Type:** New Construction/Development/Infrastructure  
**Category:** Infrastructure

**Proj. Manager:** Tracy Young  
**Start Date:** Ongoing  
**End Date:** Ongoing  
**Bond Funded:** No

**Description:**

This is a master org for construction in the City's parks. Detail is in the individual project pages in the Parks, Recreation & Open Space Detail by Project report in the appendix. Most of the projects consist of improvements to existing parks, such as Sports Park, Tollgate Crossing Park, City Center Park, and several others.

# PARKS, RECREATION & OPEN SPACE

## Construction Parks

### FINANCIAL INFORMATION

#### Capital Funding:

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Parks, Recreation &amp; Open Space</u>								
Capital Projects Fund	0	0	65,000	0	0	0	610,000	675,000
Conservation Trust Fund	5,169	300,000	350,000	0	0	300,000	0	650,000
Gifts & Grants Fund	0	386,000	0	0	0	0	0	0
Open Space Fund	4,626,111	1,800,000	600,000	500,000	1,200,000	350,000	0	2,650,000
Parks Development Fund	697,156	0	0	0	0	0	0	0
<b>Total Cost</b>	<b>\$5,328,436</b>	<b>\$2,486,000</b>	<b>\$1,015,000</b>	<b>\$500,000</b>	<b>\$1,200,000</b>	<b>\$650,000</b>	<b>\$610,000</b>	<b>\$3,975,000</b>

#### Operating Impact:

Most of the projects will not require additional operating allocation, as they are only improvements to existing amenities. The exception will be Aurora Sports Park, which will add improvements to 17 newly purchased acres. This will require approximately \$8,800 per acre in ongoing operating costs and about \$120,000 in one-time costs. One full-time employee and one half-time temp are assumed in the personal services line.

Annual Operating Costs		2017	2018	2019	2020	Total
	New Personnel (FTE)	1.00	1.00	1.00	1.00	
	Personal Services	87,125	89,300	91,500	93,800	361,725
	Other	60,000	60,000	60,000	60,000	240,000
	<b>Total Operating Costs</b>	<b>\$147,125</b>	<b>\$149,300</b>	<b>\$151,500</b>	<b>\$153,800</b>	<b>\$601,725</b>

## **PUBLIC WORKS**

### **Light Rail Station Restrooms**

#### **PROJECT INFORMATION**

**Location:** TBD  
**Proj. Type:** Acquisition  
**Category:** Utilities - Infrastructure

**Proj. Manager:** TBD  
**Start Date:** Quarter 4, 2016  
**End Date:** Quarter 1, 2017  
**Bond Funded:** No

**Description:**

This project will fund the installation of two ADA accessible "Portland Loo" restrooms at a light rail station. The cost of the maintenance is budgeted in Parks, Recreation, and Open Space. Construction will include installation of water, sewer and power to each restroom.

#### **FINANCIAL INFORMATION**

**Capital Funding:**

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Public Works</u>								
Capital Projects Fund	0	0	750,000	0	0	0	0	750,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750,000</b>

**Operating Impact:**

There is a \$45,000 annual assumption for maintenance costs associated with the Portland Loos, assuming servicing the unit twice a day, every day.

Annual Operating Costs		2017	2018	2019	2020	Total
	New Personnel (FTE)	0.00	0.00	0.00	0.00	
	Personal Services	0	0	0	0	0
	Other	45,000	45,000	45,000	45,000	180,000
	<b>Total Operating Costs</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$180,000</b>

### **Police District 2 Office Space**

#### **PROJECT INFORMATION**

**Location:** District 2, Central Aurora  
**Proj. Type:** Improvements to System/Facility/Infrastructure  
**Category:** Public Safety

**Proj. Manager:** Elly Watson  
**Start Date:** Quarter 2, 2015  
**End Date:** Ongoing  
**Bond Funded:** Partial - COPS

**Description:**

This project will purchase and renovate an area building to alleviate the overcrowding situation in the current District 2/Headquarters building. The project will be funded through a ten-year debt service payment.

## Capital Improvement Program - Non-Routine Project Pages

# PUBLIC WORKS

### Police District 2 Office Space

#### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Public Works</u>								
Capital Projects Fund	0	825,000	825,000	825,000	825,000	825,000	825,000	4,125,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$4,125,000</b>

**Operating Impact:**

Operating expenses will include utilities, custodial, trash service, routine building maintenance, etc. The estimates for these operating costs will be developed during the design process for the renovation.

### Quincy / Gun Club Intersection TIP

**PROJECT INFORMATION**

**Location:** Quincy Avenue and Gun Club Road  
**Proj. Type:** Upgrade or Expand System/Facility/Infrastructure  
**Category:** Infrastructure

**Proj. Manager:** Kevin Wegener  
**Start Date:** Ongoing  
**End Date:** Ongoing  
**Bond Funded:** No

**Description:**

This is a 50 percent cost share with Arapahoe County to improve safety and congestion at the intersection of Quincy Avenue and Gun Club Road. This project will construct a four-lane Partial Continuous Flow Intersection (PCFI) at Quincy Avenue and Gun Club Road.

#### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2014	2015 Projected	Five-Year Plan					Total 2016-2020
			2016	2017	2018	2019	2020	
<u>Public Works</u>								
Capital Projects Fund	0	0	500,000	500,000	1,000,000	1,900,000	0	3,900,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$1,000,000</b>	<b>\$1,900,000</b>	<b>\$0</b>	<b>\$3,900,000</b>

**Operating Impact:**

As this is an upgrade to an existing intersection, there are no operating impacts associated with this project.





*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

# Appendices





*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix I*

# **Operating Budget Reconciliations**



# Operating Budget Reconciliation Overview

## 2016 OPERATING RECONCILIATION

The purpose of the operating reconciliation is to illustrate the steps involved in the creation of the 2016 Operating Budget. The process includes several entries:

- 2015 Original Budget;
- Removals of one-time costs previously included in the budget;
- Items from the 2015 spring supplemental ordinances that were approved to be ongoing items in 2016;
- Estimated personal services adjustments (PS Deltas) represent changes to personal services costs;
- Other adjustments for mandated costs like electricity and water lead to the ‘Base Final’ total column; and
- Adds and cuts.

## RECONCILIATION OF 2014 CAFR TO 2016 GENERAL FUND SUMMARY

The purpose of this reconciliation is to illustrate the differences between the General Fund 2014 actual fund balance as reported in the Comprehensive Annual Financial Report (CAFR) to the 2014 actual unassigned funds available reported in the General Fund Summary.

# Appendix 1

## 2016 Operating Reconciliation by Fund and Department

Fund \ Department	2015 Original Final	2015 Onetimes / Init Adj	2014 Fall 2015 Spr Supp	2016 PS Deltas	2016 Other Adj	2016 Base Final	2016 Base Add	2016 Base Cuts	2016 Proposed Estimate	2016 Proposed Adjust	2016 Adopted Final
<b>ABATEMENT FUND</b>											
Neighborhood Services total:	446,973	0	0	-3,051	1,123	445,045	-445,045	0	0	0	0
Non-Departmental total:	100	0	0	0	-100	0	293,155	0	293,155	0	293,155
<b>ABATEMENT FUND TOTAL:</b>	<b>447,073</b>	<b>0</b>	<b>0</b>	<b>-3,051</b>	<b>1,023</b>	<b>445,045</b>	<b>-151,890</b>	<b>0</b>	<b>293,155</b>	<b>0</b>	<b>293,155</b>
<b>COMMUNITY DEVELOPMENT FUND</b>											
Neighborhood Services total:	4,829,297	-3,120,462	0	67,977	4,500	1,781,312	2,429,716	0	4,211,028	0	4,211,028
<b>COMMUNITY DEVELOPMENT FUND TOTAL:</b>	<b>4,829,297</b>	<b>-3,120,462</b>	<b>0</b>	<b>67,977</b>	<b>4,500</b>	<b>1,781,312</b>	<b>2,429,716</b>	<b>0</b>	<b>4,211,028</b>	<b>0</b>	<b>4,211,028</b>
<b>CONSERVATION TRUST FUND</b>											
Library & Cultural Services total:	0	0	0	0	0	0	0	0	0	0	0
Non-Departmental total:	150,000	0	0	0	0	150,000	13,052	0	163,052	0	163,052
Parks, Recreation & Open Space total:	1,624,249	0	0	46,860	820	1,671,929	0	-736,697	935,232	0	935,232
<b>CONSERVATION TRUST FUND TOTAL:</b>	<b>1,774,249</b>	<b>0</b>	<b>0</b>	<b>46,860</b>	<b>820</b>	<b>1,821,929</b>	<b>13,052</b>	<b>-736,697</b>	<b>1,098,284</b>	<b>0</b>	<b>1,098,284</b>
<b>CULTURAL SERVICES FUND</b>											
Internal Services total:	77,140	0	0	5,540	43	82,723	-82,723	0	0	0	0
Library & Cultural Services total:	2,412,615	0	0	65,587	493,674	2,971,876	0	0	2,971,876	0	2,971,876
Non-Departmental total:	5,944	0	0	0	0	5,944	0	0	5,944	0	5,944
<b>CULTURAL SERVICES FUND TOTAL:</b>	<b>2,495,699</b>	<b>0</b>	<b>0</b>	<b>71,127</b>	<b>493,717</b>	<b>3,060,543</b>	<b>-82,723</b>	<b>0</b>	<b>2,977,820</b>	<b>0</b>	<b>2,977,820</b>
<b>DEBT SERVICE (GO) FUND</b>											
Non-Departmental total:	2,245,750	-2,245,750	0	0	0	0	0	0	0	0	0
<b>DEBT SERVICE (GO) FUND TOTAL:</b>	<b>2,245,750</b>	<b>-2,245,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEBT SERVICE (SID) FUND</b>											
Non-Departmental total:	572,295	0	0	0	-219,506	352,789	0	0	352,789	0	352,789
<b>DEBT SERVICE (SID) FUND TOTAL:</b>	<b>572,295</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-219,506</b>	<b>352,789</b>	<b>0</b>	<b>0</b>	<b>352,789</b>	<b>0</b>	<b>352,789</b>

# Appendix 1

## 2016 Operating Reconciliation by Fund and Department

Fund \ Department	2015 Original Final	2015 Onetimes / Init Adj	2014 Fall 2015 Spr Supp	2016 PS Deltas	2016 Other Adj	2016 Base Final	2016 Base Add	2016 Base Cuts	2016 Proposed Estimate	2016 Proposed Adjust	2016 Adopted Final
<b>DESIGNATED REVENUES FUND</b>											
Communications total:	483,523	0	0	0	306	483,829	0	0	483,829	0	483,829
Judicial total:	154,414	0	0	2,319	7,090	163,823	135,000	0	298,823	0	298,823
Library & Cultural Services total:	378,057	0	0	-18,688	572	359,941	0	0	359,941	0	359,941
Non-Departmental total:	1,979,505	0	0	0	-300,000	1,679,505	18,694	0	1,698,199	0	1,698,199
Parks, Recreation & Open Space total:	854,975	0	0	77,858	0	932,833	0	0	932,833	0	932,833
Planning & Development Services total:	343,817	0	0	40,766	0	384,583	0	0	384,583	0	384,583
Police total:	3,233,524	0	0	51,272	183,609	3,468,405	349,669	0	3,818,074	0	3,818,074
Public Works total:	23,076	0	0	0	0	23,076	0	0	23,076	0	23,076
<b>DESIGNATED REVENUES FUND TOTAL:</b>	<b>7,450,891</b>	<b>0</b>	<b>0</b>	<b>153,527</b>	<b>-108,423</b>	<b>7,495,995</b>	<b>503,363</b>	<b>0</b>	<b>7,999,358</b>	<b>0</b>	<b>7,999,358</b>
<b>DEVELOPMENT REVIEW FUND</b>											
General Management total:	694,181	0	0	8,513	204	702,898	0	0	702,898	0	702,898
Non-Departmental total:	1,175,378	-57,882	0	0	235,419	1,352,915	2,581,546	0	3,934,461	0	3,934,461
Parks, Recreation & Open Space total:	53,000	0	0	0	0	53,000	0	0	53,000	0	53,000
Planning & Development Services total:	1,540,447	0	0	9,237	4,403	1,554,087	899,252	0	2,453,339	0	2,453,339
Public Works total:	6,457,353	0	40,336	204,508	158,715	6,860,912	1,815,733	0	8,676,645	0	8,676,645
<b>DEVELOPMENT REVIEW FUND TOTAL:</b>	<b>9,920,359</b>	<b>-57,882</b>	<b>40,336</b>	<b>222,258</b>	<b>398,741</b>	<b>10,523,812</b>	<b>5,296,531</b>	<b>0</b>	<b>15,820,343</b>	<b>0</b>	<b>15,820,343</b>
<b>ENHANCED E-911 FUND</b>											
Information Technology total:	2,296,184	0	0	19,056	94,191	2,409,431	32,950	0	2,442,381	0	2,442,381
Non-Departmental total:	7,500	0	0	0	0	7,500	0	0	7,500	0	7,500
Public Safety Communications total:	0	0	0	0	0	0	5,319,036	0	5,319,036	0	5,319,036
<b>ENHANCED E-911 FUND TOTAL:</b>	<b>2,303,684</b>	<b>0</b>	<b>0</b>	<b>19,056</b>	<b>94,191</b>	<b>2,416,931</b>	<b>5,351,986</b>	<b>0</b>	<b>7,768,917</b>	<b>0</b>	<b>7,768,917</b>
<b>FLEET MANAGEMENT FUND</b>											

# Appendix 1

## 2016 Operating Reconciliation by Fund and Department

Fund \ Department	2015 Original Final	2015 Onetimes / Init Adj	2014 Fall 2015 Spr Supp	2016 PS Deltas	2016 Other Adj	2016 Base Final	2016 Base Addds	2016 Base Cuts	2016 Proposed Estimate	2016 Proposed Adjust	2016 Adopted Final
<b>FLEET MANAGEMENT FUND</b>											
Internal Services total:	9,762,798	-300,000	0	69,617	-599,417	8,932,998	205,245	0	9,138,243	0	9,138,243
Non-Departmental total:	15,213	0	0	0	0	15,213	25,075	0	40,288	0	40,288
<b>FLEET MANAGEMENT FUND TOTAL:</b>	<b>9,778,011</b>	<b>-300,000</b>	<b>0</b>	<b>69,617</b>	<b>-599,417</b>	<b>8,948,211</b>	<b>230,320</b>	<b>0</b>	<b>9,178,531</b>	<b>0</b>	<b>9,178,531</b>
<b>GENERAL FUND</b>											
City Attorney total:	5,854,381	0	0	208,827	8,228	6,071,436	275,065	0	6,346,501	-100,000	6,246,501
City Council total:	1,069,061	-22,000	0	34,187	30,869	1,112,117	0	0	1,112,117	152,675	1,264,792
Civil Service Commission total:	764,304	0	0	11,760	235	776,299	0	0	776,299	44,646	820,945
Communications total:	2,833,365	-5,000	0	49,463	58,600	2,936,428	169,053	0	3,105,481	85,292	3,190,773
Court Administration total:	8,154,792	0	0	1,052,781	31,551	9,239,124	0	0	9,239,124	0	9,239,124
Finance total:	6,852,494	-115,000	169,920	185,547	164,284	7,257,245	160,650	0	7,417,895	0	7,417,895
Fire total:	44,054,601	-363,336	0	1,067,213	63,000	44,821,478	844,522	0	45,666,000	281,524	45,947,524
General Management total:	2,877,375	-120,529	0	86,662	298,530	3,142,038	0	0	3,142,038	0	3,142,038
Information Technology total:	8,813,014	-600,000	0	138,681	300,276	8,651,971	629,892	0	9,281,863	0	9,281,863
Internal Services total:	6,504,143	0	0	140,820	9,127	6,654,090	310,362	0	6,964,452	0	6,964,452
Judicial total:	2,325,482	0	34,000	14,034	1,815	2,375,331	81,000	0	2,456,331	0	2,456,331
Library & Cultural Services total:	4,721,107	-300,000	0	92,548	302,282	4,815,937	1,009,264	0	5,825,201	0	5,825,201
Neighborhood Services total:	4,787,038	-81,000	0	3,511	32,514	4,742,063	722,242	0	5,464,305	1,500,000	6,964,305
Non-Departmental total:	50,489,071	-9,570,000	0	-412,285	18,270,245	58,777,031	1,417,744	0	60,194,775	6,280,000	66,474,775
Parks, Recreation & Open Space total:	13,379,380	-250,000	0	216,361	294,037	13,639,778	225,065	0	13,864,843	0	13,864,843
Planning & Development Services total:	2,817,035	-330,000	0	93,244	31,217	2,611,496	428,995	0	3,040,491	50,000	3,090,491
Police total:	92,174,774	-716,753	0	2,418,276	121,031	93,997,328	2,050,692	0	96,048,020	482,556	96,530,576
Public Defender total:	762,751	0	14,030	36,910	10,506	824,197	7,500	0	831,697	113,447	945,144
Public Safety Communications total:	6,527,747	-138,359	0	268,821	9,520	6,667,729	0	0	6,667,729	0	6,667,729

# Appendix 1

## 2016 Operating Reconciliation by Fund and Department

Fund \ Department	2015 Original Final	2015 Onetimes / Init Adj	2014 Fall 2015 Spr Supp	2016 PS Deltas	2016 Other Adj	2016 Base Final	2016 Base Addds	2016 Base Cuts	2016 Proposed Estimate	2016 Proposed Adjust	2016 Adopted Final
<b>GENERAL FUND</b>											
Public Works total:	25,752,305	-259,000	78,779	656,299	367,251	26,595,634	1,484,770	0	28,080,404	-15,000	28,065,404
<b>GENERAL FUND TOTAL:</b>	<b>291,514,220</b>	<b>-12,870,977</b>	<b>296,729</b>	<b>6,363,660</b>	<b>20,405,118</b>	<b>305,708,750</b>	<b>9,816,816</b>	<b>0</b>	<b>315,525,566</b>	<b>8,875,140</b>	<b>324,400,706</b>
<b>GIFTS &amp; GRANTS FUND</b>											
Court Administration total:	44,100	-44,100	0	0	0	0	0	0	0	0	0
Fire total:	125,134	0	0	11,867	-35,618	101,383	0	0	101,383	0	101,383
Internal Services total:	35,000	-35,000	0	0	0	0	0	0	0	0	0
Judicial total:	7,000	0	0	0	40,369	47,369	0	0	47,369	0	47,369
Library & Cultural Services total:	139,667	0	0	0	-3,407	136,260	0	0	136,260	0	136,260
Neighborhood Services total:	478,132	0	0	0	-4	478,128	0	0	478,128	0	478,128
Parks, Recreation & Open Space total:	260,000	0	0	1,125	140	261,265	0	0	261,265	0	261,265
Planning & Development Services total:	397,867	0	0	1,528	-61,695	337,700	0	0	337,700	0	337,700
Police total:	4,089,553	6,174	0	65,440	-287,077	3,874,090	-184,991	0	3,689,099	0	3,689,099
<b>GIFTS &amp; GRANTS FUND TOTAL:</b>	<b>5,576,453</b>	<b>-72,926</b>	<b>0</b>	<b>79,960</b>	<b>-347,292</b>	<b>5,236,195</b>	<b>-184,991</b>	<b>0</b>	<b>5,051,204</b>	<b>0</b>	<b>5,051,204</b>
<b>GOLF COURSES FUND</b>											
Non-Departmental total:	20,065	0	0	0	-18,402	1,663	38,119	0	39,782	0	39,782
Parks, Recreation & Open Space total:	8,077,435	0	0	106,304	81,226	8,264,965	0	0	8,264,965	0	8,264,965
<b>GOLF COURSES FUND TOTAL:</b>	<b>8,097,500</b>	<b>0</b>	<b>0</b>	<b>106,304</b>	<b>62,824</b>	<b>8,266,628</b>	<b>38,119</b>	<b>0</b>	<b>8,304,747</b>	<b>0</b>	<b>8,304,747</b>
<b>OPEN SPACE FUND</b>											
Non-Departmental total:	4,904	0	0	0	0	4,904	19,595	0	24,499	0	24,499
Parks, Recreation & Open Space total:	3,712,442	0	-118,095	92,190	11,259	3,697,796	0	736,697	4,434,493	0	4,434,493
<b>OPEN SPACE FUND TOTAL:</b>	<b>3,717,346</b>	<b>0</b>	<b>-118,095</b>	<b>92,190</b>	<b>11,259</b>	<b>3,702,700</b>	<b>19,595</b>	<b>736,697</b>	<b>4,458,992</b>	<b>0</b>	<b>4,458,992</b>
<b>PARKS DEVELOPMENT FUND</b>											

# Appendix 1

## 2016 Operating Reconciliation by Fund and Department

Fund \ Department	2015 Original Final	2015 Onetimes / Init Adj	2014 Fall 2015 Spr Supp	2016 PS Deltas	2016 Other Adj	2016 Base Final	2016 Base Addds	2016 Base Cuts	2016 Proposed Estimate	2016 Proposed Adjust	2016 Adopted Final
<b>PARKS DEVELOPMENT FUND</b>											
Parks, Recreation & Open Space total:	81,377	0	0	2,245	0	83,622	0	0	83,622	0	83,622
<b>PARKS DEVELOPMENT FUND TOTAL:</b>	<b>81,377</b>	<b>0</b>	<b>0</b>	<b>2,245</b>	<b>0</b>	<b>83,622</b>	<b>0</b>	<b>0</b>	<b>83,622</b>	<b>0</b>	<b>83,622</b>
<b>RECREATION FUND</b>											
Non-Departmental total:	41,257	0	0	0	0	41,257	0	0	41,257	0	41,257
Parks, Recreation & Open Space total:	9,750,783	0	0	359,960	-171,085	9,939,658	408,546	0	10,348,204	0	10,348,204
<b>RECREATION FUND TOTAL:</b>	<b>9,792,040</b>	<b>0</b>	<b>0</b>	<b>359,960</b>	<b>-171,085</b>	<b>9,980,915</b>	<b>408,546</b>	<b>0</b>	<b>10,389,461</b>	<b>0</b>	<b>10,389,461</b>
<b>RISK MANAGEMENT FUND</b>											
Internal Services total:	8,293,859	-120,000	0	63,678	691,255	8,928,792	280,000	0	9,208,792	0	9,208,792
Non-Departmental total:	1,578	0	0	0	-1,200	378	7,209	0	7,587	0	7,587
<b>RISK MANAGEMENT FUND TOTAL:</b>	<b>8,295,437</b>	<b>-120,000</b>	<b>0</b>	<b>63,678</b>	<b>690,055</b>	<b>8,929,170</b>	<b>287,209</b>	<b>0</b>	<b>9,216,379</b>	<b>0</b>	<b>9,216,379</b>
<b>WASTEWATER FUND</b>											
Aurora Water total:	49,212,645	-78,000	-77,603	506,856	3,059,740	52,623,638	143,252	0	52,766,890	0	52,766,890
Non-Departmental total:	46,373	-5,133	0	0	0	41,240	94,453	0	135,693	0	135,693
<b>WASTEWATER FUND TOTAL:</b>	<b>49,259,018</b>	<b>-83,133</b>	<b>-77,603</b>	<b>506,856</b>	<b>3,059,740</b>	<b>52,664,878</b>	<b>237,705</b>	<b>0</b>	<b>52,902,583</b>	<b>0</b>	<b>52,902,583</b>
<b>WATER FUND</b>											
Aurora Water total:	85,184,503	-378,700	77,603	977,046	-3,654,018	82,206,434	49,389	0	82,255,823	0	82,255,823
City Attorney total:	2,225,000	0	0	0	0	2,225,000	0	0	2,225,000	-100,000	2,125,000
Non-Departmental total:	142,428	-10,015	0	0	0	132,413	192,217	0	324,630	0	324,630
<b>WATER FUND TOTAL:</b>	<b>87,551,931</b>	<b>-388,715</b>	<b>77,603</b>	<b>977,046</b>	<b>-3,654,018</b>	<b>84,563,847</b>	<b>241,606</b>	<b>0</b>	<b>84,805,453</b>	<b>-100,000</b>	<b>84,705,453</b>
<b>GRAND TOTAL OPERATING BUDGET:</b>	<b>505,702,630</b>	<b>-19,259,845</b>	<b>218,970</b>	<b>9,199,270</b>	<b>20,122,247</b>	<b>515,983,272</b>	<b>24,454,960</b>	<b>0</b>	<b>540,438,232</b>	<b>8,775,140</b>	<b>549,213,372</b>

## City Council Adjustments to City Manager's 2016 Proposed Budget

Fund / Department		Adjustments	FTE Change	Sources		Uses	
				Revenue / Transfers In	Use of Funds Available	One-Time Budget	Ongoing Budget
<b>Budget Adjustments from September 12 Marijuana Workshop</b>							
<b>General Fund</b>							
Non-Departmental	Use of marijuana reserve	-	\$	-	\$ 7,980,000	\$ -	\$ -
Non-Departmental	Debt service for Southeast Recreation Center	-	-	-	-	-	2,000,000
Non-Departmental	Transfer of funds to Capital Projects Fund for transportation projects	-	-	-	-	3,800,000	-
Non-Departmental	Transfer of funds to Designated Revenues Fund for Nexus program reserve	-	-	-	-	680,000	-
Neighborhood Services	Homelessness project leverage funds	-	-	-	-	1,500,000	-
<b>Total General Fund</b>		-	\$	-	\$ 7,980,000	\$ 5,980,000	\$ 2,000,000
<i>General Fund Bottom Line Funds Available Adjustment</i>							\$ (7,980,000)
<b>Capital Projects Fund</b>							
Public Works	Alameda Avenue/SB I-225 additional left turn lane	-	\$	1,800,000	\$ -	\$ 1,800,000	\$ -
Public Works	6th Avenue sidewalk from Del Mar Circle to Potomac Street (south side of street)	-		800,000	-	800,000	-
Public Works	TBD transportation project	-		1,200,000	-	1,200,000	-
<b>Total Capital Projects Fund</b>		-	\$	3,800,000	\$ -	\$ 3,800,000	\$ -
<i>Capital Projects Fund Bottom Line Funds Available Adjustment</i>							\$ -
<b>TOTAL MARIJUANA-RELATED ADJUSTMENTS FOR ALL FUNDS</b>		-	\$	3,800,000	\$ 7,980,000	\$ 9,780,000	\$ 2,000,000
<b>Budget Adjustments from October 3 Fall Budget Workshop</b>							
<b>General Fund</b>							
<b>Council Adjustments</b>							
City Council	Support to Aurora Chamber for military-related activities	-	\$	-	\$ -	\$ 25,000	\$ -
City Council	Increase Council travel	-	-	-	-	22,000	-
City Council	Add 1.0 FTE Council Management Analyst	1.00	-	-	-	5,000	78,710
City Council	Compensation adjustment for City Council staff	-	-	-	-	-	25,000
City Council	Eliminate membership and dues for Metro North Chamber	-	-	-	-	-	(3,035)
Civil Service Commission	Compensation adjustments for Civil Svc Commission staff	-	-	-	-	-	44,646
Communications	Add 1.0 FTE Senior Cable TV Producer for Channel 8	1.00	-	-	-	-	85,292
Fire	Add 4.0 FTE Firefighters	4.00	-	-	-	25,000	256,524

## City Council Adjustments to City Manager's 2016 Proposed Budget

			Sources		Uses	
Fund / Department	Adjustments	FTE Change	Revenue / Transfers In	Use of Funds Available	One-Time Budget	Ongoing Budget
Planning and Development Svcs	Add challenge grant for AEDC staff	-	-	-	-	50,000
Police	Add 5.0 FTE Police Officers	5.00	-	-	54,140	428,416
Public Defender	Compensation adjustments for Public Defender staff	-	-	-	-	25,000
Public Defender	Add 1.0 FTE Deputy Public Defender I	1.00	-	-	1,200	87,247
<b>Total General Fund</b>		<b>12.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 132,340</b>	<b>\$ 1,077,800</b>
<b>Balancing Adjustments</b>						
City Attorney	Remove City Attorney special project funding	-	\$ -	\$ -	\$ -	\$ (100,000)
Non-Departmental	Dental savings from self-insuring	-	-	-	-	(100,000)
Non-Departmental	Additional property tax revenue	-	350,000	-	-	-
Non-Departmental	Use of unspent surplus from 2017	-	-	413,000	-	-
Non-Departmental	Use of unassigned operating reserve	-	-	126,800	-	-
Non-Departmental	Increase vacancy savings target	-	-	-	-	(50,000)
Non-Departmental	Reduce compensation market salary adjustments	-	-	-	-	(50,000)
Public Works	Reduce building environment add	-	-	-	-	(15,000)
<b>Total Balancing Adjustments</b>		<b>-</b>	<b>\$ 350,000</b>	<b>\$ 539,800</b>	<b>\$ -</b>	<b>\$ (315,000)</b>
<b>Total Adjustments</b>		<b>12.00</b>	<b>\$ 350,000</b>	<b>\$ 539,800</b>	<b>\$ 132,340</b>	<b>\$ 762,800</b>
<b>General Fund Bottom Line Funds Available Adjustment</b>						<b>\$ (539,800)</b>
<b>Capital Projects Fund</b>						
<b>Council Adjustments</b>						
Aurora Water	Build community garden at 16th and Alton Street	-	\$ -	\$ -	\$ 50,000	\$ -
Non-Departmental	Economic development infrastructure	-	-	-	750,000	-
Parks, Recreation and Open Space	Del Mar Park exercise area	-	-	-	65,000	-
Public Works	Traffic signal at Yale Avenue and Cimarron/Marina Streets	-	-	-	400,000	-
<b>Total Capital Projects Fund Council Adjustments</b>		<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,265,000</b>	<b>\$ -</b>
<b>Balancing Adjustments</b>						
Non-Departmental	Lapse portion of TOD development support budget	-	\$ -	\$ -	\$ (850,000)	\$ -
Non-Departmental	Use of core transportation capital impact fee	-	-	400,000	-	-
Non-Departmental	Use of unallocated funds available	-	-	15,000	-	-
<b>Total Balancing Adjustments</b>		<b>-</b>	<b>\$ -</b>	<b>\$ 415,000</b>	<b>\$ (850,000)</b>	<b>\$ -</b>
<b>Total Adjustments</b>		<b>-</b>	<b>\$ -</b>	<b>\$ 415,000</b>	<b>\$ 415,000</b>	<b>\$ -</b>
<b>Capital Projects Fund Bottom Line Funds Available Adjustment</b>						<b>\$ (415,000)</b>

## City Council Adjustments to City Manager's 2016 Proposed Budget

		Sources		Uses		
Fund / Department	Adjustments	FTE Change	Revenue / Transfers In	Use of Funds Available	One-Time Budget	Ongoing Budget
Water Fund						
Council Adjustments						
City Attorney	Reduce outside legal fees	-	\$ -	\$ -	\$ -	\$ (100,000)
Total Water Fund Council Adjustments		-	\$ -	\$ -	\$ -	\$ (100,000)
TOTAL BUDGET WORKSHOP-RELATED ADJUSTMENTS FOR ALL FUNDS		12.00	\$ 350,000	\$ 954,800	\$ 547,340	\$ 662,800
TOTAL BUDGET ADJUSTMENTS FOR ALL FUNDS		12.00	\$ 4,150,000	\$ 8,934,800	\$ 10,327,340	\$ 2,662,800

## Reconciliation of 2014 CAFR General Fund Balance, 12/31/14 to 2016 Budget Book Unassigned Funds Available, 12/31/14

	Funds	Source
<b>Ending 2014 GAAP General Fund Balance, CAFR, 12/31/14</b>	<b>\$ 81,820,166</b>	(2014 CAFR, p. 63)
<b>Less: Adjustments to CAFR 2014 GAAP General Fund Balance</b>		
(GAAP-Related Accounting Items - Budget Book does not make GAAP-related adjustments)		
Adjustment of Investments to Fair Value - not available for appropriation	17,710	(2014 CAFR, p. 63)
Sales, Use & Lodgers Tax Accrual - not available for appropriation	(21,798,371)	(2014 CAFR, p. 63)
Current Year Operating Encumbrances - previously appropriated and spent in the following year	(1,379,307)	(2014 CAFR, p. 63)
Long Term Interfund Receivables	(405,971)	(2014 CAFR, p. 63)
Assets not available for appropriation	(2,125,499)	(2014 CAFR, p. 63)
Total of GAAP-Related Adjustments	(25,691,438)	
<b>Ending Actual Funds Available, General Fund Balance, CAFR Non-GAAP, 12/31/14</b>	<b>\$ 56,128,728</b>	(2014 CAFR, p. 63)
<b>Ending Actual Funds Available, General Fund Balance, 2016 Budget Book, 12/31/14</b>	<b>\$ 56,128,728</b>	(2016 Budget Book, p. F-4)
<b>Less: Reservations and Designations, 12/31/14</b>		
Estimated Designations (designated for CAFR and Budget purposes)		
Restricted for TABOR	7,908,349	(2014 CAFR p. 63; 2016 Budget Book, p. F-4)
Committed for Policy Reserve	22,547,520	(2014 CAFR p. 63; 2016 Budget Book, p. F-4)
Unassigned Funds Available for Appropriation After Restrictions and Council Commitments Held for 2014		
Operating Reserve	25,672,859	(2014 CAFR p. 63; 2016 Budget Book, p. F-4)
<b>Ending 2014 Unassigned Funds Available, General Fund, 2016 Budget Book</b>	<b>\$ -</b>	(2014 CAFR p. 63; 2016 Budget Book, p. F-4)



*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 2*

# **Capital Improvement Program Detail**



## **Capital Improvement Program Detail Overview**

### **2016 BUILDING REPAIR SUBFUND**

This detail reconciliation provides a five-year spending plan for building repair projects in the Building Repair Subfund. These projects involve items such as roofs, signage, lighting, floor repair, carpet replacement, interior/exterior painting, HVAC and electrical distribution repair.

### **2016 PARKS CAPITAL IMPROVEMENT PROGRAM DETAIL**

The Parks Capital Improvement Program Detail shows specific work plans for project types within the Parks, Recreation and Open Space Department's five-year capital improvement program. This program crosses multiple funding sources and includes infrastructure, park construction, land acquisition and engineering costs.

### **2016 AURORA WATER CAPITAL IMPROVEMENT DETAIL**

This section provides detailed project information for the planned five-year Aurora Water Capital Improvement Program. This document lists additional detail for individual projects within each funding source and program shown in the Capital Improvement Program section of this book. The Aurora Water Capital Program incorporates drought hardening for the current system and expansion for future population growth. Projects are categorized by programs in each fund.

## Building Repair Subfund Program Detail

Project/Title	2015 Projected Budget	Five-Year Plan					Total Cost 2016 -2020
		2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b>BUDGET</b>							
Building Repair Projects - CPF	\$ 3,385,598	\$ 3,318,520	\$ 5,577,520	\$ 2,917,520	\$ 2,917,520	\$ 2,917,520	\$ 17,648,600
Direct Cost Facility Engineering - CPF	125,032	135,067	139,119	143,293	147,591	152,019	717,089
Budget Carryforward	2,179,999	17,857	-	-	-	-	17,857
<b>Total Budget Available</b>	<b>\$ 5,690,629</b>	<b>\$ 3,471,444</b>	<b>\$ 5,716,639</b>	<b>\$ 3,060,813</b>	<b>\$ 3,065,111</b>	<b>\$ 3,069,539</b>	<b>\$ 18,383,546</b>
<b>USES</b>							
<b>Direct Cost Facilities Engineering Services</b>	<b>\$ 125,032</b>	<b>\$ 135,067</b>	<b>\$ 139,119</b>	<b>\$ 143,293</b>	<b>\$ 147,591</b>	<b>\$ 152,019</b>	<b>\$ 717,089</b>
<b>Programmatic Maintenance</b>							
Catastrophic Failure Reserve	\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
Facility Upkeep Projects							
Roof Repair / Replacement	150,000	250,000	250,000	250,000	275,000	275,000	1,300,000
Interior/Exterior Painting	150,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Flooring and Carpet Repair/ Replacement	75,000	10,000	100,000	100,000	150,000	150,000	510,000
System Maintenance and Repairs	100,000	125,000	125,000	125,000	125,000	125,000	625,000
<b>Sub-Total Maintenance Projects</b>	<b>\$ 575,000</b>	<b>\$ 735,000</b>	<b>\$ 825,000</b>	<b>\$ 825,000</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>	<b>\$ 4,185,000</b>
<b>Stand Alone Projects</b>							
ACAA Fire Sprinkler System	\$ 298,664	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AMC Camera Replacement	-	128,000	-	-	-	-	128,000
AMC 3rd Floor reconfiguration	120,000	-	-	-	-	-	-
AMC Great Lawn Electrical Design	9,400	-	-	-	-	-	-
AMC Interior Wayfinding Signage	122,550	-	-	-	-	-	-
AMC Electronic Hold Open Dept Doors	-	180,000					180,000
Appliance Maintenance	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Automation Netwk/Access Ctrl/Surge Protec	269,112	-	-	180,000	180,000	-	360,000
Beck Gym RTU replacements	306,199	-	-	-	-	-	-
Bicentennial Art Center design	21,300	-	-	-	-	-	-
Central A Programming Study	24,350	-	-	-	-	-	-
Central Library (variety of projects)	261,403	90,000	225,000	-	-	-	315,000
Concrete Repair/Repl (various facilities)	398,575	50,000	50,000	50,000	100,000	100,000	350,000
Court/Detention Roof Design	45,960	-	-	-	-	-	-
Detention Center Plumbing/design	88,000	-	-	-	-	-	-
Elevator Modernization	300,000	150,000	150,000	150,000	150,000	150,000	750,000
Fire Facilities	-	-	50,000	50,000	50,000	50,000	200,000
Fire Panel Updates	30,000	20,000	20,000	20,000	20,000	20,000	100,000

## Building Repair Subfund Program Detail

Project/Title	2015 Projected Budget	Five-Year Plan					Total Cost 2016 -2020
		2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b>Stand Alone Projects, continued</b>							
Fire Station 6 Mold Remediation	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Station Remodel Kitchens (5,8,9,12)	150,000	80,000	-	-	-	-	80,000
Firing Range (Sewer)	151,347	-	-	-	-	-	-
Fox Theater- Accessibility Ramp	59,660	-	-	-	-	-	-
Garage/Ovhd Door Replacement (various locations)	81,900	150,000	150,000	150,000	150,000	150,000	750,000
Golf Courses (HVAC, roof, carpet, paint, etc) <sup>1</sup>	-	-	200,000	600,000	-	-	800,000
HVAC Repairs (Various Facilities)	-	400,000	400,000	400,000	600,000	600,000	2,400,000
Innovation Space	75,000	-	-	-	-	-	-
Misc Design Work	100,000	100,000	100,000	100,000	150,000	150,000	600,000
Misc small projects, permits, Etc	41,711	-	-	-	-	-	-
Municipal Justice Center Roof	-	600,000	3,000,000	-	-	-	3,600,000
North Sat HVAC Design/Construct	715,074	-	-	-	-	-	-
North Satellite Admin Air Handler / Boiler Conting	50,000	-	-	-	-	-	-
Parking Lot Maintenance	-	250,000	200,000	150,000	200,000	200,000	1,000,000
Police facilities	75,000	150,000	100,000	150,000	200,000	200,000	800,000
Police HQ (variety of projects)	183,870	-	-	-	-	-	-
Proj Mgmt- non-specific projects/ consult serv	50,000	-	-	-	-	-	-
Replace Generators- Various Fac	30,000	100,000	30,000	30,000	60,000	60,000	280,000
South Satellite Storage Tent / Foundation	178,322	-	-	-	-	-	-
South Satellite Walk Extension	46,002	-	-	-	-	-	-
Sustainability Project Policy	13,810	-	-	-	-	-	-
Talyn's Reach Roof	475,000	-	-	-	-	-	-
Talyn's Reach Break Room Remodel	-	75,000	-	-	-	-	75,000
Utah Pool Storage Tank	15,532	-	-	-	-	-	-
TBD Projects <sup>4</sup>	100,000	68,377	67,520	52,520	147,520	327,520	663,457
<b>Sub-total Stand Alone Projects</b>	<b>\$ 4,972,740</b>	<b>\$ 2,601,377</b>	<b>\$ 4,752,520</b>	<b>\$ 2,092,520</b>	<b>\$ 2,017,520</b>	<b>\$ 2,017,520</b>	<b>\$ 13,481,457</b>
<b>Total Budget Used</b>	<b>\$ 5,672,772</b>	<b>\$ 3,471,444</b>	<b>\$ 5,716,639</b>	<b>\$ 3,060,813</b>	<b>\$ 3,065,111</b>	<b>\$ 3,069,539</b>	<b>\$ 18,383,546</b>
<b>Budget to Carryforward to Following Year</b>	<b>\$ 17,857</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

Notes:

1. Assumes cost share with Golf Courses Fund.
2. Project designs needed for current year projects, determining appropriate approach and/or establishing budget amounts.
3. Work identified and needed within the same fiscal year.
4. TBD Projects will be determined as needs arise.

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2015 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2016 - 2020
		2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Acquisitions</u></b>							
<i>Acquisitions</i>							
61901 Acquisitions-ArCo	0	0	0	0	0	200,000	200,000
<i>Total Acquisitions</i>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>200,000</b>
<i>E-470 Remnant Acquisitions</i>							
61726 Acquisitions - CTF	150,000	0	0	0	100,000	100,000	200,000
<i>Total E-470 Remnant Acquisitions</i>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>200,000</b>
<b>Total Acquisitions</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$300,000</b>	<b>\$400,000</b>
<b><u>Construction - Parks</u></b>							
<i>Canterbury Park</i>							
(New) Canterbury Park-ArCo	0	0	0	400,000	0	0	400,000
<i>Total Canterbury Park</i>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>400,000</b>
<i>City Park</i>							
(New) City Center Park Rebuild-CPF	0	0	0	0	0	610,000	610,000
<i>Total City Park</i>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>610,000</b>	<b>610,000</b>
<i>Const Parks Small Projects</i>							
61936 Const Parks Small Proj-ArCo	-113,000	0	0	0	0	0	0
<i>Total Const Parks Small Projects</i>	<b>-113,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Del Mar Park</i>							
62848 Del Mar Park Exercise Area	0	65,000	0	0	0	0	65,000
<i>Total Del Mar Park</i>	<b>0</b>	<b>65,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65,000</b>
<i>Fletcher/Freedom Park</i>							
(New) Fletcher/Freedom Park Improvements-ArCo	0	0	0	0	350,000	0	350,000
<i>Total Fletcher/Freedom Park</i>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350,000</b>	<b>0</b>	<b>350,000</b>

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2015 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2016 - 2020
		2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Construction - Parks</u></b>							
<i>Havana Park</i>							
(New) Havana Park Improvements-CTF	0	0	0	0	300,000	0	300,000
<i>Total Havana Park</i>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>300,000</b>
<i>Montview Park</i>							
62839 Montview Park AdCo Grant Const	386,000	0	0	0	0	0	0
62815 Montview Park Renovation - AdCo	400,000	0	0	0	0	0	0
<i>Total Montview Park</i>	<b>786,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Pagosa/Eldorado Park</i>							
(New) Pagosa/Eldorado Park-ArCo	0	0	0	400,000	0	0	400,000
<i>Total Pagosa/Eldorado Park</i>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>400,000</b>
<i>Sand Creek Park</i>							
62754 Sand Creek Park-AdCo	0	100,000	0	0	0	0	100,000
62828 Sand Creek Park-CTF	300,000	350,000	0	0	0	0	350,000
<i>Total Sand Creek Park</i>	<b>300,000</b>	<b>450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>
<i>Sidecreek Park</i>							
(New) Sidecreek Park-ArCo	0	0	0	400,000	0	0	400,000
<i>Total Sidecreek Park</i>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>400,000</b>
<i>Sports Park Infra Improvements</i>							
62811 Sports Park Improvements-ArCo	1,113,000	500,000	0	0	0	0	500,000
<i>Total Sports Park Infra Improvements</i>	<b>1,113,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>
<i>Tierra Park</i>							
62831 Tierra Park-ArCo	400,000	0	0	0	0	0	0
<i>Total Tierra Park</i>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund		2015 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Construction - Parks</u></b>								
<i>Tollgate Crossing</i>								
(New)	Tollgate Crossing Park Improvements-ArCo	0	0	500,000	0	0	0	500,000
<i>Total Tollgate Crossing</i>		<b>0</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>
<b>Total Construction - Parks</b>		<b>\$2,486,000</b>	<b>\$1,015,000</b>	<b>\$500,000</b>	<b>\$1,200,000</b>	<b>\$650,000</b>	<b>\$610,000</b>	<b>\$3,975,000</b>
<b><u>Construction OS</u></b>								
<i>Aurora Hills Capital</i>								
62844	Aurora Hills Pump Station-CPF	0	2,100,000	0	0	0	0	2,100,000
<i>Total Aurora Hills Capital</i>		<b>0</b>	<b>2,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100,000</b>
<i>Aurora Reservoir</i>								
61991	Aur Reservoir Construction-ArCo	50,000	35,000	0	0	0	0	35,000
62845	Aurora Reservoir Vehicular Access Improvements-CPF	0	250,000	0	0	0	0	250,000
<i>Total Aurora Reservoir</i>		<b>50,000</b>	<b>285,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>285,000</b>
<i>Const OS Small Projects</i>								
62756	Const OS Small Proj-AdCo	0	0	0	0	0	100,000	100,000
61931	Const OS Small Projects-ArCo	150,000	150,000	350,000	0	100,000	100,000	700,000
61952	Constr OS Small Proj-CTF	0	0	0	100,000	100,000	50,000	250,000
<i>Total Const OS Small Projects</i>		<b>150,000</b>	<b>150,000</b>	<b>350,000</b>	<b>100,000</b>	<b>200,000</b>	<b>250,000</b>	<b>1,050,000</b>
<i>Delaney Farm</i>								
62807	DeLaney Farm Site Improvements - CPF	750,000	0	0	0	0	0	0
62830	DeLaney Farm Site Improvements-ArCo	200,000	0	0	0	0	0	0
<i>Total Delaney Farm</i>		<b>950,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Highline Canal Trail</i>								
(New)	Highline Canal Improvements-AdCo	0	0	0	0	150,000	250,000	400,000
62821	Highline Canal Improvements-ArCo	250,000	50,000	100,000	200,000	250,000	250,000	850,000

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2015 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2016 - 2020
		2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Construction OS</u></b>							
62827 Highline Canal Improvements-CTF	0	0	0	0	0	200,000	200,000
<i>Total Highline Canal Trail</i>	<b>250,000</b>	<b>50,000</b>	<b>100,000</b>	<b>200,000</b>	<b>400,000</b>	<b>700,000</b>	<b>1,450,000</b>
<i>Plains Conservation Center</i>							
(New) PCC Master Plan-CTF	0	0	250,000	0	0	0	250,000
<i>Total Plains Conservation Center</i>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<i>Signature Park</i>							
61933 Signature Park-ArCo	75,000	350,000	0	0	0	150,000	500,000
<i>Total Signature Park</i>	<b>75,000</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>500,000</b>
<i>Triple Creek Trail</i>							
62829 Triple Creek Improvements-ArCo	750,000	400,000	400,000	250,000	400,000	400,000	1,850,000
<i>Total Triple Creek Trail</i>	<b>750,000</b>	<b>400,000</b>	<b>400,000</b>	<b>250,000</b>	<b>400,000</b>	<b>400,000</b>	<b>1,850,000</b>
<i>Westerly Creek</i>							
62808 Westerly Creek Corridor Improvements - CPF	250,000	0	0	0	0	0	0
62838 Westerly Creek Improvements-CTF	250,000	0	0	0	200,000	0	200,000
<i>Total Westerly Creek</i>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>
<b>Total Construction OS</b>	<b>\$2,725,000</b>	<b>\$3,335,000</b>	<b>\$1,100,000</b>	<b>\$550,000</b>	<b>\$1,200,000</b>	<b>\$1,500,000</b>	<b>\$7,685,000</b>
<b><u>Construction Recreation</u></b>							
<i>Pool Cap</i>							
62816 DelMar Reno ArCo Grant	14,661	0	0	0	0	0	0
<i>Total Pool Cap</i>	<b>14,661</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Construction Recreation</b>	<b>\$14,661</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><u>Greenways / Trails</u></b>							
<i>Infrastructure Trails Small Projects</i>							
62753 Trails Small Proj-AdCo	0	0	0	0	10,000	0	10,000

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2015 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2016 - 2020
		2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Greenways / Trails</u></b>							
61940 Trails Small Projects-ArCo	1,030,000	255,000	175,000	275,000	270,000	250,000	1,225,000
61959 Trails Small Projects-CTF	25,000	0	0	0	25,000	275,000	300,000
<b><i>Total Infrastructure Trails Small Projects</i></b>	<b>1,055,000</b>	<b>255,000</b>	<b>175,000</b>	<b>275,000</b>	<b>305,000</b>	<b>525,000</b>	<b>1,535,000</b>
<b><i>Tollgate Creek</i></b>							
62841 Tollgate Creek TIP Match-ArCo	0	100,000	300,000	0	0	0	400,000
62842 Tollgate Creek TIP Match-CTF	0	50,000	150,000	0	0	0	200,000
<b><i>Total Tollgate Creek</i></b>	<b>0</b>	<b>150,000</b>	<b>450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>
<b><i>Triple Creek Trail</i></b>							
62803 Triple Creek Aq ArCo Grant	300,000	0	0	0	0	0	0
62802 Triple Creek GOCO Grant	539,000	0	0	0	0	0	0
62804 Triple Creek NE Greenway Set	300,000	0	0	0	0	0	0
62847 Triple Creek State Grant-CPF	350,000	0	0	0	0	0	0
<b><i>Total Triple Creek Trail</i></b>	<b>1,489,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Greenways / Trails</b>	<b>\$2,544,000</b>	<b>\$405,000</b>	<b>\$625,000</b>	<b>\$275,000</b>	<b>\$305,000</b>	<b>\$525,000</b>	<b>\$2,135,000</b>
<b><u>Infrastructure - Open Space</u></b>							
<b><i>Open Space Restoration</i></b>							
62765 Open Space Restoration-AdCo	50,000	0	0	0	0	0	0
62764 Open Space Restoration-ArCo	200,000	200,000	50,000	50,000	100,000	100,000	500,000
(New) Open Space Restoration-CTF	0	0	0	0	20,000	100,000	120,000
<b><i>Total Open Space Restoration</i></b>	<b>250,000</b>	<b>200,000</b>	<b>50,000</b>	<b>50,000</b>	<b>120,000</b>	<b>200,000</b>	<b>620,000</b>
<b><i>OS Infra Small Projects</i></b>							
62751 Infra OS Small Projects-AdCo	30,000	0	20,000	20,000	0	0	40,000
61944 Infra OS Small Projects-ArCo	70,000	100,000	50,000	50,000	120,000	100,000	420,000
61961 Infra OS Small Projects-CTF	50,000	50,000	0	50,000	30,000	50,000	180,000
<b><i>Total OS Infra Small Projects</i></b>	<b>150,000</b>	<b>150,000</b>	<b>70,000</b>	<b>120,000</b>	<b>150,000</b>	<b>150,000</b>	<b>640,000</b>

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2015 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2016 - 2020
		2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Infrastructure - Open Space</u></b>							
Total Infrastructure - Open Space	\$400,000	\$350,000	\$120,000	\$170,000	\$270,000	\$350,000	\$1,260,000
<b><u>Infrastructure-Recreation</u></b>							
<i>Moorhead Improvements</i>							
63718 Moorhead Center Improvements-CTF	2,000,000	1,000,000	1,300,000	1,300,000	1,300,000	1,100,000	6,000,000
62843 Moorhead Center Improvements-AdCo	0	250,000	250,000	250,000	250,000	0	1,000,000
Total Moorhead Improvements	2,000,000	1,250,000	1,550,000	1,550,000	1,550,000	1,100,000	7,000,000
<i>Rec Infra</i>							
63717 Aquatics Facility Improvements-CPF	250,000	0	0	0	0	0	0
63703 Recreation/Aquatics Infrastructure-CTF	150,000	200,000	200,000	200,000	300,000	300,000	1,200,000
Total Rec Infra	400,000	200,000	200,000	200,000	300,000	300,000	1,200,000
Total Infrastructure-Recreation	\$2,400,000	\$1,450,000	\$1,750,000	\$1,750,000	\$1,850,000	\$1,400,000	\$8,200,000
<b><u>Parks Infrastructure</u></b>							
<i>Athletic Field Renovation</i>							
61950 Athletic Field Renovation-ArCo	75,000	75,000	75,000	75,000	75,000	75,000	375,000
Total Athletic Field Renovation	75,000	75,000	75,000	75,000	75,000	75,000	375,000
<i>Blue Grass Conversion</i>							
62739 Bluegrass Conversion to Native-ArCo	25,000	0	0	0	0	0	0
Total Blue Grass Conversion	25,000	0	0	0	0	0	0
<i>Court Replacement</i>							
61945 Court Replacement-ArCo	700,000	300,000	0	0	0	200,000	500,000
Total Court Replacement	700,000	300,000	0	0	0	200,000	500,000
<i>Infrastructure Parks - AdCo</i>							
62755 Infra Parks Sm Proj-AdCo	25,000	0	25,000	25,000	25,000	0	75,000
Total Infrastructure Parks - AdCo	25,000	0	25,000	25,000	25,000	0	75,000

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2015 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2016 - 2020
		2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Parks Infrastructure</u></b>							
<b><i>Irrigation Controller Renovation</i></b>							
61967    Irrigation Control Renov-CTF	0	0	0	0	12,500	12,500	25,000
<b><i>Total Irrigation Controller Renovation</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,500</b>	<b>12,500</b>	<b>25,000</b>
<b><i>Irrigation Renovation</i></b>							
61949    Irrigation Replacement-ArCo	50,000	50,000	50,000	50,000	200,000	0	350,000
<b><i>Total Irrigation Renovation</i></b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>200,000</b>	<b>0</b>	<b>350,000</b>
<b><i>Median Maintenance</i></b>							
61969    Median Maintenance	30,000	30,000	40,000	40,000	40,000	40,000	190,000
62846    Z-Zone Medians-CPF	250,000	850,000	850,000	850,000	850,000	850,000	4,250,000
<b><i>Total Median Maintenance</i></b>	<b>280,000</b>	<b>880,000</b>	<b>890,000</b>	<b>890,000</b>	<b>890,000</b>	<b>890,000</b>	<b>4,440,000</b>
<b><i>Park Path Replacement</i></b>							
61984    Park Path Replace-ArCo	50,000	50,000	50,000	50,000	50,000	50,000	250,000
<b><i>Total Park Path Replacement</i></b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>250,000</b>
<b><i>Park Tree Planting</i></b>							
61964    Park Tree Planting-CTF	0	0	0	0	0	10,000	10,000
<b><i>Total Park Tree Planting</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>
<b><i>Parks Infra Small Projects</i></b>							
62781    ADA Compliance - CTF	50,000	0	50,000	50,000	50,000	50,000	200,000
61947    Infra Parks Small Proj-ArCo	175,000	150,000	100,000	0	125,000	100,000	475,000
61968    Infra Parks Small Projects-CTF	50,000	250,000	0	125,000	0	150,000	525,000
62794    O&M Infrastructure-AdCo	25,000	0	25,000	25,000	50,000	0	100,000
62793    O&M Infrastructure-ArCo	62,500	87,500	92,500	92,500	75,000	75,000	422,500
(New)    Park Path Replacement-AdCo	0	0	0	0	20,000	0	20,000
(New)    Park Tree Planting-AdCo	0	0	0	0	10,000	0	10,000
62810    Park Tree Planting-ArCo	100,000	20,000	20,000	20,000	40,000	40,000	140,000

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2015 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2016 - 2020
		2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Parks Infrastructure</u></b>							
<i>Total Parks Infra Small Projects</i>	<b>462,500</b>	<b>507,500</b>	<b>287,500</b>	<b>312,500</b>	<b>370,000</b>	<b>415,000</b>	<b>1,892,500</b>
<i>Playground Renovation</i>							
61946    Playground Renovation-ArCo	0	0	0	300,000	250,000	300,000	850,000
<i>Total Playground Renovation</i>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>250,000</b>	<b>300,000</b>	<b>850,000</b>
<i>Signage</i>							
62809    Park Signage-AdCo	0	0	0	0	15,000	50,000	65,000
61948    Park Signage-ArCo	75,000	75,000	75,000	0	60,000	50,000	260,000
61732    Park Signage-CTF	0	0	0	75,000	0	50,000	125,000
<i>Total Signage</i>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>150,000</b>	<b>450,000</b>
<b>Total Parks Infrastructure</b>	<b>\$1,742,500</b>	<b>\$1,937,500</b>	<b>\$1,452,500</b>	<b>\$1,777,500</b>	<b>\$1,947,500</b>	<b>\$2,102,500</b>	<b>\$9,217,500</b>
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$12,462,161</b>	<b>\$8,492,500</b>	<b>\$5,547,500</b>	<b>\$5,722,500</b>	<b>\$6,322,500</b>	<b>\$6,787,500</b>	<b>\$32,872,500</b>

<sup>1</sup> Figures represent an estimate of how the 2015 adopted budget will be amended by year-end 2015. This column includes the 2015 adopted budget plus budget transfers, Fall 2014 and Spring 2015 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2015. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

## 2016 - 2020 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2014 <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Capital Projects Fund</u></b>								
<b><u>Operations &amp; General Management</u></b>								
(New) Build Community Garden and 16th and Alton Street	0	0	50,000	0	0	0	0	50,000
Program Total	0	0	50,000	0	0	0	0	50,000
Total Capital Projects Fund	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
<b><u>Wastewater Fund</u></b>								
<b><u>Collection</u></b>								
52516 2nd Creek Interceptor	561,384	-561,384	0	3,000,000	0	0	0	3,000,000
52422 Annual Cured In Place Pipe Sewer Rehab	4,721,246	-826,480	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
52106 High Point LS Imprvmnts-SS	0	960,953	0	0	0	0	0	0
52482 Interceptor Rehab-SSSI	4,003,610	-888,790	3,910,000	3,587,876	3,770,512	3,958,627	4,152,386	19,379,401
52361 Kings Point South Interceptor - Sewer	0	750,000	0	1,500,000	0	0	0	1,500,000
52682 Lowry Sewer Connection-SS	0	0	284,856	0	0	0	0	284,856
52462 Manhole Lining & Rehab	551,004	58,234	1,194,052	1,229,874	1,266,770	1,304,773	1,343,916	6,339,385
52461 Misc Sewer Replacement	411,479	-28,919	868,216	368,962	380,031	391,432	403,175	2,411,816
52391 Miscellaneous Lift Station/Force Main Rehab - SS	1,057,661	-419,953	1,370,000	1,000,000	1,000,000	1,000,000	1,000,000	5,370,000
Program Total	11,306,384	-956,339	8,627,124	11,686,712	7,417,313	7,654,832	7,899,477	43,285,458
<b><u>Operations &amp; General Management</u></b>								
52453 Cherry Creek Spillway Channel-SD	1,363,530	-62,751	0	0	0	0	0	0
52365 Fitzimons WWTP Demolition	0	500,000	0	500,000	1,000,000	2,500,000	0	4,000,000
52658 Sand Creek Water Reuse Plant-SS	720,168	600,000	4,059,250	410,000	0	0	0	4,469,250

## 2016 - 2020 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2014 <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
				2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Wastewater Fund</u></b>									
52824	SCADA (Supervisory Control and Data Acquisition)	1,612,283	-1,552,222	0	0	0	0	0	0
52493	Senac/Murphy Creek Improvements	1,311,956	0	750,000	0	0	0	0	750,000
52366	UPS Replacement - Sewer	0	250,000	250,000	250,000	250,000	250,000	0	1,000,000
52552	Waste Water Utility Plan Update-SS	700,000	86,165	800,000	0	0	0	0	800,000
Program Total		5,707,937	-178,808	5,859,250	1,160,000	1,250,000	2,750,000	0	11,019,250
<b><u>Storm Water</u></b>									
52598	2nd Creek Drainage Improvements SDDV	0	275,000	0	7,693,264	7,856,008	10,326,056	5,212,448	31,087,776
52380	Alameda Avenue Storm Crossing	1,311,250	2,000,000	4,700,000	0	0	0	0	4,700,000
52437	Baranmor Ditch Improvements	3,829,501	3,844,835	0	0	0	0	0	0
52492	Cherry Creek @ Arapahoe RD Drainage Improvements	179,413	400,000	0	400,000	1,000,000	1,000,000	1,000,000	3,400,000
52570	Concrete Channel Rehab	520,133	0	0	0	0	500,000	0	500,000
52535	Easterly Creek Outfall Improve-SD	0	621,053	4,000,000	383,323	3,000,000	7,500,680	0	14,884,003
52895	Fitzsimons Drainage Improvements	4,049,509	0	0	6,000,000	20,000,000	0	0	26,000,000
52977	Haven Acres Outfall	38,674	-38,674	0	0	0	0	0	0
52438	Hutchinson Channel Rehab	1,195,008	0	0	0	0	0	0	0
52539	Lower Westerly Imp-SD	5,553,950	182,820	150,000	0	0	0	0	150,000
52830	Lowry 11th Avenue Outfall	0	0	283,218	559,244	0	0	0	842,462
52463	Miscellaneous Stream Restoration	0	200,000	1,700,000	500,000	500,000	500,000	500,000	3,700,000
52373	Sand Creek Stabilization	338,185	0	0	0	0	0	0	0
52465	Storm Corrugated Metal Pipe Rehab	1,365,641	-402,974	1,000,000	1,000,000	1,000,000	1,000,000	671,958	4,671,958
52580	Storm Drain System Improvement	32,062	139,858	1,223,000	868,962	380,031	391,432	403,175	3,266,600
52369	Storm Reinforced Concrete Pipe Rehab	753,498	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

## 2016 - 2020 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2014 <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Wastewater Fund</u></b>								
52452 Stormwater Management Plan - SD	397,651	50,000	300,000	150,000	150,000	150,000	500,000	1,250,000
52387 Tollgate Creek Flood Repairs	814,717	-128,771	0	0	0	0	0	0
52464 UDFCD Commitments-SD	515,950	0	325,000	800,000	800,000	800,000	800,000	3,525,000
52586 Upper 1st Creek: Detention Ponds Storm Drain	5,754,936	0	1,640,000	4,000,000	0	900,000	2,430,000	8,970,000
52456 Upper Piney Creek Stabilization - SD	623,691	0	0	0	3,000,000	0	4,000,000	7,000,000
52648 Upper Senac TribStab/Wtr Qual-SD	0	0	0	0	0	0	1,415,432	1,415,432
52393 Westerly Creek Bridge/Channel Improvements	2,423,934	0	0	0	0	0	0	0
52364 Westerly Creek Future Phases	0	3,000,000	0	4,800,000	3,970,000	8,501,203	0	17,271,203
<b>Program Total</b>	<b>29,697,703</b>	<b>10,143,147</b>	<b>16,321,218</b>	<b>28,154,793</b>	<b>42,656,039</b>	<b>32,569,371</b>	<b>17,933,013</b>	<b>137,634,434</b>
<b>Total Wastewater Fund</b>	<b>\$46,712,024</b>	<b>\$9,008,000</b>	<b>\$30,807,592</b>	<b>\$41,001,505</b>	<b>\$51,323,352</b>	<b>\$42,974,203</b>	<b>\$25,832,490</b>	<b>\$191,939,142</b>
<b><u>Water Fund</u></b>								
<b><u>Operations &amp; General Management</u></b>								
52303 Asset Management Program - Water	0	0	750,000	1,000,000	1,000,000	1,000,000	1,000,000	4,750,000
52768 Automated Meter Reading System	74,175	346,716	189,989	249,748	456,302	3,088,834	3,796,006	7,780,879
52499 Infrastructure Upgrade / Mobile Computing	350,000	0	200,000	0	0	0	0	200,000
52367 UPS Replacement - Water	0	750,000	245,000	322,000	750,000	750,000	0	2,067,000
52466 Vault/Valve Rehabilitation	5,661	171,625	173,909	179,126	184,500	190,035	195,736	923,306
<b>Program Total</b>	<b>429,836</b>	<b>1,268,341</b>	<b>1,558,898</b>	<b>1,750,874</b>	<b>2,390,802</b>	<b>5,028,869</b>	<b>4,991,742</b>	<b>15,721,185</b>
<b><u>Prairie Waters Project</u></b>								
52395 Prairie Waters Project - Additional Wells	1,767,757	-1,705,848	0	0	0	0	0	0

## 2016 - 2020 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2014 <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Water Fund</u></b>								
Program Total	1,767,757	-1,705,848	0	0	0	0	0	0
<b><u>Pumping</u></b>								
52374 Aurora Hills PROS Pump Station	20,756	100,000	2,000,000	0	0	0	0	2,000,000
52376 Aurora Pump Station Upgrades - WA	1,215,971	1,500,000	3,900,000	0	0	0	0	3,900,000
52302 Pumpstation Improvements	0	0	921,000	1,000,000	0	0	0	1,921,000
W0907 PWP Pump Station for 20 & 30 MGD Expansion-WA	0	0	0	1,700,000	0	0	1,700,000	3,400,000
Program Total	1,236,727	1,600,000	6,821,000	2,700,000	0	0	1,700,000	11,221,000
<b><u>Source of Supply Other</u></b>								
52495 54"/40" Rampart Appurtenances Rehab/Repl	4,462,965	0	2,200,000	2,100,000	2,000,000	2,000,000	2,000,000	10,300,000
52390 Brighton Ditch Connection	500,000	-500,000	0	0	0	0	0	0
W1403 Homestake/Eagle River - Water	0	0	0	0	500,000	500,000	500,000	1,500,000
52378 Integrated Resource Plan	1,589,418	93,281	0	0	0	0	0	0
52488 North Campus Well Rehab	0	0	700,000	700,000	250,000	250,000	250,000	2,150,000
52304 PW Emergency Pipeline Stblzthn	0	1,300,000	0	0	0	0	0	0
W1209 PW North Campus Expansion to 30 MGD RBF	0	0	0	0	2,900,000	5,850,000	5,850,000	14,600,000
52108 PWP North Campus Expansion to 20 MGD	0	0	1,000,000	6,300,000	6,300,000	0	0	13,600,000
52800 Rampart Raw Water Delivery	293,523	-293,522	0	300,000	0	0	0	300,000
52362 Rampart Relo/Roxboroug-Water	250,000	-250,000	0	0	0	0	0	0
52498 Rampart Tower/Tunnel Rehab	76,451	2,000,000	0	0	0	300,000	2,000,000	2,300,000
52560 Well Field Land Acquisition	5,718,102	5,231,000	0	0	0	0	0	0
W5276 Wemlinger Blended Water Pipeline	0	0	0	0	0	0	7,100,000	7,100,000

## 2016 - 2020 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2014 <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Water Fund</u></b>								
Program Total	12,890,459	7,580,759	3,900,000	9,400,000	11,950,000	8,900,000	17,700,000	51,850,000
<b><u>Source of Supply Storage</u></b>								
52370 Aurora Reservoir Aeration	49,675	1,700,000	250,000	0	0	0	0	250,000
52377 Box Creek Reservoir	879,161	2,000,000	2,000,000	1,500,000	1,500,000	1,500,000	1,244,000	7,744,000
52394 Everist/Flood Repairs-FEMA PW#5	256,573	1	0	0	0	0	0	0
52669 Homestake Capital Projects	459,898	566,500	900,000	1,800,000	4,020,000	1,150,000	7,540,000	15,410,000
52385 Lower SP Storage/Everist	8,604,420	1,200,000	3,382,000	5,000,000	0	1,514,000	1,800,000	11,696,000
52384 Lower SP Storage/Kirby-Dersham	571,844	0	0	0	0	0	0	0
52383 Lower SP Storage/Walker	526,917	500,000	4,000,000	0	0	0	0	4,000,000
52386 Terminal Raw Water Reservoir-WA	4,732,263	16,297,231	12,000,000	8,887,000	13,331,000	13,331,000	13,331,000	60,880,000
52564 Wetlands-Water	0	145,142	141,000	1,070,000	1,233,000	1,280,000	520,000	4,244,000
52396 Wild Horse Reservoir - WA	255,002	2,454,858	3,080,000	15,035,000	8,035,000	8,035,000	85,000	34,270,000
Program Total	16,335,753	24,863,732	25,753,000	33,292,000	28,119,000	26,810,000	24,520,000	138,494,000
<b><u>Source of Supply Water</u></b>								
52379 CO/Ark Ditch Acquisition	732,612	-732,612	0	0	0	0	0	0
52959 Raw Water Rehab	3,773,946	15,536	600,000	490,000	200,000	150,000	150,000	1,590,000
52382 Rocky Ford II	29,135	500,000	500,000	500,000	250,000	0	0	1,250,000
52381 Water Rights Acquisition - WA	5,827,986	4,664,076	7,088,000	7,625,000	7,625,000	5,625,000	5,125,000	33,088,000
Program Total	10,363,679	4,447,000	8,188,000	8,615,000	8,075,000	5,775,000	5,275,000	35,928,000
<b><u>Transmission &amp; Distribution</u></b>								
52397 100 S Peoria Pressure Reducing Valve Rehab	812,095	155,169	0	0	0	0	0	0
W5403 38th Ave 24" Picadilly Rd to E-470-WA	0	0	0	0	0	1,180,154	0	1,180,154

## 2016 - 2020 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2014 <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Water Fund</u></b>								
W1502 56th 24":Himalaya/Picadilly & Picadilly/Harvest-WA	0	0	0	1,145,080	2,371,355	0	0	3,516,435
52360 64th/60th 24" Himalaya to Gun Club	0	350,000	0	2,138,180	0	0	0	2,138,180
52368 6th & Buckley PRV - WA	0	1,000,000	500,000	0	0	0	0	500,000
52392 Distribution System Improvements to Binney WPF	500,000	0	0	825,000	350,000	0	0	1,175,000
52489 Gun Club 30":26th-28th	0	0	0	1,413,132	683,000	0	0	2,096,132
52416 Gun Club 36": 6th to 19th WA	0	0	1,765,000	0	0	0	0	1,765,000
52372 I225 48"FasTracks Aurora Line	95,102	-95,101	0	0	0	0	0	0
52954 Line Replacement	1,087,623	4,000,000	4,000,000	4,800,000	6,000,000	7,000,000	7,200,000	29,000,000
52932 Misc Transmission Mains	332,240	7,114	564,020	323,437	333,140	343,135	353,430	1,917,162
52467 Pressure Reducing Valve Rehab Replacement	0	0	1,134,050	1,153,550	1,150,000	1,176,900	1,152,500	5,767,000
52371 RTD 12" East/West Wtr Ln Relocation	63,740	0	0	0	0	0	0	0
52674 SCADA (Supervisory Control and Data Acquisition)	1,103,907	-980,229	0	0	0	0	0	0
52675 Water System Master Plan	0	0	300,000	0	200,000	0	1,500,000	2,000,000
W5405 Zone 8 24" Cnty Ln Rd/Blackstone to Rocking Horse	0	0	1,324,764	655,710	0	0	0	1,980,474
<b>Program Total</b>	<b>3,994,707</b>	<b>4,436,953</b>	<b>9,587,834</b>	<b>12,454,089</b>	<b>11,087,495</b>	<b>9,700,189</b>	<b>10,205,930</b>	<b>53,035,537</b>
<b><u>Treatment</u></b>								
52375 Binney Purification Facility Filter Additions	2,339,904	-2,339,903	0	0	0	0	0	0
52504 Binney WPF Improvements	857,465	5,826,315	11,496,250	995,000	0	0	0	12,491,250
52616 Griswold Water Plant Renovation	236,709	1,581,000	1,677,250	1,873,000	2,946,000	546,000	886,000	7,928,250
52486 Wemlinger WPF Improvements-WA	22,433,085	-6,826,643	531,250	4,000,000	460,000	500,000	0	5,491,250

## 2016 - 2020 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2014 <sup>1</sup>	2015 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2016 - 2020
			2016 Adopted	2017 Planned	2018 Planned	2019 Planned	2020 Planned	
<b><u>Water Fund</u></b>								
Program Total	25,867,163	-1,759,231	13,704,750	6,868,000	3,406,000	1,046,000	886,000	25,910,750
Total Water Fund	\$72,886,081	\$40,731,706	\$69,513,482	\$75,079,963	\$65,028,297	\$57,260,058	\$65,278,672	\$332,160,472
Total Aurora Water	\$119,598,105	\$49,739,706	\$100,371,074	\$116,081,468	\$116,351,649	\$100,234,261	\$91,111,162	\$524,149,614

1 Figures represent previous years unspent appropriation as of December 31, 2014, as reported in the 2014 Comprehensive Annual Financial Report.

2 Figures represent an estimate of how the 2015 adopted budget will be amended by year-end 2015. This column includes the 2015 adopted budget plus budget transfers, Fall 2014 and Spring 2015 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2015. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.



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*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 3*

# **Budget Ordinance Summary**



## Budget Ordinance Summary

### ORDINANCE PROCESS

The following pages describe the 2015 and 2016 budget ordinances. The initial budget ordinance for each year is adopted in the fall of the prior year. Twice each year, departments are given an opportunity to request amendments due to factors that were not identified at that time the budget was initially adopted. At these times, departments submit supplemental budget amendment requests to the Office of Budget and Financial Planning (OBFP). The OBFP creates a list of supplemental requests in an amending ordinance that is reviewed and revised by City management and forwarded to City Council for review and approval. If City Council approves the amending ordinance, the budget is officially changed. These amending ordinances can be used to change the budget in a prior year, the current year, or the upcoming year, depending on the situation. Normally, these amending ordinances occur in the spring and the fall. Copies of the official ordinances are kept on file in the budget office.

### 2016 BUDGET ORDINANCES

The primary ordinances in a given budget year are those that establish the tax levy, create the initial adopted budget and set the initial appropriations. These are known as budget ordinances. There are three 2016 ordinances: the Tax Levy Ordinance, the Adopting Budget Ordinance, and the Appropriating Budget Ordinance.

**Tax Levy Ordinance:** This ordinance establishes the annual tax levy on all taxable property within the City. The revenue raised from this tax is used to defray the general expenses of the City and to discharge certain indebtedness of the City.

**Adopting Budget Ordinance:** This ordinance adopts the City's annual operating and capital improvement projects budget. The adopting ordinance sets the budget parameters for the City in a given year.

**Appropriating Budget Ordinance:** This ordinance establishes specific budget appropriations by fund for the fiscal year. This ordinance is considered the spending blueprint for all funds and for all departments.

### 2015 AMENDING ORDINANCES

Amending ordinances are used to modify the amounts approved with the budget ordinances. There were two 2015 amending ordinances: the 2015 Spring Supplemental Amendment Ordinance and the 2015 Fall Supplemental Amendment Ordinance. Although some of the ordinances included amendments for 2014 and/or 2015, only the significant 2015 amendments are specifically identified.

**Spring Supplemental Budget Appropriation Amendment Ordinance (Introduced 4/27/15, Approved 5/11/15, Effective 6/13/15):** This ordinance amended the original budget for 2015 and also amended the 2014 budget for year-end adjustments. The items in this supplemental are taken into account in the 2015 projection, as published in this budget book. The most significant amendments that affect 2015 include:

- 1) \$2.1 million in the General Fund that includes \$0.6 million for a one-time item to increase video surveillance coverage in the Detention Center, \$0.5 million to fund the Annexation Project Land Use Study, \$0.3 million that will re-appropriate funding for appraisals related to several Council priority projects, and \$0.2 million for ammunition.
- 2) \$0.4 million in the Capital Projects Fund in Public Works primarily for traffic signal reimbursement agreements with Arapahoe County and the Southlands Metropolitan District No. 1.
- 3) \$2.1 million in the Gifts and Grants Fund primarily for the technical adjustment to move \$1.1 million of budget from 2014 to 2015 for Triple Creek Acquisition, \$0.4 million to pay off the non-performing Promenade loan in anticipation of loans to Stanley Aviation and Blue Spruce site, and \$0.4 million to appropriate the Montview Park Adams County Open Space grant.
- 4) \$9.4 million net lapse in the Wastewater Fund and a net lapse of \$6.7 million in the Water Fund for various capital projects and technical adjustments.

**Fall Supplemental Budget Appropriation Amendment Ordinance (Introduced 11/23/15, Approved 12/7/15; Effective 1/9/16):** This is the second of two scheduled appropriation adjustments. This supplemental amended the 2015 budget only. Although most of these items were known at the time of the creation of the 2016 Adopted Budget and therefore were included in the 2015 department expenditure projection, some supplemental items were identified too late for inclusion in the department projection. The most significant amendments include:

- 1) A net increase of \$1.4 million in the Capital Projects Fund mainly for various Public Works projects including: \$0.5 million to appropriate the insurance payment for the Tallyn's Reach roof repairs; \$0.5 million for engineering and design projects that continue to arise related to the Aurora Line light rail project; \$0.3 million for the Peoria-Smith commuter rail station improvements (TIP); and \$0.7 million to appropriate the RTD reimbursement for Aurora Line support. Also, there was a \$1.4 million lapse to reduce the 2015 capital budget for TOD Development Support. These funds are shifted out to 2019 and 2020 in the five-year plan in the 2016 budget.
- 2) The transfer of 63.0 FTE in Public Safety Communications to the E-911 Fund. General Fund operating costs will be reduced by \$1.4 million for personnel costs but this reduction will be offset by an increase in the transfer out to the E-911 Fund in an equal amount for a net zero impact to the General Fund. This also will have a net zero impact to the E-911 Fund as the increase in operating expenditures will be offset by the transfer in from the General Fund.

- 3) \$1.2 million in the Gifts and Grants Fund consisting mainly of PROS grants, including Sports Park Lighting Grant (\$0.3 million), the Highline/Triple Creek Connection joint project (\$0.4 million) and the Moorhead Planning Grant (\$0.3 million).
- 4) \$29.7 million in the Water Fund for a technical adjustment to fund the prepayment of the remaining balance of Series 2005D Water Revenue Bonds completed in June 2015 and a net lapse in the Wastewater Fund of \$2.0 million. Also \$0.9 million in the Water Fund for Prairie Waters Emergency Pipeline Stabilization and \$0.8 million in the Water Fund for the Brantner Extension Ditch and McArthur Ditch water rights acquisitions.





*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 4*

# **Budget Process and Calendar**



## **Budget Process and Calendar**

The budget process for the City involves teamwork and cooperation among many groups and individuals within the City, including: citizens; elected officials; other government entities; neighborhood associations; Council-appointed boards and commissions; and City staff. The process provides opportunities for the public to gain information and understanding about the City's budget and operations. In addition, citizens are given a forum to provide input regarding how the City allocates its resources.

### **CITIZEN INVOLVEMENT**

Budget town meetings are conducted by each Ward Council member early in the budget development process. At that time, citizens receive information about the budget and are given the opportunity to inform City Council about their issues and priorities. Citizens are encouraged to express their opinions about the budget and members of the public can make requests of City Council. In addition, two public hearings are scheduled during City Council's formal weekly meetings. One hearing is held in the spring before budget preparation begins; and the other is scheduled in the fall just prior to Council meeting(s) to consider the proposed budget.

The Citizens' Advisory Budget Committee (CABC) meets monthly to become familiar with City operations, priorities, and budget needs. The CABC meets prior to the proposed budget submission to form its own recommendations to present to City Council. Other commissions directly involved in making budget recommendations to the City Council are the Human Relations Commission (HRC), the Citizens' Advisory Committee on Housing, Community Development (CHCD), and the Citizens' Water Advisory Committee (CWAC).

### **CITY STAFF INVOLVEMENT AND THE BASIS OF BUDGETING**

Each year, the Office of Budget and Financial Planning projects revenues for the next five years. The first year of the five-year projection is used as the basis for the annual operating budget. The annual operating budget balances operating expenditures with operating revenues.

For expenditures, the baseline for the development of the 2016 budget during 2015 is the projected amount approved by City Council during the adoption of the 2015 budget less one-time items and various adjustments. These changes may include: items approved in the 2015 Spring Supplemental ordinance; utility, water, and fuel rate adjustments; risk management adjustments; and fleet service adjustments. Personal services costs are calculated by the Office of Budget and Financial Planning to reflect current staffing levels and cost factors. These amounts are provided to the departments on a line-item basis.

Any new funding request that is not tied to the items noted above must be requested and specifically justified within a budget amendment request (an "add"). This process applies to requests to fund expanded or additional services. Similarly, departments submit budget reductions (a "cut") when lower revenue projections necessitate such items.

Each council appointee and department director submits the budget for his or her department. Working with their program managers and budget coordinators, department directors and appointees compile and submit their budget. This information is submitted to the Office of Budget and Financial Planning in June. The budget submission includes line-item allocations.

After significant review of additions and reductions by the Deputy City Managers, the City Manager, and other council appointees, the Office of Budget and Financial Planning consolidates prior year actual expenditures, the current year budget projections, and department budget submissions into the City Manager's proposed budget document. Items in the proposed budget are presented to City Council, both in one-on-one settings and formal presentations, for their consideration and approval. The City Council convenes a workshop in the fall to discuss the proposed budget. At this time, the City Council makes any desired adjustments to the proposal and forwards it to a formal meeting for a vote.

In accordance with the City Charter, the budget is adopted by December after appropriate public notices and readings. After the budget is adopted, City Council may adjust the budget by way of one or more supplemental appropriation ordinances during the year. These ordinances are normally considered in the spring and fall.

### **Budget Document**

The Office of Budget and Financial Planning annually prepares two formal documents:

1. The *Proposed Budget* is a recommended budget using the current year budget with adjustments as approved by the City Manager.
2. The *Adopted Budget* is formally adopted by the City Council in the annual budget ordinance. It is the result of refinements made to the proposed budget by Council after analysis of overall City needs, priorities, and available resources.

## **BUDGET CALENDAR**

### **Summary of Key Events**

The City's fiscal year is January 1 through December 31. The budget is developed and considered between May and November. Monitoring and adjustment of the budget occur throughout the year. The following is a typical calendar.

#### ***January – May***

- Final revenues and expenditures for the previous year are reported and analyzed;
- First quarter review of current year expenditures and revenues;
- Appropriation amendments are requested and the spring supplemental ordinance is presented;
- Goals and priorities for the next year are defined; and
- City Council members host "Budget Town Meetings."

***May – September***

- Second quarter review of current year expenditures and revenues;
- Departments and Council Appointees prepare proposed budgets/adjustments;
- Executive staff evaluate projections and determine budget adjustments;
- Departments present budget adjustments to City Manager;
- Administrative fee changes are reviewed by the Management and Finance Committee;
- The Citizens' Advisory Budget Committee reviews and comments upon the City's budget proposals; and
- The proposed budget is produced and delivered to City Council.

***September – December***

- Aurora Water, the Citizens' Water Advisory Committee and the Citizens' Advisory Committee on Housing and Community Development present their budgets to Council;
- City Manager presents proposed budget to Council;
- City Council reviews the proposed budget and makes budget decisions;
- Administrative fees are approved;
- Budget ordinances are introduced and adopted;
- Third quarter review of current year expenditures and revenues; and
- Appropriation amendments are requested and the fall supplemental ordinance is presented.





*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 5*

# **General Financial Policies**



## General Financial Policies

### FINANCIAL STRUCTURES AND POLICIES OVERVIEW

The financial structure portion defines three broad fund classifications, as discussed below. The three classifications are further divided into 8 fund types. This section details the financial structure of the City and details the financial policies, the basis of accounting, and the basis of budgeting specific to each fund type. These financial policies include both formal policies and current practice. The policies in this document apply to the 2016 budget year and previous years only. From time to time, they are reviewed and updated.

### FINANCIAL STRUCTURE AND THE ASSOCIATED BASIS OF ACCOUNTING/BUDGETING

The City's budgeting and accounting system uses funds to report its financial position. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. Each fund is a separate accounting entity. Resources of the City are accounted for in individual funds based on the purpose for which they are to be used. The various funds are classified into three classifications: Governmental, Proprietary, and Fiduciary. Each classification is further divided into separate fund types. Certain funds may not be specifically budgeted by OBFP, because they do not technically use City money. Funds not budgeted by the City are specifically noted in their respective categories.

Each of the three fund classifications used by the City of Aurora uses a different basis of accounting. Basis of accounting refers to the point at which revenues and expenditures are recognized. *Full accrual basis* recognizes revenues when earned (rather than received) and expenditures when an obligation to pay is incurred (rather than when the payment is made). Capital expenses are recognized over the life of the asset, not when the asset is purchased. Under the *modified accrual basis* of accounting, revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures. For the most part, the basis of accounting and the basis of budgeting are the same. Any differences between the basis of accounting and the basis of budgeting for City funds are noted in each section.

**Table 1: City of Aurora Fund Structure**

<b>Fund Categories</b>	<b>Basis of Accounting</b>	<b>Types</b>	<b>Nature of the Funds</b>
Governmental	Modified Accrual	General Fund	General operating fund for the City
		Special revenue funds	Specific resources spent for a specified purpose
		Debt service funds	Account for principal, interest, and fees for debt
		Capital funds	Resources to be spent on major capital projects
Proprietary	Full Accrual	Enterprise funds	Financed and operated similar to private business
		Internal service funds	Resources spent for centralized services (cost recovery)
Fiduciary	Full Accrual (non-budgeted)	Pension trust funds	Account for assets held in a trustee capacity Custodial in nature

## GOVERNMENTAL FUNDS

The City of Aurora accounts for Governmental Funds using the modified accrual basis of accounting. Major revenues recognized in the accounting period in which they become both measurable and available include: property tax, sales and use taxes, lodger's tax, occupational privilege tax, franchise taxes, intergovernmental revenues, interest, and charges for services. The City considers revenue available if collected within two months after year-end. Major revenues determined not to be available soon enough to pay liabilities of the current period or not objectively measurable include: special assessments, licenses, permits, fines, and forfeitures. Therefore, they are recognized in the year they are received. Expenditures are recorded when incurred with the exception of principal on long-term debt and compensated absences, which are accounted for when due.

The **General Fund** is the general operating fund of the City. It is used to account for all general financial resources. Resources are used to finance general City expenditures and to transfer to other funds as required by law or approved by the City Council. The Policy Reserve Fund and TABOR Reserve Fund are subsets of the General Fund.

**Special revenue funds** are used to account for revenues that are restricted or designated on specified purposes. Special revenue funds include:

- Aurora Conference Center General Improvement District (not budgeted);
- Aurora Urban Renewal Authority General Fund (not budgeted);
- Cherry Creek Racquet Club Fence General Improvement District (not budgeted);
- Community Development Fund;
- Conservation Trust Fund;
- Cultural Services Fund;
- Designated Revenues Fund (budget only fund);
- Development Review Fund;
- Enhanced E-911 Fund;
- Gifts & Grants Fund;
- Meadow Hills General Improvement District (not budgeted);
- Open Space Fund;
- Parks Development Fund;
- Peoria Park Subdivision General Improvement District (not budgeted)
- Pier Point 7 General Improvement District (not budgeted); and
- Recreation Fund.

**Debt service funds** account for principal, interest, and fees incurred due to general obligation, special assessment, certificates of participation, capital leases, and note debt of the City except those accounted for in a proprietary fund. Debt service funds include:

- Aurora Capital Leasing Corporation (not budgeted);
- Aurora Urban Renewal Authority Debt Service Fund (not budgeted);
- City Debt Service; and
- Special Improvement District Debt Service (SID).

The capital funds account for resources allocated for the acquisition or construction of major capital projects except those financed by special revenue and proprietary funds. Capital funds include:

- The Capital Projects Fund (CPF);
- Aurora Capital Leasing Corporation Capital Projects Fund (not budgeted); and
- Aurora Urban Renewal Authority Capital Projects Fund (not budgeted).

The difference between the basis of accounting and the **basis of budgeting** for Governmental Funds are as follows:

- Encumbrances are treated as expenditures in the year they are encumbered, not when the expenditure occurs.
- Grants are considered revenue when awarded.
- Sales, use, and lodgers taxes are considered revenue when received rather than when earned.
- Project-length (continuing appropriation) budgets adopted during the year are considered to reduce funds available in the year adopted.
- Overspending of project length (continuing appropriation) budgets is considered to reduce funds available.
- Close-out of unspent project-length (continuing appropriation) budgets is considered to increase funds available.
- Purchases of inventory are considered expenditures when purchased, not when sold or used.
- Proceeds from capital leases and related capital expenditures are not budgeted.
- Interfund loans are considered revenue/expenditure rather than receivable/payable.
- Proceeds from debt that are reserved for future debt service are not budgeted.
- The value received on the trade-in of fixed assets and the related capital expenditures are not budgeted.
- Changes in investment income due to recording investments at fair value are not budgeted.
- Transactions related to asset forfeitures are not budgeted.
- Operating transfers and the movement of cash funds are not synonymous. Operating transfers may or may not necessitate cash movement, and cash movement may be done without an operating transfer. Operating transfers are necessary when the goal is to:

- Move budget between departments in the same fund, the exception being a transfer of budget from Non-departmental;
- Move budget to another fund within a department;
- Move budget between departments and between funds; and
- Move capital budget from one project to another, unless a master-subordinate relationship exists with the projects. This relationship is referenced in more detail in the Capital Improvement Projects Fund Financial Policies Section.

## **PROPRIETARY FUNDS**

Proprietary funds account for operations that are financed and operated in a manner similar to private business. They are accounted for on a full accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. Unbilled, but earned, utility service revenues are recorded at year-end.

**Enterprise funds** account for activities for which a fee is charged to external users for goods and services. Activities must be reported as enterprise funds if any of the following conditions exist: the activity is financed with debt that is secured solely by a pledge of revenues from fees and charges; laws or regulations require that the activity's costs, including capital costs, be recovered with fees and charges; or the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs. An enterprise fund must be able to operate self-sufficiently over time. Enterprise funds include:

- Golf Fund;
- Wastewater Fund; and
- Water Fund.

**Internal service funds** account for resources provided by other City funds for centralized services to City departments and agencies on a cost-recovery basis. Internal Service Funds are:

- Fleet Management Fund; and
- Risk Management Fund.

The difference between the basis of accounting and the **basis of budgeting** for proprietary funds are as follows:

- Capital outlay is budgeted as an expenditure in the year purchased.
- Depreciation is not budgeted.
- Interest capitalized on construction projects is budgeted as interest expense.
- Proceeds from the issuance of debt are considered revenues instead of an increase in liabilities.
- Principal payments are shown as expenditures rather than reductions of the liability.
- Proceeds from debt that are reserved for future debt service are not budgeted.
- Encumbrances are treated as expenditures in the year they are encumbered, not when the expense occurs.

- Receipts of long-term receivables are considered revenues, not reductions of the receivable.
- Proceeds from the sale of assets are recognized as revenue; however, the related gain or loss is not.
- Purchases of inventory are considered expenditures when purchased, not when sold or used.
- Gains or losses on the early extinguishment of debt are considered to increase or decrease the funds available in the year in which they occur and are not capitalized and amortized over the life of the bonds.
- Accrued compensated absences are not considered expenditures until paid.
- Interest earned on escrowed cash and investments is not considered revenue for budget purposes.
- The gain or loss on the equity in the joint venture is not budgeted, however payments to the joint venture are budgeted as expenditures.
- Project-length (continuing appropriation) budgets are considered reductions of funds available when appropriated.
- Overspending of project length budgets is considered to reduce funds available.
- Close-out of unspent project length budgets is considered to increase funds available.
- Proceeds from capital leases and related capital expenditures are not budgeted.
- The value received on the trade-in of fixed assets and the related capital expenditures are not budgeted.
- Changes in investment income due to recording investments at fair value are not budgeted.
- Operating transfers and the movement of funds are not synonymous. Operating transfers may or may not necessitate cash movement, and cash movement may be done without an operating transfer. They are necessary when the goal is to:
  - Move budget between departments in the same fund, the exception being a transfer of budget from Non-departmental;
  - Move budget within a department to another fund;
  - Move budget between departments and between funds; and
  - Move capital budget from one project to another, unless a master-subordinate relationship exists with the projects. This relationship is referenced in more detail in the Capital Improvement Projects Fund Financial Policies Section.

## **FIDUCIARY FUNDS**

Fiduciary funds are used to account for assets held in a trustee capacity (i.e. trust funds) or are purely custodial in nature (i.e. agency funds). Fiduciary funds are not budgeted. The fiduciary fund types used at the city are pension trust funds and agency funds. **Pension trust funds** are used to account for assets held by the City in a trustee capacity for members and beneficiaries of pension plans. Trust funds include:

- Elected Officials' and Executive Personnel Defined Benefit Plan Fund (EOEP); and
- General Employees' Retirement Plan Fund (GERP).

Agency funds are used to account for assets where the City's role is purely custodial in nature. Accordingly, all assets are offset by a liability to the parties on whose behalf they are held. There is only one agency fund at the city: the Payroll Clearing Fund. This fund is used to hold payroll liabilities until payout is made for employee salaries, insurance and pension benefits, and taxes.

## **GENERAL FINANCIAL POLICIES**

### **I. General Financial Policies Applicable to All Funds**

The policies identified as general policies are applicable to all funds of the City and impact overall financial management decisions.

#### **A. Funds Available Policies**

1. Funds available can be used to balance sources and uses if reasonable due diligence is made to ensure that its use will not create future adverse impacts.
2. Funds available can be transferred from one fund to another as needed, pursuant to the rules that govern the sending fund.
3. Funds available components are as follows:
  - a. **Restricted** – Limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments.
  - b. **Committed** – Limitation imposed at the highest level of decision making that requires formal action at the same level to remove.
  - c. **Assigned** – Intended use established by highest level, body, or official designated for that purpose.
4. Funds available components may change as situations warrant.
5. Generally Accepted Accounting Principles require a disclosure in the city's financial report as to the order in which different classifications of fund balance are spent. This helps a reviewer of the city's financial reports better understand the financial practices of the city. The following practice is flexible. When expenditures are incurred that use monies from more than one classification, the city will generally determine the order on a case-by-case basis taking into account grant agreements, contracts, business reasons, or other constraints. If there are no constraints, the order of spending will be restricted resources, committed, assigned and, lastly, unassigned.
6. "One-time money" is funds that are available only once and is not expected to reoccur year after year. One-time monies are usually fund balance from previous years, unexpected revenues, or savings from unexpectedly lower expenses in any year. Because these monies are not regular revenues that recur from year to year, good financial practices avoid uses that have ongoing costs. If one-time monies are used to support recurring costs, spending could increase to a level that could not be supported by future years' revenues.

**B. Revenue Policies**

1. The City shall strive to maintain a balanced and diversified revenue system to protect the City from fluctuations in any one source due to changes in local economic conditions which adversely impact that source.
2. Each year the budget office will project revenues for the ensuing five years. The first year of the five-year projection will be used as the basis for the annual operating budget. The basis of the projection is disclosed in the Revenue Section of this book. The projection is consistent with management and Council direction.
3. Federal aid, state aid, gifts, and grants will be accepted only after an assessment is made of potential cost implications.

**B. Budget Expenditure Policies**

1. The annual operating budget as accepted and appropriated by the City Council will be adhered to in the level of detail approved by Council. If necessary, supplemental appropriations can be used to modify this budget.
2. The City of Aurora budget will balance sources and uses.
3. The annual operating budget will normally provide for adequate funding of City retirement systems, adequate maintenance and/or replacement of capital plant and equipment, and adequate maintenance of an insurance fund, providing for self-insurance or using other acceptable insurance methods. If adequate funding cannot be budgeted, these differences shall be disclosed.

**C. Transfer Policies**

1. For purposes of budgeting, a transfer will be considered an operating transfer if it accomplishes the following:
  - a) Moves budget between departments in the same fund, the exception being a transfer of budget from Non-departmental, which is classified as a budget transfer;
  - b) Moves budget within a department to another fund;
  - c) Moves budget between departments and between funds; and
  - d) Moves capital budget from one project to another, regardless of department, unless a master-subordinate relationship exists with the projects. This relationship is referenced in more detail in the Capital Improvements Projects Funds Financial Policies Section.
2. Operating transfers require Council approval.
3. Budget transfers of non-capital budget appropriations within the same department and fund, including transfers to and from the Non-departmental budget, do not require Council approval.
4. Budget transfers of capital budget appropriation to and from Non-departmental do not require Council approval.

5. Operating transfers may or may not involve the movement of cash.
6. In some cases, for purposes of ensuring adequate disclosure of substantive appropriation changes, supplemental budget ordinances may identify as transfers certain items not technically considered operating transfers.

**D. Investment/Cash Management Policies**

1. The City of Aurora will use pooled city cash to invest in United States government, corporate, and money market instruments, assuming investments meet city standards for investment quality. Criteria for selecting investments, using the prudent investor rule, are safety, liquidity, and yield, in that order of priority.
2. Cash and investment proceeds will be structured to utilize all available funds for investment purposes.

**E. Legal, Accounting and Auditing Policies**

1. The Charter and Code of the City of Aurora, State of Colorado statutes, and federal laws and regulations will be followed wherever they apply to the financial activities of the City.
2. The source of historical financial information about the City will be the central accounting system as operated and maintained by the Finance Department. The source of all current and future budget information, including spending plans, revenues, and expenditures, is the annual budget document.
3. The City of Aurora Internal Audit Office will audit financial controls and operational efficiencies.
4. An annual external audit will be performed by an independent public accounting firm with the subsequent issuance of a financial report and opinion.
5. The Management and Finance Committee of City Council is the city's audit committee. The audit committee ensures on-going governing body involvement in internal control and financial reporting.

**II. General Fund Policies**

The General Fund is used to account for the ordinary operations of the City of Aurora, which are financed primarily from taxes and other general revenues. In addition to policies applicable to all funds, the following policies shall apply specifically to the General Fund:

**A. Revenue and Expenditure Policies**

1. Unless legally designated, revenue that comes into the General Fund is considered to be for general purposes.
2. The City of Aurora will follow a policy of prompt and efficient collection of City imposed taxes.
3. The City of Aurora revenue structure will not rely solely on property taxes or other restricted and inelastic sources of revenues.
4. For the General Fund two types of reserves are maintained: operating reserves and emergency reserves (TABOR and Policy Reserve). When Reserves are used, specific budgetary plans should be formally made for quickly restoring them. To help protect the City's financial future and to maintain a high level of financial creditability, every effort should be made to follow the plan.
5. Operating Reserve: The purpose of the General Fund Operating Reserve is to provide a source of additional funds in cases where Council determines such use is appropriate and necessary. Use of these funds should be for one-time uses (as defined by that policy) and may include paying for unexpected revenue shortfalls in a year, unexpected expenses, including emergencies, and offsetting potential budget cuts as deemed appropriate and necessary by Council. These reserves are also to assist with meeting financial bond rating agency total reserve requirements. When feasible, these reserves should be maintained at a minimum level of approximately 3% of General Fund budgeted revenues. Maintenance of an Operating Reserve of less than 1% is not considered financially prudent and should be avoided. When Operating Reserves are used, they should be restored as quickly as feasible, usually from any one-time monies that become available in any budget year.
6. Policy Reserve: A reserve will be held in the General Fund, equal to 10 percent of the General Fund operating budget, adjusted to exclude the Capital Projects Fund transfer, transfers associated with tax incentives, and 2 per 1000-related expenditures.
7. TABOR Reserve: The TABOR reserve is defined by the State Constitution and is to be maintained and the amount adjusted annually in accordance with the Constitution. The reserve is approximately equal to 3 percent of the fiscal year's spending will be held in the General Fund. Any spending of the TABOR reserve must be restored by the end of the following fiscal year.

**III. Special Revenue Funds Financial Policies**

The City of Aurora uses special revenue funds to account for revenues from specific taxes or other restricted or committed revenue that by law or agreements are designated to finance specific activities of city government. In addition to policies applicable to all funds, the following policies shall apply specifically to special revenue funds.

**A. Community Development Fund**

The Community Development Fund accounts for revenue and expenditures relating to federal grants received from the United States Department of Housing and Urban Development. Community Development expenditures will be spent in accordance with general City financial policies and appropriate federal regulations.

**B. Recreation Revenue Fund**

The Recreation Fund is used to account for the financing of recreation activities and programs through General Fund subsidies, user fees, and charges for services.

1. Council, from time to time, examines the appropriateness of the relationship between revenues raised by fees compared to revenues raised by transfers of General Fund monies.
2. Increases in costs related to pay increases mandated by City policy, utilities charges, maintenance contracts, and other mandatory requirements, will generally be funded through an increase in the General Fund transfer.

**C. Cultural Services Fund**

The Cultural Services Fund accounts for revenue from fees, donations, grant funds from the Scientific and Cultural Facilities District (SCFD) and other grantors, proceeds from the Art in Public Places (AIPP) ordinance and General Fund subsidies.

1. Council, from time to time, examines the appropriateness of the relationship between revenues raised by fees compared to revenues raised by transfers of General Fund monies.
2. Increases in costs related to pay increases mandated by City policy, utilities charges, maintenance contracts, and other mandatory requirements, will generally be funded through an increase in the General Fund transfer.

**D. Gifts & Grants Fund**

The Gifts & Grants Fund is used to account for revenue received for specific purposes according to appropriate laws and agreements. In addition to policies applicable to all funds, the following policies shall apply specifically to the Gifts & Grants Fund:

1. Gift & Grant Funds will be pursued and gift and grant opportunities will be evaluated based on current and future financial implications. Gift & Grants Fund expenditures will be in accordance with the expressed or implied purpose stated in the terms of the gift or grant.
2. Revenue is recorded based on a signed award.

**E. Development Review Fund**

The Development Review Fund was created to account for revenues and expenditures for services related to providing for enhanced review of development plans and for construction (building) inspections. At the time the Development Review Fund was created, it was clear that management was to adjust staffing and costs in accordance with the workload and revenues. A fund balance was envisioned as part of the financial and operational structure. The fund balance would be built-up in times of high revenue and could be used to provide for quality service and staffing during times of rapidly changing workload levels.

1. The Development Review Fund should be operated as a special revenue fund and is intended to be entirely self-sufficient.
2. The budget process for the Fund should allow for increases or decreases in staffing during the year. One acceptable process is the Manager advising Council informally of any proposed change outside the scope of the budget. If no one on Council objects, the Manager may begin to implement that change. The change should be formally considered by Council at the next available routine supplemental appropriation.
3. A fund balance shall be maintained at a level sufficient to:
  - a. Fund costs during a significant slowdown to allow for service quality to be maintained while still reducing expenditures (and staff) as quickly as feasible,
  - b. Fund costs for a period of time where further staff reductions would destroy base capabilities,
  - c. Fund the ramp-up of workload during a rapid increase in development activity.

**F. Enhanced E-911 Fund**

The Enhanced E-911 Fund provides for the acquisition, development and maintenance of 911 equipment and systems to receive, dispatch, and respond to citizens' 911 calls. Its main use is supporting the communications personnel answering 911 calls, maintaining the 911 call answering system, the computer aided dispatch (CAD) system and the 800 megahertz radio (MHz) communication system. The primary source of revenue for the fund is the E-911 surcharge on wired, wireless, voice over internet protocol (VoIP) and prepaid wireless telephones.

1. The E-911 Surcharge will be used to fund call center call takers and \$2.0 million in capital costs, including the annual debt service for the 800 MHz Radio replacement. The call takers were moved from the General Fund in 2015.
2. The remainder of the costs will be funded by a transfer from the General Fund, equal to the cost of the call takers noted previously.

3. The funds available associated with the more restrictive E-911 Surcharge related expenditures and the rest of the fund will be kept separate and used for its intended purpose.

**G. Social Service Agency Funding Financial Policies**

Specific financial policies concerning support to outside agencies for community and human services include the City's desire to assist those outside agencies without significantly affecting the primary service responsibilities of the City of Aurora. In addition to policies applicable to all funds, the following policies shall apply specifically to social service agency funding:

1. Basic responsibility for governmental support of social services rests with federal, state, and county governments.
2. City involvement in support of social or community services shall occur under the following guidelines:
  - a) The organization involved must be a nonprofit agency.
  - b) The service or program shall substantially meet a community need of Aurora citizens.
  - c) The service or program does not duplicate or significant overlap services provided by agencies currently receiving grant funding from the City of Aurora.
  - d) Agencies providing assistance to City departments by servicing referred clients shall be given priority consideration for funding.
  - e) The agency sponsors agree to submit periodic financially detailed expenditures, the number of clients served who are residents within the City, and a ratio of resources utilized per client according to municipal boundaries.
3. Agencies receiving grant funding from surcharges for the conviction of a municipal offense must demonstrate a commitment to Aurora law enforcement and were identified by ordinance and resolution in 2006.
  - a) Services provided by the organization should assist and or enhance the mission of Aurora law enforcement to provide for public safety.
4. Each year the City Council will review the basic decision to provide funding to the agency and/or the amount of an award.
5. City Council discourages the submission of out-of-cycle budget requests for social service agencies. The only exception to this policy is requests for charitable contributions related to the purchase of tables at charitable social events. Such requests may be considered if:
  - a) The amount requested does not exceed funds set aside by Council or within a department budget for such purpose;
  - b) If an individual Council member recommends the request and it is approved by the full Council; and
  - c) The organization is a partner in assisting meeting community needs and there is a public expectation of a City presence at the event.

**IV. Capital Improvements Projects Funds Financial Policies**

The Capital Improvements Program (CIP) is a process that identifies City capital projects needed to maintain current capital assets and support new development and services.

**A. Revenue and Expenditure Policies**

1. A capital improvement project is defined as the construction, acquisition or improvement of infrastructure, facilities, or other qualifying asset that costs at least \$25,000 and which has a long-term benefit of five years or more, or extends the useful life of the improved asset by five years or more. Also included are:
  - a) Direct personnel costs associated with engineering, design, inspection, and project management. Direct supply, service, and support costs, such as those related to construction, financial services, or major procurement bidding costs may also be charged to CIP projects.
  - b) Major street renovation.
  - c) Initial purchase or replacement of computer and communications hardware, as long as the hardware has a life of five or more years. Initial purchase or replacement of computer and communications software, will also apply, as long as the software equals or exceeds \$25,000 in any given year.
  - d) Multi-organization one-time purchases / replacements of a number of similar pieces of equipment costing at least \$200,000 in total.
2. The legal level of control for a capital improvement program will be the project as defined in Section H of the budget document.
3. Any request to transfer budget from one project listed in the Capital Improvement Program Summary by Fund, Department, and/or Project, to another project similarly listed will require approval by City Council.
4. Council authorization is not required to establish subordinate project codes that will be used to track revenues, expenditures, and budgets for components within an appropriated capital project as long as such transfers remain within a single fund and department. Council authorization is also not required for budget transfers among subordinate project codes established in this master-subsidary manner.
5. A department may not enter into a contract without sufficient appropriation to cover the contract.

**V. Enterprise Funds Financial Policies**

The enterprise funds are used to establish, finance, and account for the acquisition, operation, and maintenance of City of Aurora programs which are entirely or predominantly self-supporting by user charges or dedicated revenues. In addition to

policies applicable to all funds, the following policies shall apply specifically to the enterprise funds:

**A. Revenue and Expenditure Policies**

1. Enterprise fund revenue will be generated by the sale of goods and services or from other dedicated revenues to provide for effective operations.
2. License, permit, and user fees will be periodically reviewed to determine what fees should be charged to provide for sound financial policies.
3. Enterprise funds user fees shall be set at levels sufficient to cover operating expenditures, meet debt obligations, provide additional funding for capital improvements, and provide adequate levels of working capital.
4. Charges to enterprise funds for services provided by the General Fund will be based on a pro rata unit share of each enterprise fund's resource use, taking into account any offsetting no charge or reduced cost service provided by the enterprise fund to other City funds.

**VI. Internal Service Funds Financial Policies**

Internal service funds are used to finance and account for goods and services furnished by a designated organizational program to other organizational programs within the City of Aurora fund structure. In addition to policies applicable to all funds, the following policies shall apply specifically to internal service funds:

**A. Revenue and Expenditure Policies**

1. Internal service funds revenue will cover the cost of operations and will be generated by charging City of Aurora budget programs that use such services.
2. Standard rates will be reviewed periodically to determine if charges to other funds are reasonable.
3. The City will operate a risk management program to provide for protection against loss and a reduction in exposure to liability. Such program shall include an employee safety-training program to minimize financial losses to the City.

**VII. Debt Service Funds Financial Policies**

**A. Debt Policies**

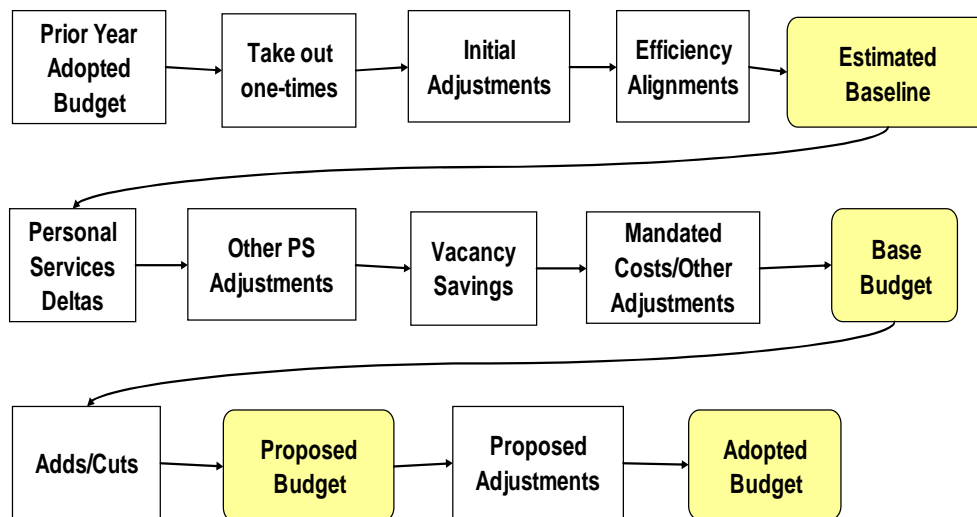
1. The City of Aurora will not use long-term debt to finance operations or for repair or renovation of existing assets unless the remaining useful life following such repair or renovation is extended.
2. Debt issuance decisions should include consideration of the impact of debt service costs and net increased operations and maintenance costs resulting from projects financed with debt.

3. Both capital projects and improvements financed with debt should have a useful life equal to or exceeding the term of the final maturity of the debt issued. Lease-purchase financing will be considered when the useful life of the item is equal to or greater than the length of the lease.
4. Debt should be self-supporting whenever possible, whereby debt service payments are funded from revenues specifically dedicated to retiring the bonds.
5. The total outstanding general obligation indebtedness of the City, less legally excludable outstanding debt, shall not exceed 3 percent of the assessed valuation of the taxable property within the City.

## **Policies Related to Specific Events**

### **I. Policies related to budget building**

- A. The **budget process** period is created each year, depending on the procedures that need to take place and the relative importance of these procedures.
- B. Most budget processes will follow a flow similar to this:



- C. The definitions and policies related to each individual phase of the budget process are as follows:
  1. **Prior year adopted budget:** The prior year adopted budget is that budget that was approved by Council during the prior year. Carryforwards, transfers, lapses, or supplementals are not included in this amount.
  2. **Take out one-times:** During the creation of the prior year budget, there were items that were added into the budget on a one-time basis. That is, the expenditure was not meant to carry into the next year's budget. Those

appropriations are removed during this phase. It is the responsibility of OBFP, with department input, to remove the budgets.

3. **Initial Adjustments:** There are several types of initial adjustments, including:
  - a) **Prior Year Fall Supplemental Ongoing:** This is the addition of ongoing items from the previous year's supplemental. It is the responsibility of OBFP, with department input, to adjust the budgets.
  - b) **Program Updates:** This is the physical rearranging of orgs within a program. When an org moves from one program to another, the history of that org also moves.
  - c) **Current Year Spring Supplemental Ongoing:** This is the addition of ongoing items from the current year's supplemental. It is the responsibility of OBFP, with department input, to adjust the budgets.
4. **Efficiency Alignments:** This is the movement of budget from one org and account to another that results in no bottom-line change. Specific policies pertain to what accounts are allowed to move in the net zero entry process. Because they will be fully updated at another point in the budget building process, budget cannot move into or out of:
  - a) Forecasted personal services accounts;
  - b) Accounts included in the Zero Base Budget process;
  - c) Interfund charge accounts;
  - d) Debt related accounts;
  - e) Transfer accounts;
  - f) Allocated admin accounts;
  - g) Utility accounts, and
  - h) One-time budget requirements.
5. The sum of the above four steps creates the **Estimated Baseline**.
6. **Personal Services Deltas:** The personal services delta is the amount of difference between the Estimated Baseline and the amount the Personal Services forecasting system calculates for each position. Not every personal services account is forecasted. Changes in accounts not related to the forecast are placed in the next phase, Other Personal Services Adjustments. Policies specific to FTE budgeting are found in a later section.
7. **Other Personal Service Adjustments:** Personal service cost changes not related to the Personal Services Delta phase are entered in this phase.
8. **Vacancy Savings:** Several departments have vacancy targets, which are budgeted personal services savings not usually tied to a specific position. They are primarily used in large departments that have normal turnover throughout the year. If possible, departments are encouraged to not have vacancy savings.
9. **Mandated Costs/Other Adjustments:** Mandated costs are those items where the City has no choice but to fund the costs.

- a) Examples include:
    - i. Utilities costs increases driven by rate changes, not costs driven by increased use
    - ii. Increased risk charges
    - iii. Changes in subsidies and overhead charges driven by mandated costs or base personal services increases
  - b) OBFP calculates most of these items.
  - c) OBFP will work with departments on items that the department believes qualify as baseline additions versus those that need to be shown as adds.
10. The **Estimated Baseline** plus the sum of steps 6 through 9 creates the **Base Budget**. As a matter of policy, City Council is not presented the detail behind the previous steps, but the detail must be available upon request.
11. **Adds/Cuts:** Those budget changes that are not mandated costs are entered into the budget as adds and cuts. City Council is presented with a list of these adds and cuts.
12. The **Estimated Baseline** plus the Adds/Cuts creates the **City Manager's Proposed Budget**, of which the Council deliberates at the October workshop. The Proposed Budget is the culmination of all of the earlier phases.
13. **Proposed Adjustments:** During City Council's fall workshop, any changes that City Council wishes to make from the Proposed Budget are entered into this phase.
14. The **Proposed Budget** and the Proposed Adjustments create the **Adopted Budget**. This budget is approved by ordinance and entered into One Solution upon formal Council approval.

## **II. Policies Related to Spring and Fall Supplementals (Amendments):**

- A. Supplementals are normally done twice a year, once in the spring, and once in the fall.
- B. The purpose of a supplemental is to give departments the ability to modify their current working budget to take into account things that were not known at the time of the creation of the approved budget.
- C. In the months prior to supplemental entry, OBFP will keep a file with details about possible amendments.
- D. Supplemental entry will be done in the Budget Management System (BMS).
- E. A supplemental must be requested if:
  - 1. The supplemental will increase the budget of a department within a fund.
  - 2. The supplemental is associated with an operating transfer of funds available from one fund to another.

3. The supplemental moves budget authority between two departments, regardless of whether or not they are in the same fund, with the exception of Non-departmental.
  4. The supplemental moves budget authority between two capital projects, unless a subordinate relationship exists between the projects.
  5. The supplemental involves significant lapses of budget appropriation, as defined by the budget officer.
- F. **Line Items:** The line items of every supplemental will be comprised of the following types:
1. **New Appropriation:** This is an increase to the budget not from operating transfers. Most supplementals are new appropriations. An org and account is necessary for a new appropriation. A new appropriation must be a positive number.
  2. **Operating Transfers:** This is a change to the budget associated with a movement of funds available across funds. A ‘transfer-out’ org and account on the sending side, as well as a ‘transfer-in’ org and account for the receiving side, is necessary for an appropriation. Bullet G below, “Offsets”, will have more information on this.
  3. **Lapse:** This is a decrease to the budget not from operating transfers. An org and account is necessary for a lapse. A lapse must be a negative number.
  4. **Payment to a City Funded Entity:** This is a line item pertaining to the transfer of funding to a non-budgeted City Funded Entity (CFE). A ‘transfer-out’ org and account is necessary for this appropriation.
  5. **No Appropriation – Revenue Only:** This is a line item with an amount of zero for the supplemental that includes a revenue offset with no corresponding appropriation. The revenue org and account must be entered as an offset for this type. Bullet G below will have more information on this.
- G. **Offsets:** An offset is the amount of an add that will not affect the fund’s bottom line, as any expenditure change will be covered by revenue changes or transfers of previously appropriated budget. Revenue that will offset the expenditure supplemental must be entered, when applicable. Offsets can be comprised of the following types:
1. **New Revenue:** The supplemental will be at least partially funded by new revenue. An org and account for the new revenue is necessary for a new revenue offset.
  2. **Operating Transfers:** The supplemental will be at least partially funded by an operating transfer. An org and account for the operating transfer is necessary for this offset. As noted above, a ‘transfer-out’ org and account on the sending side is also necessary.
- H. **Special Cases:** Transferring budget authority from one capital org to another will be shown as a lapse (decrease) in the sending org and a new appropriation (increase) in the receiving org.

- I. **Net bottom line impact:** This is the difference between the amendment and the offset. This is the amount that the funds available will change, if the supplemental is approved.
- J. If two supplementals are related in that for one to be approved, the other must be approved, they will be linked in the BMS system and shown to City Council as one supplemental.
- K. After the supplemental list has been checked for accuracy and readability, it is sent to Executive Staff (City Manager and Deputy City Managers (DCMs)) for approval. OBFP and Executive Staff reserve the right to delete, add, or modify supplementals prior to the supplemental ordinance being sent to City Council.
- L. Once Executive Staff approves the supplementals, a single supplemental ordinance is created. The ordinance is composed of :
  - 1. The agenda form
  - 2. The ordinance
  - 3. The supplemental backup material (from BMS)
- M. Supplementals are presented to the Management and Finance Committee, which approves the supplemental and forwards it to the full Council.
- N. Supplementals are presented to City Council during a special study session and again at the regular Council meeting for the first and second readings.
- O. OBFP will upload the org and account information into the One Solution system after the first reading, unless the political climate surrounding the supplemental is such that the approval of the supplemental by City Council cannot be reasonably expected.





*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 6*

# **Schedule of Operating Transfers**



## Schedule of Annual Operating Transfers

Operating Transfer Out	Operating Transfer In	Amount	Comments
Fund Name	Fund Name	2016 Adopted	
General	ACLC	\$ 9,564,445	AMC lease payment (\$6,954,231); Fleet lease payments (\$2,059,043); Crime lab equipment (\$56,110); History Museum (\$157,835); and Fire SCBA (\$337,226).
General	Community Development	186,109	City match for HOME grant
General	Capital Projects	44,463,170	\$28.1 million for 100% of building material and other use taxes, 4% of all other General Fund revenue, less transfers and amounts reduced per Council approval (3.0% in 2016); additional \$16.3 million of one-time funds for various projects, including major street improvements; \$53,200 for Green Fund payback
General	Cultural Services	1,029,041	Annual transfer to Cultural Services Fund
General	Designated Revenues	680,000	Transfer of funds for Nexus program reserve
General	Enhanced E-911	4,711,380	Annual transfer to Enhanced E-911 Fund
General	Fleet Management	185,245	One-time upgrade of fleet inventory system (\$150,000); one-time first year funding for third 0.75 FTE Vehicle Courier (\$35,245)
General	Recreation	4,577,962	Annual transfer to Recreation Fund
General	Risk Management	135,000	One-time upgrade of risk management information system (\$70,000); one-time funding of employee wellness initiative (\$65,000)
Abatement	General	293,155	Transfer of remaining funds available from the closure of the Abatement Fund
Capital Projects	ACLC	2,325,000	\$1.5 million for public safety training facility debt service payment, \$825,000 Police District 2 office space
Capital Projects	Cultural Services	488,624	Transfer per Art In Public Places ordinance
Capital Projects	E-911 Fund	1,336,762	Transfer to fund non-public safety radios
Conservation Trust	Golf Courses	150,000	Funding for Conservation Trust approved capital projects in the Golf Courses Fund
Development Review	General	1,335,419	Payment of overhead for administrative support
E-911 Fund	ACLC	1,814,400	Debt service payment for 2014 Certificates of Participation (COPs) for 800 MHz radio system upgrade
Open Space	ACLC	1,120,700	Debt service payment for 2014 COPs for Sports Park expansion
Recreation	Capital Projects	30,000	Repayment of Green Fund for efficiencies at Beck Recreation Center
<b>Total Transfer Out</b>	<b>Total Transfer In</b>	<b>\$ 74,426,412</b>	





*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 7*

# **City Council Budget Detail**



## City Council General Fund Budget Detail

This appendix breaks down the budget for City Council, including dues and subscriptions and designated commitments. City Council approves membership in many outside governmental entities--these are paid under dues and subscriptions.

For 2016, several changes have been made to the City Council budget:

### *Personal Services*

- **Add 1.0 FTE Council Management Analyst.** At the October 3, 2015 Fall Council Budget Workshop, the Council created an additional Council Management Analyst position to exclusively serve the 10 council members.
- **Add \$25,000 for Council staff compensation adjustments.** At the Fall Council Budget Workshop, the Council added \$25,000 to the budget to fund compensation adjustments for City Council Office staff.
- **Increase in expense allowance.** Per approved changes to Council rules, the monthly stipend for expenses for all ward and at-large council members will increase from \$225 to \$360 to match the mayor's stipend.

### *Dues and Subscriptions*

- **International Council of Shopping Centers.** Add \$135 for annual membership dues for the mayor.
- **Regular increases in dues and subscriptions.** Dues and subscriptions for the following items will increase in 2016: Colorado Municipal League (increase by \$2,000) and Metro Mayors Caucus (increase by \$1,951).
- **Eliminate funding for Metro North Chamber membership.** At the Fall Council Budget Workshop, the Council elected to allow the City's membership in the Metro North Chamber to lapse for 2016. The result is a savings of \$3,035.

### *Designated Items*

- **Aurora Chamber of Commerce Business Directory.** Add \$600 to contribute to the publishing of the Chamber's Business Directory.
- **National Civic League.** Add \$2,500 for sponsorship of the All America City program.
- **Visit Aurora Guide.** Add \$4,000 to contribute to the publishing of the *Visit Aurora* guide.
- **State of the City Table.** Add \$1,000 to purchase a table for the City Council at the Aurora Rotary Foundation's annual State of the City event.
- **Cherry Creek Schools Foundation Gala Table.** Add \$3,000 to purchase a table for the City Council at the Cherry Creek School Foundation's annual Gala event.
- **Military-related activities administrated by the Aurora Chamber.** At the Fall Budget Workshop, Council added \$25,000 in one-time funding for military-related activities administered by the Aurora Chamber of Commerce.

### *Training and Conferences*

- **Travel allowances.** At the Fall Budget Workshop, the Council elected to increase the travel budget for each member of the Council and the Mayor by \$2,000 each on a one-time basis. The 2016 travel budgets are \$11,000 and \$7,000 for the Mayor and council members, respectively.
- **National League of Cities Trip for Federal, State and Intergovernmental Relations Policy Committee.** Add \$15,000 for an additional trip to Washington, D.C. to meet with the City's congressional delegation.

The table on the following page provides a line-item account of the City Council budget.

## Appendix 7 - City Council Budget Detail

	2013 Actual	2014 Actual	2015 Projection	2016 Adopted
<b>Personal Services</b>	\$ 583,439	\$ 586,659	\$ 588,039	\$ 757,234
<b>Dues and Subscriptions</b>				
Aurora Chamber	5,305	10,465	15,305	15,305
Colorado Municipal League (CML)	102,354	109,740	111,740	113,740
Denver Regional Council of Gov'ts (DRCOG)	66,300	66,300	66,300	66,300
Int'l Council of Shopping Centers	-	-	-	135
Metro Mayors Caucus	23,318	26,298	26,298	28,249
Metro North Chamber	3,035	3,000	3,035	-
National League of Cities (NLC)	17,118	17,118	17,188	17,188
NOISE	2,310	2,310	3,444	3,444
Regional Air Quality Council (RAQC)	18,000	18,000	18,000	18,000
Regional Econ Advancement Partnership	2,000	2,000	2,000	2,000
Sister Cities International	-	53,000	-	-
U.S. Conference of Mayors	12,242	12,242	12,242	12,242
Miscellaneous	1,397	283	1,000	1,000
Unallocated Dues and Subscriptions	-	-	4,000	4,000
<b>Subtotal, Dues and Subscriptions</b>	<b>253,379</b>	<b>320,756</b>	<b>280,552</b>	<b>281,603</b>
<b>Travel, Training and Conferences</b>				
Council Individual Travel Budgets	38,663	37,441	81,614	81,000
DC Trip - Federal, State, & IGR Committee	-	-	-	15,000
<b>Subtotal, Travel, Training and Conference</b>	<b>38,663</b>	<b>37,441</b>	<b>81,614</b>	<b>96,000</b>
<b>Designated Items</b>				
AMHC Benefit Luncheon Table	-	-	1,000	1,000
APS Foundation Annual Gala Table	-	-	2,500	2,500
Arapahoe County Fair	5,000	5,000	5,000	5,000
Armed Forces Luncheon	2,500	2,500	2,500	2,500
Aurora Chamber - Business Directory	825	-	-	600
Aurora Chamber - Military-Related Activities	-	25,000	-	25,000
Aurora Chamber Table	950	950	950	950
Aurora Econ Dev Council (AEDC) A-List Table	2,000	2,000	2,000	2,000
Aurora Scholars	5,000	5,000	5,000	5,000
Aurora Singers	-	-	2,500	2,500
Aurora Symphony Orchestra	-	-	2,500	2,500
CCA Foundation Scholarship Luncheon Table	-	-	1,000	1,000
CCS Foundation Annual Gala Table	-	-	-	3,000
Community Asset CCSD Youth	1,500	1,500	1,500	1,500
Metro Mayor Youth Award - Arapahoe	500	500	500	500
National Civic League Sponsorship - All America City	-	-	-	2,500
State of the City Table (Aurora Rotary)	-	-	-	1,000
Visit Aurora Guide	1,000	-	-	4,000
Miscellaneous civic, nonprofit events	-	4,000	4,000	4,000
<b>Subtotal, Designated Items</b>	<b>19,275</b>	<b>46,450</b>	<b>30,950</b>	<b>67,050</b>
<b>Council Contingency</b>	-	-	15,716	15,716
<b>All other expenses*</b>	53,734	75,251	68,280	47,189
<b>GRAND TOTAL</b>	<b>\$ 948,490</b>	<b>\$1,066,557</b>	<b>\$1,065,151</b>	<b>\$1,264,792</b>
*Supplies and services, internal service charges, printing, etc.				





*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 8*

# **Debt Management**



## Debt Management

The City of Aurora, like other communities, provides new and expanded capital improvements to enable the City to maintain and expand services as the City grows. Most of these improvements are infrastructure related projects (i.e. streets, parks, water, and public facilities) which require high initial investments but serve the City for many years.

There are two basic approaches to pay for these improvements. With the first approach, generally known as pay-as-you-go financing, the City uses current revenues (cash) as the primary source of funds for capital improvement projects. The second approach to fund capital improvements involves the use of debt financing. This is an especially suitable means to pay for projects with a long useful life that are needed to support additional infrastructure generated by growth. Debt financing allows construction of improvements at a more opportune time, rather than delaying projects until enough current revenues and fund balances are available. This approach allows for project costs to be more fairly distributed to the users over the useful life of the improvements.

### TYPES OF DEBT

The City Charter authorizes the types of bonded indebtedness the City can incur. The City Charter requires voter approval of general obligation debt, even if no new tax is required to repay the debt. Revenue debt, which is payable from enterprise funds, does not require voter approval.

#### General Obligation Bonds

These bonds are generally issued for improvements such as infrastructure projects including streets, parks, and public buildings. General obligation bonds are backed by the full faith, credit, and taxing power of the City.

#### Revenue Bonds

These bonds are mainly associated with capital improvement projects associated with the Water, Sewer, and Golf enterprises of the City. A dedicated stream of fee based revenues (net of operating expenses) is pledged to pay both the principal and interest on the revenue bonds. Typically, enterprise funds are the only funds that generate sufficient revenues from the specific users of the services to support the repayment of debt over a reasonable period. This is an obligation of each respective enterprise.

#### Development Revenue Bonds

These are bonds that promote business or other economic activity. They are paid solely from the revenues derived from the private enterprise for which the bonds were issued. They do not constitute an obligation of the City.

**Refunding Bonds**

Bonds issued to refinance outstanding bonds of the City are refunding bonds. When prevailing interest rates are at levels below the rates of bonds currently outstanding, the City may issue refunding bonds to save money.

**Special, General or Local Improvement District Bonds**

These bonds enable construction of improvements within designated districts of the City whereby the improvements confer special benefits on the real property within the districts and general benefits to the City at large. Revenues from special assessments and tax levies in General Improvement Districts are collected from property owners within the districts and are used to pay the principal and interest on the bonds. They do not constitute an obligation of the City.

**Tax Increment Revenue Bonds**

Tax increment revenue bonds finance the construction of public improvements within an urban renewal area established by the City. The incremental revenues generated within the boundaries of the tax increment district following its establishment are dedicated to paying the principal and interest on the bonds. They do not constitute an obligation of the City.

**DEBT POLICY**

A goal in managing debt is to maintain or enhance the City's bond rating as determined by the rating agencies (Moody's, Fitch and Standard & Poor's). The City's debt policy adopted by Council and summarized below is to help ensure this goal is met and that debt is used only for beneficial purposes. The policy also aims to minimize the City's debt service and issuance costs.

**Creditworthiness Objectives**

The City seeks to maintain the highest practical credit ratings that can be achieved without compromising delivery of City services. The City is committed to ensuring that actions within its control are prudent and responsive. The City will keep outstanding debt at consistent levels with its creditworthiness objectives. The City is committed to full and complete financial disclosure.

**Purposes and Uses of Debt**

Debt will be issued for a capital project when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries, or in the case of an emergency. Debt shall not, in general, be used for projects solely because insufficient funds are budgeted at the time of acquisition or construction or for operating deficiencies. Long-term financing for assets is considered only when they have a useful life of five or more years. Debt will not be issued for periods that exceed 120 percent of the useful or average useful life of the project to be financed.

### **Debt Standards and Structure**

Debt will generally be structured for the shortest period consistent with a fair allocation of costs to beneficiaries or users and to achieve the lowest possible net cost to the City given market conditions, project timing and need, and type of security. Deferring principal and/or interest will be considered only in specific circumstances. Refunding bonds and credit enhancements will be considered and used when there is a net benefit to the City.

### **Debt Administration and Process**

Payments of general obligation debt service shall be from the City Debt Service Fund. All general obligation and revenue bond proceeds shall be invested as part of the City's consolidated cash pool unless a segregated investment is determined more appropriate or specified by legislation. The Finance Department may assess a fee as part of the costs of issuance to offset internal costs of issuance and management. Any capital financing proposal to a City department involving the pledge or other extension of the City's credit, or the City acting as a conduit for the sale of securities, shall be referred to the Finance Department for review.

### **LEGAL DEBT MARGIN**

The legal debt margin computation determines the limit on general obligation debt the City can undertake. The City Charter requires that the total outstanding general obligation indebtedness of the City, other than water bonds, shall at no time exceed three percent of the assessed valuation of the taxable property within the City. Certain deductions to outstanding debt are allowed, including: voter-approved debt, general obligation water bonds, capital lease obligations, revenue bonds, and special assessment bonds. The City's general obligation bonds, other than water bonds, are limited to maturities of 15 years from date of issue. Water bond maturities are specified by the ordinance authorizing issuance of the bonds.

The City's estimated legal debt margin as of December 31, 2014 was \$89.4 million, as follows.

## Appendix 8 - Debt Management

<b>2014 Computation of Legal Debt Margin</b>			
<b>In Accordance with Aurora Charter Article XI</b>			
Assessed valuation, all Counties:	\$ 2,979,564,029		
Debt limit - 3% of assessed valuation			\$ 89,386,921
Amount of debt outstanding:			
Total bonded debt	\$ 540,671,527		
Other debt	202,988,156		
Total		\$ 743,659,683	
Deductions allowed by law:			
General obligation bonds exempt from limit	6,017,773	(a)	
Revenue bonds	534,653,754	(b)	
Capitalized lease obligations	5,261,667	(b)	
Certificates of participation	117,592,108	(b)	
Revenue notes	79,426,849	(b)	
Water right notes	707,532	(b)	
Total deductions		743,659,683	
Total amount of debt applicable to debt limit			-
Funds available in City Debt Service Fund	1,527,279	(c)	
Amount of debt applicable to debt limit	-		-
Net amount of debt applicable to debt limit			-
Legal Debt Margin			\$ 89,386,921 (d)

- (a) The Refunding Series 2010 bonds and the General Improvement District bonds are exempt from the debt limit.
- (b) Revenue bonds and other forms of debt paid from revenues generated are exempt from the debt limit.
- (c) The funds available is assigned to pay down debt and is a reduction of outstanding debt. Utilize City Debt Service Fund funds available to the extent of outstanding debt applicable to debt limit.
- (d) Article X, Section 20(4)(b) of the Colorado Constitution requires the city to receive voter approval in advance for the creation of any multiple fiscal year direct or indirect debt or other financial obligation, regardless of whether or not the city is at its legal debt margin. Typically, voter approval of additional debt includes a provision exempting the new debt from the debt margin. Consequently, the computation of the city's legal debt margin has little real significance.
- Enterprises, as defined in Article X, Section 20(2)(d) of the Colorado Constitution, are not required to receive voter approval. An "enterprise" is a city-owned business authorized to issue its own revenue bonds and receiving under 10% of annual revenues in grants from all Colorado state and local governments combined.

## **CURRENT STATUS**

Estimated as of December 31, 2015, the authorized and issued amount of outstanding debt issues by the City and City-affiliated transactions is about \$897.8 million, and the projected principal balance remaining is \$708.4 million. Principal payments in 2016 total \$10.4 million and interest payments are \$33.3 million. See the 'Outstanding Debt' section below for a current listing of the status of outstanding debt issues.

### **Recent Debt Financing**

The Aurora Capital Leasing Corporation (ACLC) is a Colorado nonprofit corporation formed for the primary purpose of facilitating the lease-purchase acquisition of real property used in the operations of the City. Several transactions outlined below were financed through ACLC. For more detailed information regarding ACLC, see Appendix 11.

In February 2015, the City, through ACLC, financed \$1.6 million for the purchase of new Self-Contained Breathing Apparatus (SCBA) equipment for the Aurora Fire Department. The SCBA equipment was financed over a five year term and has a useful life of 6-9 years.

In May 2015, the City, through ACLC, competitively issued \$24.3 million for its Series 2015 Certificates of Participation financing the design and construction of a new public safety training facility.

In July 2015, the City defeased the remaining principal balance of \$29.6 million of its Series 2005D Colorado Water Resources and Power Development Authority Water Resources Revenue Bonds. This early payoff provides the City with \$24.7 million in interest savings through the previously scheduled 2035 maturity of the transaction.

In August 2015, the City, through ACLC, financed \$3.2 million for the purchase of 14 pieces of rolling stock equipment. This transaction was privately placed with a bank and was structured on a seven year term.

In December 2015, the City, through ACLC, financed \$3.8 million for phase 1 of its District 2 Police Station Project. This phase included the reimbursement to the City for the costs of acquiring the building and land located at 6 Abilene Street, Aurora, Colorado 80011. The City anticipates converting the property into a fully functioning police station in the next 2-4 years.

## **BOND RATINGS**

A bond rating is an evaluation of credit risk. A bond rating does not constitute a recommendation to invest in a bond and does not take into consideration the risk preference of the investor. While many factors go into the investment decision making process, the bond rating is often the single most important factor affecting the interest cost on bonds.

There are three major rating agencies for municipal bonds: Moody's Investors Service (Moody's),

Standard & Poor's (S&P), and Fitch Ratings. Of the three rating agencies, S&P and Moody's rate the majority of all municipal and corporate bonds.

### Rating Criteria

In assigning a rating for general obligation bonds the rating agencies assess the following factors:

- Economy
- Debt Structure
- Financial Condition
- Demographic Factors
- Management practices of the governing body and administration

The above criteria are also used to analyze revenue bonds and lease obligations although additional credit criteria is considered (e.g. users and user charges for utilities) and the covenants and protections offered by the bond documents are highly important.

Rating agencies use mathematical ratios to compare an issuer to others; however, a rating is not a scientific evaluation and subjective evaluation appears to also play a role in the final rating assigned.

The following table shows the comparable investment grade ratings of the major rating agencies.

Rating Grade Description		Moody's	S&P	Fitch
<b>Investment grade</b>	Minimal credit risk	Aaa	AAA	AAA
	Very low credit risk	Aa1	AA+	AA+
		Aa2	AA	AA
		Aa3	AA-	AA-
	Low credit risk	A1	A+	A+
		A2	A	A
		A3	A-	A-
	Moderate credit risk	Baa1	BBB+	BBB+
		Baa2	BBB	BBB
		Baa3	BBB-	BBB-

### Aurora Credit Ratings

The City's credit ratings are a determinant of the City's creditworthiness. It is the City's goal to achieve high credit ratings for its bonds due to the benefits provided. Strong ratings enhance the

## Appendix 8 - Debt Management

City's overall financial reputation through its demonstrated financially sound condition. High ratings typically result in lower interest rates on funds borrowed, which in turn mean lower costs to the taxpayer. High ratings also help ensure that the City's bonds are attractive investments in the bond market. The City's 2015 ratings are outlined in the following table.

### CITY OF AURORA, COLORADO 2015 SCHEDULE OF DEBT RATINGS (unaudited)

Debt Issue	Unenhanced Rating by Agency		
	Moody's	S&P	Fitch
<b>Aurora Capital Leasing Corporation</b> Certificates of Participation, Series 2015	Aa2	N/A	AA-
<b>Aurora Capital Leasing Corporation</b> Certificates of Participation, Series 2014	Aa2	AA-	N/A
<b>General Fund</b> General Obligation Refunding Bonds, Series 2010	Aa1	AA	N/A
<b>Golf Course Enterprise</b> Revenue Refunding Bonds, Series 2005	Baa2	N/A	N/A
<b>Sewer Enterprise</b> First Lien Sewer Improvement Revenue Bonds, Series 2006	Aa2	N/A	AA+
<b>Aurora Capital Leasing Corporation</b> Refunding Certificates of Participation, Series 2006A-1	Aa2	AA-	N/A
<b>Water Enterprise</b> First Lien Water Improvement Revenue Bonds, Series 2007A	Aa2	N/A	AA+
<b>Water Enterprise</b> First Lien Water Improvement Revenue Bonds, Series 2008A	Aa2	N/A	AA+
<b>Aurora Capital Leasing Corporation</b> Refunding Certificates of Participation, Series 2009A	Aa2	AA-	N/A

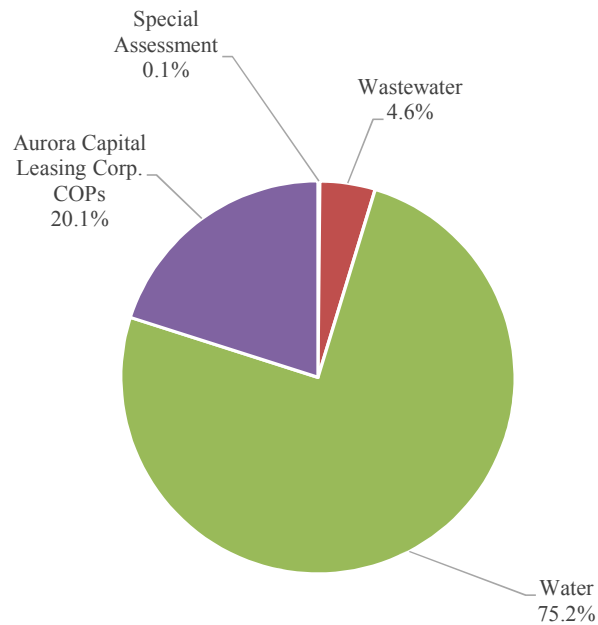
## OUTSTANDING DEBT

City of Aurora funded debt, including City Affiliated and Non-City entities, is outlined in the following table. The table includes the original amount authorized and issued, the 2015 year-end principal balance, the 2016 scheduled payments of principal and interest and the resulting principal balance at the conclusion of 2016.

**Outstanding Debt Issues**  
Including City-affiliated and non-City entities

City Funds	Authorized and Issued	12/31/15 Balance	2016 Principal Payment	2016 Interest Payment	12/31/16 Balance
<b>General Obligation Bonds</b>					
2010 Bonds (2000 and 1998 issues)	\$ 21,035,000	\$ -	\$ -	\$ -	\$ -
<b>Total General Fund/Obligation Bonds</b>	21,035,000	-	-	-	-
<b>Special Assessment</b>					
2012 SID 1-10 (Dam East)	1,230,000	755,000	10,000	28,324	745,000
2007 SID 1-05 (Ptarmigan)	1,095,000	235,000	10,000	19,125	225,000
2005 SID 2-03 (Dam West)	1,140,000	-	-	-	-
<b>Total Special Assessment</b>	3,465,000	990,000	20,000	47,449	970,000
<b>Golf Fund</b>					
2005 Saddle Rock Refinancing Bond	4,625,000	-	-	-	-
<b>Total Golf Fund</b>	4,625,000	-	-	-	-
<b>Wastewater Fund</b>					
2006 First Lien Sewer Revenue Bonds	57,790,000	32,295,000	-	1,559,813	32,295,000
<b>Total Wastewater Fund</b>	57,790,000	32,295,000	-	1,559,813	32,295,000
<b>Water Fund</b>					
CWCB \$75 Million Line of Credit	75,750,000	70,844,813	1,759,196	2,656,681	69,085,617
2008A First Lien Water Refunding of 2004A	39,995,000	39,995,000	-	1,957,888	39,995,000
2007A First Lien Water Improvement Bonds	421,495,000	421,495,000	-	20,973,238	421,495,000
2005D CWRPDA First Lien Water Revenue Bonds	100,000,000	-	-	-	-
2004 Water Rights Purch. Note - Rocky Ford II	8,280,091	707,532	176,883	35,377	530,649
<b>Total Water Fund</b>	645,520,091	533,042,345	1,936,079	25,623,184	531,106,266
<b>City Funds Totals</b>	<b>\$ 732,435,091</b>	<b>\$ 566,327,345</b>	<b>\$ 1,956,079</b>	<b>\$ 27,230,446</b>	<b>\$ 564,371,266</b>
<b>City Affiliated Entities</b>					
<b>Aurora Capital Leasing Corporation (ACLC)</b>					
<u>Public Placements - COPs</u>					
2015 Public Safety Training Facility	\$ 24,340,000	\$ 24,340,000	\$ 625,000	\$ 874,525	\$ 23,715,000
2014C Sports Park Expansion/E-911 Improvements	21,775,000	21,015,000	1,965,000	970,100	19,050,000
2009A Refunding 2008A, 2006 A-2, 2005(partial)	84,160,000	84,160,000	3,640,000	4,082,975	80,520,000
2006 A-1 Refunding of Series 2000	20,290,000	-	-	-	-
<b>Total Public Placements</b>	150,565,000	129,515,000	6,230,000	5,927,600	123,285,000
<u>Direct Private Placements - External Capital Leases</u>					
2015 District 2 Police Station Project	3,785,000	3,785,000	390,000	62,358	3,395,000
2015B Heavy Fleet Equip (Dump Trucks, Misc)	3,182,736	3,182,736	450,205	32,302	2,732,531
2015A Fire Self Contained Breathing Apparatus	1,644,700	1,309,130	321,411	15,814	987,719
2014B History Museum Expansion	1,383,800	1,261,628	126,346	31,489	1,135,282
2014A Heavy Fleet Equip (Dump Trucks)	1,674,787	1,339,593	327,555	19,826	1,012,038
2013A Heavy Fleet Equip (Fire Pumper, Misc)	1,336,993	703,926	231,491	9,538	472,435
2012B Heavy Fleet Equip (Fire Trucks)	1,773,430	1,023,324	250,746	13,713	772,578
<b>Total Direct Private Placements</b>	14,781,446	12,605,337	2,097,754	185,040	10,507,583
<b>Total ACLC</b>	165,346,446	142,120,337	8,327,754	6,112,640	133,792,583
<b>City Affiliated Entities Totals</b>	<b>\$ 165,346,446</b>	<b>\$ 142,120,337</b>	<b>\$ 8,327,754</b>	<b>\$ 6,112,640</b>	<b>\$ 133,792,583</b>
<b>Non-City Entities</b>					
<b>General Improvement Districts (GID)</b>					
2011 GID 02-2009 Pier Point 7	\$ 2,600,000	\$ 2,250,000	\$ 100,000	\$ 98,550	\$ 2,150,000
2010 GID 03-2008 Meadow Hills	495,000	420,000	20,000	20,958	400,000
2010 GID 01-2008 Peoria Park Fence	375,000	319,000	13,000	17,386	306,000
2009 GID 01-2007 Cherry Creek Fence	700,000	560,000	30,000	29,400	530,000
<b>Total GIDS</b>	<b>4,170,000</b>	<b>3,549,000</b>	<b>163,000</b>	<b>166,294</b>	<b>3,386,000</b>
<b>Non-City Entity Totals</b>	<b>\$ 4,170,000</b>	<b>\$ 3,549,000</b>	<b>\$ 163,000</b>	<b>\$ 166,294</b>	<b>\$ 3,386,000</b>

**December 31, 2015 Estimated Outstanding Principal by Fund**  
Excludes Non-City Entities



**Estimated Total Debt Service General Fund / Obligation / ACLC and Water and Wastewater Funds 2016-2025**

Excludes Golf and Special Assessment Debt.  
(December 31, 2015 Debt Only, Assumes No New Borrowing.)



## INTERFUND LOANS

Periodically, the City authorizes and makes internal loans between funds. These loans are normally made to enable the City to accomplish a capital improvement project using an internal source of funds. This method enhances the City's responsiveness to accomplish needed projects in a cost-effective manner and minimizes delays that would otherwise occur while accumulating sufficient current funding sources. An interfund loan and its terms can only be established by City Council.

The chart below summarizes the status of formal loans between funds as of December 31, 2015.

### Outstanding Interfund Loans

Loan Description	Amount of Loan	Borrowing Fund	Loaning Fund	Term (Years)	Loan Date	12/31/15 Balance	2016 Principal	2016 Interest	12/31/16 Balance	Last Payment
Murphy Creek Golf Course Construction Loan; draws as required	\$ 4,384,000	Golf	Sewer	15	2011	\$ 4,184,000	\$ 275,000	\$ 167,360	\$ 3,909,000	2026
Golf Cart Note from Policy Reserve Fund 2012	\$ 274,392	Golf	Policy/ General Fund	4	2012	\$ 71,159	\$ 71,159	\$ 1,779	\$ -	2016
Golf Equipment Note from Policy Reserve Fund 2013	\$ 379,992	Golf	Policy/ General Fund	4	2013	\$ 154,594	\$ 76,342	\$ 3,865	\$ 78,252	2017



*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 9*

# **Aurora Urban Renewal Authority**



## Aurora Urban Renewal Authority Pro Forma Summary

The Aurora Urban Renewal Authority (AURA) was established in the 1980s to assist the City with redevelopment activities. Today, AURA oversees 14 urban renewal areas with a myriad of redevelopment projects and activities citywide. The Aurora City Council serves as the Board of Commissioners of AURA and authorizes the activities of the Authority. In January 2016, the Authority will add a minimum of three Commissioners representing counties, school districts and special districts to comply with recently approved state legislation. The City's Development Services Division acts as staff to the Authority. Revenues can originate from loans, tax increment financing (TIF) as well as fees. Revenues exceeding expenditures remain with AURA and are intended to fund obligations such as staff and overhead costs, blight studies, new urban renewal projects, private developer incentives and future land acquisition.

	2014 Actual	2015 Projection*	2016 Adopted*	2017 Projected*	2018 Projected*	2019 Projected*	2020 Projected*
<b>Beginning Funds Available</b>	<b>\$ 6,869,534</b>	<b>\$ 7,380,211</b>	<b>\$ 10,157,174</b>	<b>\$ 12,647,772</b>	<b>\$ 15,081,382</b>	<b>\$ 18,998,276</b>	<b>\$ 21,828,787</b>
<b>Revenue</b>							
Sales Tax	\$ 2,375,772	\$ 2,799,654	\$ 3,082,795	\$ 3,851,353	\$ 4,346,196	\$ 4,464,243	\$ 4,582,650
Use Tax	111,687	570,962	323,660	1,297,385	1,135,511	5,346	5,433
Property Tax	3,235,742	3,793,882	3,931,063	5,132,054	5,536,730	6,735,684	7,047,501
Occupational Privilege Tax	488,057	431,152	447,282	481,623	502,499	514,834	525,145
Lodgers Tax	361,148	348,685	716,089	899,464	1,402,795	1,511,472	1,548,819
Fees	165,511	63,169	63,882	81,193	487,024	38,901	42,960
Loans and Grants	7,961,984	16,303,977	5,143,709	-	-	-	-
Interest Income	101,754	78,542	73,023	91,098	1,078,733	372,006	393,230
<b>Total Revenue</b>	<b>\$ 14,801,654</b>	<b>\$ 24,390,022</b>	<b>\$ 13,781,503</b>	<b>\$ 11,834,170</b>	<b>\$ 14,489,488</b>	<b>\$ 13,642,486</b>	<b>\$ 14,145,738</b>
<b>Expenditures</b>							
Personal Services	\$ 266,691	\$ 505,100	\$ 540,100	\$ 725,194	\$ 872,651	\$ 907,456	\$ 912,456
Capital Projects	8,182,820	15,030,000	5,070,000	352,915	307,900	308,830	528,830
Development Studies/Plans	119,740	72,523	45,000	50,000	50,000	183,000	8,000
Developer Incentives	3,843,981	5,331,201	4,598,181	6,472,517	6,896,339	7,173,006	7,271,013
Intergov'tal Agreements	1,145,966	447,444	474,290	534,054	588,577	610,909	615,796
Collection Fees	12,813	31,880	32,891	45,206	46,040	49,938	53,911
Debt Related	718,964	194,913	530,443	1,220,674	1,811,087	1,578,835	1,603,768
<b>Total Expenditures</b>	<b>\$ 14,290,976</b>	<b>\$ 21,613,059</b>	<b>\$ 11,290,905</b>	<b>\$ 9,400,559</b>	<b>\$ 10,572,594</b>	<b>\$ 10,811,975</b>	<b>\$ 10,993,774</b>
<b>Surplus / (Deficit)</b>	<b>\$ 510,678</b>	<b>\$ 2,776,963</b>	<b>\$ 2,490,598</b>	<b>\$ 2,433,611</b>	<b>\$ 3,916,894</b>	<b>\$ 2,830,511</b>	<b>\$ 3,151,964</b>
<b>Ending Funds Available</b>	<b>\$ 7,380,211</b>	<b>\$ 10,157,174</b>	<b>\$ 12,647,772</b>	<b>\$ 15,081,382</b>	<b>\$ 18,998,276</b>	<b>\$ 21,828,787</b>	<b>\$ 24,980,750</b>

\*2015 through 2020 are staff projections of potential uses for cash flow pro forma purposes and have not yet been authorized by AURA.

### Factors Affecting Revenue

In 2016, all revenues are expected to decrease as projects have not moved forward as quickly as projected and there have been adjustments to base valuations from the Arapahoe County Assessor. Revenues are expected to increase over time as new projects are implemented in Westerly Creek Village, Nine Mile, City Center and Fitzsimons Boundary Area II URAs. Per state statute, TIF revenues must be used to support activities within the specific URA, so budgets are presented by individual area. Only 13 URAs are called out in detail in this summary as there are still limited projections regarding the Aurora Conference Center URA. Most of these increased revenues are pledged to the developers or metro districts via redevelopment agreements.

### Factors Affecting Expenditures

In 2016, total expenses are expected to decrease as a result of timing on individual URA projects and less capital projects spending. Personal services expenditures increase due to shifting additional staff expenses from the General Fund to a reimbursement from AURA.

### Ending Funds Available

In the out years, funds available are projected to increase as existing URAs mature, creating new jobs, adding building assessed valuation and generating incremental sales and lodger's tax revenues. Some additional revenues are being used to reduce the burden on the General Fund for administrative costs, purchase contracts and service expenditures, as AURA becomes more self-funding. Hypothetical uses of these funds have been included. Assumptions for each URA's future years are shown on the following pages.

## Buckingham Urban Renewal Area

	2014	2015	2016	2017	2018	2019	2020
	Actuals	Projected	Adopted	Projected	Projected	Projected	Projected
<b>Beginning Funds Available</b>	<b>\$ 952,872</b>	<b>\$ 1,077,509</b>	<b>\$ 1,501,312</b>	<b>\$ 1,919,075</b>	<b>\$ 2,039,836</b>	<b>\$ 2,248,638</b>	<b>\$ 2,615,628</b>
<b>Revenues</b>							
Sales Tax	\$ 602,321	\$ 751,272	\$ 766,297	\$ 781,623	\$ 797,256	\$ 813,201	\$ 829,465
Use Tax	4,156	-	-	-	-	-	-
Property Tax	1,348,538	1,720,937	1,824,193	1,842,435	1,860,860	1,879,468	1,898,263
Occupational Privilege Tax	42,065	45,158	46,061	46,982	47,922	48,880	49,858
Lodgers Tax	-	-	-	-	-	-	-
Fees	7,161	8,605	9,121	9,212	9,304	9,397	9,491
Loans and Grants	-	-	-	-	-	-	-
Interest Income	17,344	15,025	15,326	15,632	15,945	16,264	16,589
<b>Total Revenues</b>	<b>\$ 2,021,585</b>	<b>\$ 2,540,997</b>	<b>\$ 2,660,998</b>	<b>\$ 2,695,885</b>	<b>\$ 2,731,286</b>	<b>\$ 2,767,211</b>	<b>\$ 2,803,666</b>
<b>Expenditures</b>							
Personal Services	\$ 50,100	\$ 50,100	\$ 50,100	\$ 105,000	\$ 125,000	\$ 125,000	\$ 125,000
Capital Projects	199,593	-	-	250,000	150,000	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	1,301,288	1,611,045	1,709,724	1,731,878	1,754,356	1,777,161	1,800,300
Intergov'tal Agreements	345,966	447,444	474,290	479,033	483,823	488,662	493,548
Collection Fees	-	8,605	9,121	9,212	9,304	9,397	9,491
Debt Related	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,896,948</b>	<b>\$ 2,117,194</b>	<b>\$ 2,243,235</b>	<b>\$ 2,575,124</b>	<b>\$ 2,522,484</b>	<b>\$ 2,400,221</b>	<b>\$ 2,428,340</b>
<b>Ending Funds Available</b>	<b>\$ 1,077,509</b>	<b>\$ 1,501,312</b>	<b>\$ 1,919,075</b>	<b>\$ 2,039,836</b>	<b>\$ 2,248,638</b>	<b>\$ 2,615,628</b>	<b>\$ 2,990,954</b>

The Buckingham Urban Renewal Area was created in 2008. It is located on the east side of Havana Street on the south side of Mississippi Avenue to Florida Avenue. This urban renewal area was created to redevelop the former Buckingham Square Mall and to create new retail and jobs within the area.

There are three TIF areas within the Buckingham Urban Renewal Area. TIF areas 1 and 2 have been established for the Gardens on Havana and Veridian projects. The retail portion of the project opened in 2009 and the adjacent multifamily project will be completed by the end of 2015. A total 22 percent of incremental sales tax and 70 percent of incremental property tax is pledged to support the project while 30 percent of school and county property taxes will be returned to those jurisdictions by cooperative agreements. The entirety of the levy from the Havana Business Improvement District will also be returned by the cooperation agreement approved in August 2010. The remaining revenues will be used to support personal services and capital projects in the area provided by the City or the Authority.

TIF Area 3 was established in 2012 for the redevelopment of the 1470 S Havana building, with the property and use tax funds flowing to the Authority. The TIF Funds are intended to repay the \$200,000 in capital projects in 2014, representing the Authority's cost of constructing the Iron-ton extension, a crucial connection for the URA. Property tax increment for TIF Area 2 is projected to begin in 2016 for TIF Areas 2 and 3. The TIF revenues for TIF Area 2 are distributed to the Metro District entity that owns the Gardens on Havana, under that same redevelopment agreement.

## City Center II Urban Renewal Area

	2014	2015	2016	2017	2018	2019	2020
	Actuals	Projected	Adopted	Projected	Projected	Projected	Projected
<b>Beginning Funds Available</b>	<b>\$ 11,306</b>	<b>\$ 11,455</b>	<b>\$ 11,503</b>	<b>\$ 19,103</b>	<b>\$ 214,203</b>	<b>\$ 214,303</b>	<b>\$ 132,823</b>
<b>Revenues</b>							
Sales Tax	\$ -	\$ -	\$ -	\$ 290,170	\$ 463,370	\$ 491,172	\$ 520,643
Use Tax	-	-	-	120,120	79,050	-	-
Property Tax	-	-	7,500	200,000	223,000	455,670	455,670
Occupational Privilege Tax	-	-	-	20,740	29,950	30,849	31,774
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	2,230	2,278	4,650
Loans and Grants	-	-	-	-	-	-	-
Interest Income	149	48	100	100	100	100	100
<b>Total Revenues</b>	<b>\$ 149</b>	<b>\$ 48</b>	<b>\$ 7,600</b>	<b>\$ 631,130</b>	<b>\$ 797,700</b>	<b>\$ 980,069</b>	<b>\$ 1,012,836</b>
<b>Expenditures</b>							
Personal Services	\$ -	\$ -	\$ -	\$ 82,915	\$ 137,900	\$ 150,000	\$ 150,000
Capital Projects	-	-	-	82,915	137,900	198,830	198,830
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	265,200	503,290	677,190	677,190
Intergov'tal Agreements	-	-	-	-	16,280	33,250	33,250
Collection Fees	-	-	-	5,000	2,230	2,278	4,560
Debt Related	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 436,030</b>	<b>\$ 797,600</b>	<b>\$ 1,061,548</b>	<b>\$ 1,063,830</b>
<b>Ending Funds Available</b>	<b>\$ 11,455</b>	<b>\$ 11,503</b>	<b>\$ 19,103</b>	<b>\$ 214,203</b>	<b>\$ 214,303</b>	<b>\$ 132,823</b>	<b>\$ 81,830</b>

The City Center II Urban Renewal Area was created in 2009 and includes 13 separate real estate parcels totaling approximately 137 acres bounded roughly by South Sable Street on the west, East Alameda Parkway on the north, West Tollgate Creek on the east, and East Center Avenue on the south.

One TIF area was established for the first phase of the Metro Center project, located at the southeast corner of Alameda Parkway and Chambers Road on 24.6 acres. This TIF area was planned to include a low-density mixed use retail/office development with 217,200 square feet of retail and 16,000 square feet of second floor office space. The TIF includes 50 percent of incremental sales, 100 percent of occupational privilege tax, 100 percent of use tax for three years, and 85 percent of applicable lodger's tax. A metro district would contribute 10 mills to the public improvements. In order to receive the full benefit of the tax increment, the project would need to begin construction by 2016 or 2017; however, discussions with the property owner indicate that the project may be delayed in order to focus on developing a mix of residential, retail, hotel, and office uses at the southeast corner of Alameda Parkway and Sable Boulevard, adjacent to the existing RTD bus transfer facility and planned light rail station.

The proposed development at the southeast corner of Alameda Parkway and Sable Boulevard and an additional mixed use redevelopment of the existing shopping center at the northeast corner of Alameda Parkway and Sable Boulevard lie within the urban renewal area, but outside the current TIF area. In late 2015, the urban renewal plan may be amended to designate the boundaries of new tax increment areas.

## Cornerstar Urban Renewal Area

	2014 Actuals	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ 6,260</b>	<b>\$ 6,260</b>	<b>\$ 6,260</b>	<b>\$ 6,260</b>	<b>\$ 6,260</b>	<b>\$ 6,260</b>	<b>\$ 6,260</b>
<b>Revenues</b>							
Sales Tax	\$ 1,037,702	\$ 958,673	\$ 977,847	\$ 997,404	\$ 1,017,352	\$ 1,037,699	\$ 1,058,453
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Interest Income	1,130	809	978	997	1,017	1,038	1,057
<b>Total Revenues</b>	<b>\$ 1,038,833</b>	<b>\$ 959,483</b>	<b>\$ 978,824</b>	<b>\$ 998,401</b>	<b>\$ 1,018,369</b>	<b>\$ 1,038,736</b>	<b>\$ 1,059,510</b>
<b>Expenditures</b>							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	1,038,833	959,483	978,824	998,401	1,018,369	1,038,736	1,059,510
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,038,833</b>	<b>\$ 959,483</b>	<b>\$ 978,824</b>	<b>\$ 998,401</b>	<b>\$ 1,018,369</b>	<b>\$ 1,038,736</b>	<b>\$ 1,059,510</b>
<b>Ending Funds Available</b>	<b>\$ 6,260</b>	<b>\$ 6,260</b>	<b>\$ 6,260</b>	<b>\$ 6,260</b>	<b>\$ 6,260</b>	<b>\$ 6,260</b>	<b>\$ 6,259</b>

The Cornerstar Urban Renewal Area was created in 2008 and will expire in the year 2023. It is located at the southwest corner of Parker Road and Arapahoe Road on 158 acres. This urban renewal area includes 685,000 square feet of planned retail and 400 units of Class A apartments. The one TIF area for this project only includes the retail development. Only the sales and use tax increment is included within the urban renewal plan. All incremental revenues generated are pledged to offset the drainage improvements at the site. The total amount of the incentive is \$17.5 million net present value. The developer incentive for this project includes 30 percent of sales tax for the term and 100 percent of use tax for the first two years. Projections are based on annualized actual sales for tenants that are currently open, plus projections for the remainder of the space. The use tax collection and payment period ended September 2009.

## Colorado Science and Technology Park Urban Renewal Area

	2014	2015	2016	2017	2018	2019	2020
	Actuals	Projected	Adopted	Projected	Projected	Projected	Projected
<b>Beginning Funds Available</b>	<b>\$ 255,834</b>	<b>\$ 346,715</b>	<b>\$ 433,550</b>	<b>\$ 517,832</b>	<b>\$ 632,652</b>	<b>\$ 783,442</b>	<b>\$ 1,001,693</b>
<b>Revenues</b>							
Sales Tax	\$ 45,697	\$ 46,610	\$ 47,542	\$ 48,493	\$ 49,463	\$ 50,452	\$ 51,461
Use Tax	1,983	-	-	189,000	-	-	-
Property Tax	578,389	578,389	589,956	601,755	613,790	1,037,147	1,057,889
Occupational Privilege Tax	13,001	13,261	13,833	14,109	14,392	16,959	17,298
Lodgers Tax	-	-	-	-	413,910	422,188	430,631
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Interest Income	3,755	3,500	3,500	3,500	3,500	3,500	3,500
<b>Total Revenues</b>	<b>\$ 642,826</b>	<b>\$ 641,760</b>	<b>\$ 654,831</b>	<b>\$ 856,857</b>	<b>\$ 1,095,055</b>	<b>\$ 1,530,246</b>	<b>\$ 1,560,779</b>
<b>Expenditures</b>							
Personal Services	\$ -	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	9,768	-	-	-	-	-	-
Developer Incentives	533,501	531,249	541,873	713,361	915,589	1,283,319	1,308,984
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	8,676	8,676	8,676	8,676	8,676	8,676	8,676
Debt Related	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 551,945</b>	<b>\$ 554,925</b>	<b>\$ 570,549</b>	<b>\$ 742,037</b>	<b>\$ 944,265</b>	<b>\$ 1,311,995</b>	<b>\$ 1,337,660</b>
<b>Ending Funds Available</b>	<b>\$ 346,715</b>	<b>\$ 433,550</b>	<b>\$ 517,832</b>	<b>\$ 632,652</b>	<b>\$ 783,442</b>	<b>\$ 1,001,693</b>	<b>\$ 1,224,812</b>

The Colorado Science and Technology Park Urban Renewal Area was created in 2008. It is located north of Montview Boulevard between Peoria Street and Fitzsimons Parkway. This urban renewal area was created to stimulate the development of a state of the art life sciences research park. One tax increment finance (TIF) area has been established of which 85 percent of sales, use, lodgers and property tax increment is pledged to the metro district for public infrastructure and improvements that have been completed to date. The remaining revenues are currently being used by AURA to support Authority projects on the campus. As revenues increase, the Authority will use revenues to support personal services provided by the City in addition to developer incentives and Authority projects. The developer incentive currently reimburses the metro district for campus infrastructure costs incurred. In 2015, construction of BioScience 2 was completed. The building is to be owned by the University of Colorado and leased to Fitzsimons Redevelopment Authority (FRA), and construction of specific infrastructure to support the building was given consideration as payment in lieu of taxes (PILOT). TIF projections in 2017 and beyond are premised on the possible future construction of a hotel.

## Fitzsimons Urban Renewal Area

	2014 Actuals	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ 4,325,210</b>	<b>\$ 5,115,470</b>	<b>\$ 6,873,650</b>	<b>\$ 8,651,064</b>	<b>\$ 10,470,216</b>	<b>\$ 12,331,888</b>	<b>\$ 14,247,096</b>
<b>Revenues</b>							
Sales Tax	\$ 641,698	\$ 977,940	\$ 997,499	\$ 1,017,449	\$ 1,037,797	\$ 1,058,553	\$ 1,079,725
Use Tax	4,771	4,015	4,095	4,177	4,261	4,346	4,433
Property Tax	1,308,815	1,485,854	1,500,713	1,515,720	1,530,877	1,546,186	1,561,648
Occupational Privilege Tax	432,990	372,734	380,188	387,792	395,548	403,459	411,528
Lodgers Tax	361,148	348,685	355,659	362,772	370,028	377,428	384,977
Fees	-	14,564	14,710	14,857	15,005	15,155	15,307
Loans and Grants	-	-	-	-	-	-	-
Interest Income	77,680	57,434	51,155	68,737	86,511	104,702	123,319
<b>Total Revenues</b>	<b>\$ 2,827,102</b>	<b>\$ 3,261,225</b>	<b>\$ 3,304,018</b>	<b>\$ 3,371,503</b>	<b>\$ 3,440,027</b>	<b>\$ 3,509,830</b>	<b>\$ 3,580,936</b>
<b>Expenditures</b>							
Personal Services	\$ 216,591	\$ 440,000	\$ 450,000	\$ 460,000	\$ 470,000	\$ 470,000	\$ 470,000
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	38,003	14,559	-	-	-	-	-
Developer Incentives	970,359	1,029,772	1,057,447	1,073,044	1,088,896	1,105,010	1,121,389
Intergov'tal Agreements	800,000	-	-	-	-	-	-
Collection Fees	4,137	14,564	15,007	15,157	15,309	15,462	15,616
Debt Related	7,751	4,150	4,150	4,150	4,150	4,150	4,150
<b>Total Expenditures</b>	<b>\$ 2,036,842</b>	<b>\$ 1,503,045</b>	<b>\$ 1,526,604</b>	<b>\$ 1,552,351</b>	<b>\$ 1,578,355</b>	<b>\$ 1,594,622</b>	<b>\$ 1,611,156</b>
<b>Ending Funds Available</b>	<b>\$ 5,115,470</b>	<b>\$ 6,873,650</b>	<b>\$ 8,651,064</b>	<b>\$ 10,470,216</b>	<b>\$ 12,331,888</b>	<b>\$ 14,247,096</b>	<b>\$ 16,216,876</b>

The Fitzsimons Urban Renewal Area was created in 2001 to stimulate redevelopment of the former Fitzsimons Army Hospital campus and the surrounding area. In 2008, the plan was amended to remove the portion of the campus that became the Colorado Science and Technology Park. This urban renewal area has only one TIF area that includes collections from Adams and Arapahoe County. In 2014, the urban renewal area was decreased by approximately 74 acres which became the Fitz Boundary Area II URA. Existing projects in Fitz Village (Springhill Suites, office building and bank) will remain in this area and continue to generate TIF that will be paid to the Fitz Village Metro District. Projected personal services costs reflect AURA staff costs.

## Fitzsimons Boundary II Urban Renewal Area

	2014	2015	2016	2017	2018	2019	2020
	Actuals	Projected	Adopted	Projected	Projected	Projected	Projected
<b>Beginning Funds Available</b>	<b>\$ -</b>	<b>\$ (523,416)</b>	<b>\$ (56,498)</b>	<b>\$ 87,211</b>	<b>\$ 87,212</b>	<b>\$ 87,211</b>	<b>\$ 28,117</b>
<b>Revenues</b>							
Sales Tax	\$ -	\$ -	\$ -	\$ 189,654	291,422	\$ 300,165	\$ 309,170
Use Tax	99,269	348,197	98,315	981,588	-	-	-
Property Tax	-	5,186	5,186	712,419	1,048,479	1,056,988	1,088,698
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodgers Tax	-	-	360,430	536,692	618,857	711,856	733,212
Fees	-	-	52	7,124	10,485	10,570	10,887
Loans and Grants	6,670,669	15,478,977	5,143,709	-	-	-	-
Interest Income	-	-	-	-	969,516	241,245	241,245
<b>Total Revenues</b>	<b>\$ 6,769,937</b>	<b>\$ 15,832,360</b>	<b>\$ 5,607,692</b>	<b>\$ 2,427,477</b>	<b>\$ 2,938,759</b>	<b>\$ 2,320,824</b>	<b>\$ 2,383,211</b>
<b>Expenditures</b>							
Personal Services	\$ -	\$ -	\$ -	\$ 37,279	\$ 94,751	\$ 107,456	\$ 107,456
Capital Projects	6,641,912	15,000,000	5,000,000	-	-	-	-
Development Studies/Plans	21,969	-	-	-	-	-	-
Developer Incentives	-	235,588	-	1,206,055	1,033,761	698,770	698,770
Intergov'tal Agreements	-	-	-	24,262	57,868	57,779	57,779
Collection Fees	-	-	52	7,124	10,485	10,570	10,887
Debt Related	629,473	129,853	463,931	1,152,757	1,741,895	1,505,342	1,526,698
<b>Total Expenditures</b>	<b>\$ 7,293,354</b>	<b>\$ 15,365,441</b>	<b>\$ 5,463,983</b>	<b>\$ 2,427,477</b>	<b>\$ 2,938,759</b>	<b>\$ 2,379,917</b>	<b>\$ 2,401,590</b>
<b>Ending Funds Available</b>	<b>\$ (523,416)</b>	<b>\$ (56,498)</b>	<b>\$ 87,211</b>	<b>\$ 87,212</b>	<b>\$ 87,211</b>	<b>\$ 28,117</b>	<b>\$ 9,738</b>

The initial Fitzsimons Urban Renewal area was approved and adopted by the Aurora City Council in 2001. The plan included the establishment of a tax increment area that encompasses the entire URA. Due to the fact that the Fitzsimons URA has a limited amount of time left on its TIF clock, a new urban renewal area was created in February of 2014, that comprises approximately 74 acres located south of Colfax Avenue and across from the campus. Council adopted the Fitzsimons Boundary Area II Urban Renewal Area in February of 2014. Four separate TIF areas were approved with the approval of the urban renewal plan. TIF Area I includes the hotel/conference center project (245-room Hyatt, a 30,000 sq. conference center and adjacent structured parking garage), which is also identified as the catalyst project for the Plan area, and is under construction as of mid-2015. TIF Areas 2 and 3 are also within the undeveloped area of Fitzsimons Village. TIF Area 4 is the future four-story mixed use TOD project, the Forum at Fitzsimons, and will include 397 multifamily rental units and 27,000 SF of commercial/retail space on the first floor. The Forum project will begin construction in the latter half of 2015.

## Fletcher Plaza Urban Renewal Area

	2014 Actuals	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ -</b>	<b>\$ 5,729</b>	<b>\$ 10,204</b>	<b>\$ 4,417</b>	<b>\$ 342</b>	<b>\$ 2,680</b>	<b>\$ 2,845</b>
<b>Revenues</b>							
Sales Tax	\$ 4,222	\$ 4,475	\$ 6,713	\$ 13,425	\$ 20,138	\$ 24,165	\$ 24,890
Use Tax	1,508	-	2,500	2,500	2,200	1,000	1,000
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 5,729</b>	<b>\$ 4,475</b>	<b>\$ 9,213</b>	<b>\$ 15,925</b>	<b>\$ 22,338</b>	<b>\$ 25,165</b>	<b>\$ 25,890</b>
<b>Expenditures</b>							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	15,000	20,000	20,000	25,000	25,000
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
<b>Ending Funds Available</b>	<b>\$ 5,729</b>	<b>\$ 10,204</b>	<b>\$ 4,417</b>	<b>\$ 342</b>	<b>\$ 2,680</b>	<b>\$ 2,845</b>	<b>\$ 3,735</b>

The Fletcher Plaza Urban Renewal Plan was adopted on January 27, 2003. The Colfax Avenue area around Fletcher Plaza is the historic center of Original Aurora. Public investment in the Aurora Fox Arts Center, Martin Luther King, Jr. Library/Municipal Services Center, medians, public art, streetscape, alleyway paving and Fletcher Plaza have helped contribute to the area's redevelopment, improving the overall appearance and preventing continued deterioration of property. The image of Colfax Avenue is emerging as a vibrant arts and entertainment district with new and exciting projects being envisioned and implemented for the area.

As redevelopment has started to increase within the area, the City amended the Fletcher Plaza Urban Renewal Plan in June 2014 to delineate a tax increment financing (TIF) area covering the equivalent of approximately one square block. This area contains one new brewery, as well as neighboring parcels that are targeted for new food and beverage establishments in the central portion of the Fletcher Plaza Urban Renewal Area. TIF revenue collection is confined to sales and use tax only. These revenues will be used to incentivize further diversification of the neighborhood commercial tax base, complement the offerings of the Aurora Cultural Arts District and allow for future development incentives.

## Highpointe Urban Renewal Area

	2014 Actuals	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
<b>Total Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Expenditures</b>							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
<b>Total Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Highpointe Urban Renewal Area was established in 2006 to stimulate development of a resort hotel in the north most part of the City near the airport. Although the redevelopment agreement was amended during 2008, the project has not proceeded, therefore, no project assumptions are being made.

## Horizon Uptown

	2014 Actuals	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
<b>Total Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Expenditures</b>							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
<b>Total Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Horizon Uptown Urban Renewal Area was created in March of 2010 and will expire in 2035. It is located at the southwest corner of East Colfax Avenue and E-470. This 503-acre urban renewal plan includes the development of approximately 2.90 million square feet of office space, 1.25 million square feet of retail and lodging and 3,850 residential units. Applicable pledged revenue streams included incremental use and property tax only. Pledged revenue funds will be distributed as the public improvements are completed. The planned public improvements consist of public parking structures, a pilot school and community shared services facilities, totaling \$89.6 million in costs and also the total amount of incentive. The City portion of the incremental use and property tax revenues will be withheld until the developer delivers a total of 300,000 square feet of Class A office buildings. The developer has not moved forward with plans for this site, so while the URA and agreement are still in place, no assumptions have been made regarding project initiation.

## Iliff Station Urban Renewal Area

	2014 Actuals	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ 3,480	\$ 6,960	\$ 10,545	\$ 19,417	\$ 43,199
<b>Revenues</b>							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,150	\$ 5,305
Use Tax	-	-	-	-	-	-	-
Property Tax	-	3,515	3,515	3,621	3,621	205,399	205,507
Occupational Privilege Tax	-	-	-	-	288	288	288
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
<b>Total Revenues</b>	\$ -	\$ 3,515	\$ 3,515	\$ 3,621	\$ 8,909	\$ 210,837	\$ 211,100
<b>Expenditures</b>							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
Capital Projects	-	-	-	-	-	-	220,000
Development Studies/Plans	-	-	-	-	-	175,000	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'al Agreements	-	-	-	-	-	-	-
Collection Fees	-	35	35	36	36	2,055	2,055
Debt Related	-	-	-	-	-	-	-
<b>Total Expenditures</b>	\$ -	\$ 35	\$ 35	\$ 36	\$ 36	\$ 187,055	\$ 232,055
<b>Ending Funds Available</b>	\$ -	\$ 3,480	\$ 6,960	\$ 10,545	\$ 19,417	\$ 43,199	\$ 22,244

The Iliff Station Urban Renewal Area was established in April 2014. The first new light rail station north of Nine Mile along the Aurora Line, the station area is currently undeveloped and primarily controlled by a single private entity. The parcel required for the future light rail station and associated parking was acquired by the Regional Transportation District (RTD) in 2013. The City of Aurora provided the majority of the funding for the parking structure, with completion expected in late 2015.

The urban renewal plan provides for the establishment of two separate tax increment financing districts that will make incremental property, sales, use, lodgers and occupational privilege taxes available to AURA to support urban renewal projects. Tax Increment Area 1, covering the portion of the urban renewal area north of East Harvard Avenue, was established in 2014, on the date of approval of the urban renewal plan. Tax Increment Area 2, covering the portion of the urban renewal area south of East Harvard Avenue, will commence with development at a later date.

## Havana North Urban Renewal Area

	2014 Actuals	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ 1,291,314</b>	<b>\$ 1,253,901</b>	<b>\$ 1,240,938</b>	<b>\$ 1,220,938</b>	<b>\$ 1,220,938</b>	<b>\$ 2,670,938</b>	<b>\$ 2,970,938</b>
<b>Revenues</b>							
Sales Tax	\$ 44,131	\$ 60,684	\$ 61,898	\$ 63,136	\$ 64,398	\$ 65,686	\$ 67,000
Use Tax	-	-	-	-	1,050,000	-	-
Property Tax	-	-	-	-	-	300,000	525,000
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	400,000	1,500	2,625
Loans and Grants	1,291,315	25,000	-	-	-	-	-
Interest Income	196	226	464	631	644	3,657	5,920
<b>Total Revenues</b>	<b>\$ 1,335,642</b>	<b>\$ 85,910</b>	<b>\$ 62,362</b>	<b>\$ 63,767</b>	<b>\$ 1,515,042</b>	<b>\$ 370,843</b>	<b>\$ 600,545</b>
<b>Expenditures</b>							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	1,291,315	30,000	5,000	-	-	-	-
Development Studies/Plans	-	7,964	15,000	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	1,500	2,625
Debt Related	81,740	60,910	62,362	63,767	65,042	69,343	72,920
<b>Total Expenditures</b>	<b>\$ 1,373,055</b>	<b>\$ 98,874</b>	<b>\$ 82,362</b>	<b>\$ 63,767</b>	<b>\$ 65,042</b>	<b>\$ 70,843</b>	<b>\$ 75,546</b>
<b>Ending Funds Available</b>	<b>\$ 1,253,901</b>	<b>\$ 1,240,938</b>	<b>\$ 1,220,938</b>	<b>\$ 1,220,938</b>	<b>\$ 2,670,938</b>	<b>\$ 2,970,938</b>	<b>\$ 3,495,937</b>

The Havana North Urban Renewal Area was created in 2010 and adopted an urban renewal plan that designated and authorized the use of tax increment revenues beginning 2011. The area is located at the southwest corner of Havana Street and East 6th Avenue and includes 1.74 acres of the outer parcels of the Fan Fare property. This urban renewal area is somewhat different from previous urban renewal projects in that it was not created around a specific project. There is one small TIF area created in 2011 that pledges 100 percent of the incremental sales and use tax to the Authority to be utilized for future improvements to the area. The Authority purchased the Fan Fare property in February of 2014, for \$4 million through a loan from the Aurora Water Department. Staff issued an RFQ for the redevelopment of the site in January 2015. Two proposals were received, but because they did not meet the vision of the Havana North Urban Renewal plan, the public process was closed. Staff is continuing to market the site to the brokerage and development community.

## Westerly Creek Village Urban Renewal Area

	2014 Actuals	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ 54,687	\$ 175,325	\$ 358,092	\$ 590,912	\$ 829,100
<b>Revenues</b>							
Sales Tax	\$ -	\$ -	\$ 225,000	\$ 450,000	\$ 600,000	\$ 618,000	\$ 636,540
Use Tax		218,750	218,750	-	-	-	-
Property Tax	-	-		256,104	256,104	254,826	254,826
Occupational Privilege Tax	-	-	7,200	12,000	14,400	14,400	14,400
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	800,000	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
<b>Total Revenues</b>	\$ -	\$ 1,018,750	\$ 450,950	\$ 718,104	\$ 870,504	\$ 887,226	\$ 905,766
<b>Expenditures</b>							
Personal Services	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 25,000	\$ 25,000	\$ 30,000
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	964,063	310,313	484,578	582,078	592,820	604,871
Intergov'tal Agreements	-	-	-	30,759	30,606	31,218	31,218
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
<b>Total Expenditures</b>	\$ -	\$ 964,063	\$ 330,313	\$ 535,337	\$ 637,684	\$ 649,038	\$ 666,089
<b>Ending Funds Available</b>	\$ -	\$ 54,687	\$ 175,325	\$ 358,092	\$ 590,912	\$ 829,100	\$ 1,068,778

The Westerly Creek Urban Renewal Area was created in 2013 and is located in northwest Aurora comprised of an area generally bounded by Montview Boulevard, East 26th Avenue, Dayton Street, Westerly Creek, and north of 25th Avenue between Dayton and Peoria Street. The urban renewal area includes two significant projects including the planned Stapleton-Aurora, the first phase of which will be a single family residential development, and the Stanley Marketplace project currently under construction in the far northwest corner of the urban renewal area. In 2015, the Authority has requested creation of four TIF districts, two covering the Stanley Marketplace and two covering Stapleton-Aurora to facilitate redevelopment and blight elimination. The Stanley Marketplace is currently under construction with an estimated completion date in the summer 2016. Construction on phase one of Stapleton-Aurora is anticipated to begin in 2016 and be completed over a 3-4 year period. Projected revenues and developer incentives are based on preliminary project details and data.

## Nine Mile Urban Renewal Area

	2014 Actuals	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
<b>Total Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Expenditures</b>							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
<b>Total Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Nine Mile Station Urban Renewal Area was created in 2014 and is located at Parker Road and I-225. The urban renewal plan authorizes the creation of one or more tax increment financing (TIF) districts to facilitate redevelopment and blight elimination in the area. The primary, catalytic property within the urban renewal area is identified as the Regatta Plaza shopping center. The urban renewal plan calls for a mix of retail, commercial and residential uses at Regatta Plaza. In May 2015, the Authority released a request for proposals from which the development team of Mile High/Koelbel was selected to pursue a redevelopment project. It is anticipated that a development agreement will be completed by the end of 2015 with project commencement by mid-2016. It is anticipated that at least one TIF district will start in 2016 to facilitate the project moving forward. Additional TIF's will be started as needed to support the project. Given that the details of the redevelopment project remain to be finalized, no specific budget detail is available at this time. Budget detail will be provided upon finalization of a development agreement and commencement of the project.

## AURA Non-TIF Fees

	2014 Actuals	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ 26,738</b>	<b>\$ 86,588</b>	<b>\$ 78,088</b>	<b>\$ 39,588</b>	<b>\$ 41,088</b>	<b>\$ 42,588</b>	<b>\$ (48,912)</b>
<b>Revenues</b>							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodgers Tax	-	-	-	-	-	-	-
Fees	158,350	40,000	40,000	50,000	50,000	-	-
Loans or Grants & Gifts	-	-	-	-	-	-	-
Interest Income	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total Revenues</b>	<b>\$ 159,850</b>	<b>\$ 41,500</b>	<b>\$ 41,500</b>	<b>\$ 51,500</b>	<b>\$ 51,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>
<b>Expenditures</b>							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	50,000	-	50,000	-	-	85,000	85,000
Development Studies/Plans	50,000	50,000	30,000	50,000	50,000	8,000	8,000
Developer Incentives	-	-	-	-	-	-	-
Intergov'l Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 100,000</b>	<b>\$ 50,000</b>	<b>\$ 80,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 93,000</b>	<b>\$ 93,000</b>
<b>Ending Funds Available</b>	<b>\$ 86,588</b>	<b>\$ 78,088</b>	<b>\$ 39,588</b>	<b>\$ 41,088</b>	<b>\$ 42,588</b>	<b>\$ (48,912)</b>	<b>\$ (140,412)</b>

In 2005, the City had three urban renewal areas. Since that time, the City has created 12 additional urban renewal areas (and closed one) comprised of a number of redevelopment projects, each with its own distinct redevelopment agreement. During 2008, the Authority began implementing fees as a part of these redevelopment agreements. These fees are not part of the tax increment revenues and are therefore less restricted in terms of their project applications. The fees are intended to reimburse the Authority for the upfront staff costs required to research and negotiate the agreements, as well as to offset the ongoing costs of contract implementation which can extend for periods of 10 to 25 years. These fees are related both to the staff time allocated to each project as well as the scope and complexity of the individual project and agreements.





*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 10*

# **General Improvement District Budgets**



## General Improvement Districts in the City of Aurora

A General Improvement District (GID) is a taxing unit created for the purpose of acquiring, constructing, installing, operating, or maintaining any public improvement or for the purpose of providing such service. There are currently five voter-approved GIDs in the City.

### Cherry Creek Racquet Club Fence General Improvement District (1-2007)

	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue</b>					
Property Tax	64,000	64,000	64,000	64,000	64,000
<b>Total Revenue</b>	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000
<b>Expenditures</b>					
Debt Payment	60,000	60,000	60,000	60,000	60,000
Maintenance	4,000	4,000	4,000	4,000	4,000
<b>Total Expenditures</b>	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000
<b>Ending Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -

The Cherry Creek Racquet Club Fence General Improvement District (GID) was approved as part of the November 2007 election. The project will not exceed \$706,000 and will generate approximately \$64,000 annually in revenue from property tax within the district boundaries. Included in that amount is a provision that will bring in up to \$4,000 annually for maintenance purposes. The property tax will be used to pay down the debt associated with the construction of the fence, as well as maintenance costs for the upkeep of the fence.

### Meadow Hills General Improvement District (3-2008)

	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue</b>					
Property Tax	47,500	47,500	47,500	47,500	47,500
<b>Total Revenue</b>	\$ 47,500	\$ 47,500	\$ 47,500	\$ 47,500	\$ 47,500
<b>Expenditures</b>					
Debt Payment	41,000	41,000	41,000	41,000	41,000
Maintenance	6,500	6,500	6,500	6,500	6,500
<b>Total Expenditures</b>	\$ 47,500	\$ 47,500	\$ 47,500	\$ 47,500	\$ 47,500
<b>Ending Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -

The Meadow Hills Country Club General Improvement District (GID) was approved during the November 2008 election. The GID will generate approximately \$47,500 annually in revenue from property tax within the Meadow Hills district boundaries to fund the construction of a not to exceed \$685,000 masonry fence. Included in that amount is a provision that will bring in up to \$6,500 annually for maintenance purposes.

## Appendix 10 - General Improvement District Budgets

### Pier Point 7 General Improvement District (2-2009)

	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue</b>					
Property Tax	198,550	198,550	198,550	198,550	198,550
<b>Total Revenue</b>	\$ 198,550	\$ 198,550	\$ 198,550	\$ 198,550	\$ 198,550
<b>Expenditures</b>					
Debt Payment	198,550	198,550	198,550	198,550	198,550
<b>Total Expenditures</b>	\$ 198,550	\$ 198,550	\$ 198,550	\$ 198,550	\$ 198,550
<b>Ending Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -

The Pier Point General Improvement District (GID), approved during the November 2009 election, was created to provide essential sanitary sewer system improvements and services within the Pier Point district boundaries, including, but not limited to, collection mains and laterals, transmission lines, and related landscaping improvements. The GID will generate approximately \$198,600 annually in revenue from property tax within the Pier Point 7 district boundaries. There is a not to exceed \$3.5 million in debt associated with the GID to be repaid from property tax within the district boundaries.

### Peoria Park Subdivision General Improvement District (1-2008)

	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue</b>					
Property Tax	37,400	37,400	37,400	37,400	37,400
<b>Total Revenue</b>	\$ 37,400	\$ 37,400	\$ 37,400	\$ 37,400	\$ 37,400
<b>Expenditures</b>					
Debt Payment	30,400	30,400	30,400	30,400	30,400
Maintenance	7,000	7,000	7,000	7,000	7,000
<b>Total Expenditures</b>	\$ 37,400	\$ 37,400	\$ 37,400	\$ 37,400	\$ 37,400
<b>Ending Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -

The Peoria Park Subdivision General Improvement District (GID), approved during the November 2008 election, will generate approximately \$37,400 annually in revenue from property tax within the Peoria Park district boundaries to fund the construction of a not to exceed \$388,900 masonry fence. Included in that amount is a provision that will bring in up to \$7,000 annually for maintenance purposes.

## Appendix 10 - General Improvement District Budgets

### Aurora Conference Center General Improvement District (2-2011)

	<b>2016</b>		<b>2017</b>		<b>2018</b>		<b>2019</b>		<b>2020</b>	
	<b>Adopted</b>		<b>Projected</b>		<b>Projected</b>		<b>Projected</b>		<b>Projected</b>	
<b>Beginning Funds Available</b>	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Revenue</b>										
Property Tax		350		400		500		1,000		2,000
<b>Total Revenue</b>	\$	<b>350</b>	\$	<b>400</b>	\$	<b>500</b>	\$	<b>1,000</b>	\$	<b>2,000</b>
<b>Expenditures</b>										
Capital Improvements		350		400		500		1,000		2,000
<b>Total Expenditures</b>	\$	<b>350</b>	\$	<b>400</b>	\$	<b>500</b>	\$	<b>1,000</b>	\$	<b>2,000</b>
<b>Ending Funds Available</b>	\$	-	\$	-	\$	-	\$	-	\$	-

The Aurora Conference Center General Improvement District (GID) was approved during the November 2011 election. Qualified electors voted in favor of authorizing the levy of an ad valorem property tax for the construction of and/or to incentivize a public conference center and related improvements. Its purpose is to attract tourism to the area and stimulate development of property within and surrounding the GID, to provide off-site public infrastructure, and to provide for the payment of future regional infrastructure costs, all for the benefit of GID taxpayers. The budget and proposed mill levy for the Aurora Conference Center GID is currently based on vacant land alone. Once the Aurora Conference Center becomes more active, the property tax will increase, but in no event will it generate an amount in excess of five million dollars (\$5,000,000) in total annual revenue.





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*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix II*

# **Aurora Capital Leasing Corporation**



## Aurora Capital Leasing Corporation

	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ 29,020,244</b>	<b>\$ 21,879,008</b>	<b>\$ 26,435,217</b>	<b>\$ 10,175,673</b>	<b>\$ 10,180,673</b>	<b>\$ 10,185,673</b>
<b>Revenues</b>						
Transfer from General Fund	\$ 9,263,131	\$ 9,564,445	\$ 10,008,337	\$ 10,274,707	\$ 10,276,633	\$ 9,940,383
Transfer from Capital Projects Fund	825,000	2,325,000	4,322,650	4,320,075	4,321,800	4,322,650
Transfer from E-911 Fund	544,200	1,814,400	1,812,950	1,817,950	1,815,750	1,813,000
Transfer from Open Space Fund	1,114,814	1,120,700	1,123,200	1,122,200	1,120,000	1,123,250
TBD for Moorhead	-	1,136,280	1,136,280	1,136,280	1,136,280	1,136,280
Investment Earnings	15,000	15,000	15,000	10,000	10,000	10,000
Bond/Loan Proceeds	43,719,370	24,398,114	723,670	723,671	964,701	1,576,541
<b>Total Revenues</b>	<b>\$ 55,481,515</b>	<b>\$ 40,373,939</b>	<b>\$ 19,142,087</b>	<b>\$ 19,404,883</b>	<b>\$ 19,645,164</b>	<b>\$ 19,922,104</b>
<b>Expenditures</b>						
Debt Service/Lease Payments	\$ 12,040,722	\$ 16,347,429	\$ 18,672,961	\$ 18,671,212	\$ 18,670,463	\$ 18,335,563
Capital Expenditures/Purchases	50,068,416	19,464,825	16,723,670	723,671	964,701	1,576,541
Fees/Other	513,614	5,475	5,000	5,000	5,000	5,000
<b>Total Expenditures</b>	<b>\$ 62,622,751</b>	<b>\$ 35,817,729</b>	<b>\$ 35,401,631</b>	<b>\$ 19,399,883</b>	<b>\$ 19,640,164</b>	<b>\$ 19,917,104</b>
Net Changes in Funds Available	(7,141,236)	4,556,210	(16,259,544)	5,000	5,000	5,000
<b>Ending Funds Available</b>	<b>\$ 21,879,008</b>	<b>\$ 26,435,217</b>	<b>\$ 10,175,673</b>	<b>\$ 10,180,673</b>	<b>\$ 10,185,673</b>	<b>\$ 10,190,673</b>

Aurora Capital Leasing Corporation (ACLC) is a Colorado nonprofit corporation which was incorporated October 15, 1992 and was formed for the primary purpose of facilitating the lease-purchase acquisition of real and personal property used in the operations of the City. ACLC provides a more modern and flexible financing vehicle than its predecessor, the Aurora Colorado Municipal Building Corporation (ACMBC). ACLC owns and leases to the City several public buildings including the Municipal Center, Central Facilities, the Aurora History Museum, and Fire Stations 3, 6, 8, 10, 11, and 12. Various capital equipment is owned by ACLC as well, including fleet rolling stock, Fire self-contained breathing apparatus and Police crime lab equipment. ACLC is staffed and directed by City personnel. City Council has the responsibility for appointing the three directors who are the City Manager, the Finance Director and the Deputy City Manager of Development for the City.

ACLC currently manages four outstanding Certificate of Participation debt issues. The Series 2015 issue for the City of Aurora Public Safety Training Center, the Series 2014 issue for both the Sports Park expansion and E-911 system upgrade, Series 2009A for the Aurora Municipal Center (AMC) lease payments and the Series 2006A-1 for the construction of the AMC which will be paid off by the end of 2015. New debt will be issued in 2015 and 2016 to fund the Police District 2 acquisition and office space improvements, Moorhead Recreation Center improvements, and the construction of three fire stations. Revenues are received from lease payments from City funds for corresponding debt issues. Expenses are mostly for debt service or capital expenditures with some costs for fees. Details on each debt issue are on the corresponding pages.

## ACLC General Fund Statement of Assigned Fund Balance

	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ 2,308,049</b>	<b>\$ 2,463,438</b>	<b>\$ 2,076,358</b>	<b>\$ 1,806,814</b>	<b>\$ 1,806,814</b>	<b>\$ 1,806,814</b>
<b>Revenues</b>						
Transfer from General Fund	\$ 2,608,900	\$ 2,610,214	\$ 2,554,106	\$ 2,554,107	\$ 2,554,108	\$ 2,216,883
Bond/Loan Proceeds	5,479,839	398,114	723,670	723,671	964,701	1,576,541
Transfer in/(out) ACLC	(439,494)	(768,744)	(269,544)	-	-	-
<b>Total Revenues</b>	<b>\$ 7,649,245</b>	<b>\$ 2,239,584</b>	<b>\$ 3,008,232</b>	<b>\$ 3,277,778</b>	<b>\$ 3,518,809</b>	<b>\$ 3,793,424</b>
<b>Expenditures</b>						
Debt Service/Lease Payments	\$ 2,014,018	\$ 2,228,549	\$ 2,554,106	\$ 2,554,107	\$ 2,554,108	\$ 2,216,883
Capital Expenditures/Purchases	5,479,839	398,114	723,670	723,671	964,701	1,576,541
<b>Total Expenditures</b>	<b>\$ 7,493,856</b>	<b>\$ 2,626,663</b>	<b>\$ 3,277,776</b>	<b>\$ 3,277,778</b>	<b>\$ 3,518,809</b>	<b>\$ 3,793,424</b>
<b>Ending Funds Available</b>	<b>\$ 2,463,438</b>	<b>\$ 2,076,358</b>	<b>\$ 1,806,814</b>	<b>\$ 1,806,814</b>	<b>\$ 1,806,814</b>	<b>\$ 1,806,814</b>

The ACLC General Fund was created to account for lease payments in excess of debt service that will reduce future City of Aurora lease payments or for other permitted purposes, e.g. debt and capital projects. The ACLC General Fund is also a financing vehicle for City capital purchases, such as fleet purchases for new and replacement heavy equipment and vehicles. Recent issues include debt for the construction of the Aurora History Museum expansion and the replacement of the self-contained breathing apparatus for Fire. Revenues are generated by a transfer from the City's General Fund to ACLC to cover the debt payments.

## Refunding Certificates of Participation, Series 2006A-1

	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>						
Transfer from General Fund	\$ 3,008,250	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer in/(out) ACLC	2,500	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 3,010,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>						
Debt Service/Lease Payments	\$ 3,008,250	\$ -	\$ -	\$ -	\$ -	\$ -
Fees/Other	2,500	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 3,010,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The Series 2006A-1 Certificates of Participation (COP) refunded the Series 2000 COPs that were issued for the construction of the Aurora Municipal Center. The last debt service payment for the Series 2006A-1 issue is in 2015. The General Fund transfer will be repurposed in 2016 to the Series 2009A debt service which increases by \$3.6 million.

## Refunding Certificates of Participation, Series 2009A

	2015 Projection	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ 8,333,859</b>	<b>\$ 8,333,859</b>	<b>\$ 8,333,859</b>	<b>\$ 8,333,859</b>	<b>\$ 8,333,859</b>	<b>\$ 8,333,859</b>
<b>Revenues</b>						
Transfer from General Fund	\$ 3,645,981	\$ 6,954,231	\$ 7,454,231	\$ 7,720,600	\$ 7,722,525	\$ 7,723,500
Transfer in/(out) ACLC	436,994	768,744	269,544	-	-	-
<b>Total Revenues</b>	<b>\$ 4,082,975</b>	<b>\$ 7,722,975</b>	<b>\$ 7,723,775</b>	<b>\$ 7,720,600</b>	<b>\$ 7,722,525</b>	<b>\$ 7,723,500</b>
<b>Expenditures</b>						
Debt Service/Lease Payments	\$ 4,082,975	\$ 7,722,975	\$ 7,723,775	\$ 7,720,600	\$ 7,722,525	\$ 7,723,500
Fees/Other	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 4,082,975</b>	<b>\$ 7,722,975</b>	<b>\$ 7,723,775</b>	<b>\$ 7,720,600</b>	<b>\$ 7,722,525</b>	<b>\$ 7,723,500</b>
<b>Ending Funds Available</b>	<b>\$ 8,333,859</b>	<b>\$ 8,333,859</b>	<b>\$ 8,333,859</b>	<b>\$ 8,333,859</b>	<b>\$ 8,333,859</b>	<b>\$ 8,333,859</b>

The Series 2009A Certificates of Participation were issued as a fixed rate refunding of the adjustable rate Series 2008A and the public improvements portion of Series 2005. The Series 2008A were issued to refund the Series 2006A-2 bonds issued for the construction of the Aurora Municipal Center. By refunding the Series 2008A, ACLC was able to minimize interest rate risk and provide a low fixed rate going forward. A debt reserve was freed up in 2014 when the remaining portion of the Series 2005 issue was paid off. This reserve of \$1.0 million was transferred to the ACLC General Fund and will be used to fund part of the debt payment attributable to the public improvement portion of this series.

In 2016 the transfer from the General Fund for the Series 2006A-1 payments of \$3.0 million will be repurposed to the Series 2009A payments. The transfer from the General Fund pays the majority of the annual debt service. The ACLC General Fund contributes a portion (as noted above) which will be reduced annually as the General Fund transfer for lease payments increases \$300,000 in 2016, in addition to the repurposed transfer funds, and then \$500,000 in 2017. The final increase of \$266,400 in 2018 results in a transfer amount equal to the total debt payment, eliminating the ACLC General Fund transfer in. The \$8.3 million in funds available is held as the required debt service reserve.

## Certificates of Participation, Series 2014 Sports Park Expansion

	<b>2015</b> Projection	<b>2016</b> Adopted	<b>2017</b> Projected	<b>2018</b> Projected	<b>2019</b> Projected	<b>2020</b> Projected
<b>Beginning Funds Available</b>	<b>\$ 6,021,284</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenues</b>						
Transfer from Open Space Fund	\$ 1,114,814	\$ 1,120,700	\$ 1,123,200	\$ 1,122,200	\$ 1,120,000	\$ 1,123,250
Transfer in/(out) ACLC	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,114,814</b>	<b>\$ 1,120,700</b>	<b>\$ 1,123,200</b>	<b>\$ 1,122,200</b>	<b>\$ 1,120,000</b>	<b>\$ 1,123,250</b>
<b>Expenditures</b>						
Debt Service/Lease Payments	\$ 1,114,814	\$ 1,120,700	\$ 1,123,200	\$ 1,122,200	\$ 1,120,000	\$ 1,123,250
Capital Expenditures/Purchases	6,021,284	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 7,136,098</b>	<b>\$ 1,120,700</b>	<b>\$ 1,123,200</b>	<b>\$ 1,122,200</b>	<b>\$ 1,120,000</b>	<b>\$ 1,123,250</b>
<b>Ending Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The Series 2014 Certificates of Participation were issued for the purpose of financing the expansion of the Aurora Sports Park, improvements to the City's existing public safety communications system (E-911 Project), and paying expenses related to the issuance of the Series 2014 Certificates. The Sports Park project consists of land acquisition and the design and construction of four multi-use artificial turf fields along with supporting parking and concession/restroom facilities.

Annual debt service for the Sports Park portion of the Series 2014 COPs will be funded by a transfer from the Open Space Fund to ACLC. The debt will be paid over 10 years, with payments beginning in 2015.

**Certificates of Participation, Series 2014  
Public Safety Radio System Replacement**

	<b>2015</b> Projection	<b>2016</b> Adopted	<b>2017</b> Projected	<b>2018</b> Projected	<b>2019</b> Projected	<b>2020</b> Projected
<b>Beginning Funds Available</b>	<b>\$ 12,357,052</b>	<b>\$ 2,116,711</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenues</b>						
Transfer from E-911 Fund	\$ 544,200	\$ 1,814,400	\$ 1,812,950	\$ 1,817,950	\$ 1,815,750	\$ 1,813,000
Transfer in/(out) ACLC	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 544,200</b>	<b>\$ 1,814,400</b>	<b>\$ 1,812,950</b>	<b>\$ 1,817,950</b>	<b>\$ 1,815,750</b>	<b>\$ 1,813,000</b>
<b>Expenditures</b>						
Debt Service/Lease Payments	\$ 551,115	\$ 1,814,400	\$ 1,812,950	\$ 1,817,950	\$ 1,815,750	\$ 1,813,000
Capital Expenditures/Purchases	10,233,426	2,116,711	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 10,784,541</b>	<b>\$ 3,931,111</b>	<b>\$ 1,812,950</b>	<b>\$ 1,817,950</b>	<b>\$ 1,815,750</b>	<b>\$ 1,813,000</b>
<b>Ending Funds Available</b>	<b>\$ 2,116,711</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The Series 2014 Certificates of Participation were issued for the purpose of financing improvements to the City's existing public safety communications system (E-911 Project), the expansion of the Aurora Sports Park, and paying expenses relating to the issuance of the Series 2014 Certificates. The E-911 project consists of the replacement of the City's current public safety communications system with a new system for continued and enhanced public safety grade communications support for first responders in Aurora and improved communication with its regional public safety partners.

Annual debt service for the E-911 portion of the Series 2014 COPs is funded by a transfer from the E-911 Fund to the Capital Projects Fund (CPF). A subsequent transfer from the CPF to ACLC funds the annual lease payment. The debt will be paid over 10 years, with payments beginning in 2015.

**Certificates of Participation, Series 2015  
City of Aurora Public Safety Training Center**

	<b>2015</b> Projection	<b>2016</b> Adopted	<b>2017</b> Projected	<b>2018</b> Projected	<b>2019</b> Projected	<b>2020</b> Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>						
Transfer from the Capital Projects Fund	\$ -	\$ 1,500,000	\$ 1,497,650	\$ 1,495,075	\$ 1,496,800	\$ 1,497,650
Bond/Loan Proceeds	24,789,531	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 24,789,531</b>	<b>\$ 1,500,000</b>	<b>\$ 1,497,650</b>	<b>\$ 1,495,075</b>	<b>\$ 1,496,800</b>	<b>\$ 1,497,650</b>
<b>Expenditures</b>						
Debt Service/Lease Payments	\$ 444,550	\$ 1,499,525	\$ 1,497,650	\$ 1,495,075	\$ 1,496,800	\$ 1,497,650
Capital Expenditures/Purchases	23,833,867	-	-	-	-	-
Fees/Other	511,114	475	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 24,789,531</b>	<b>\$ 1,500,000</b>	<b>\$ 1,497,650</b>	<b>\$ 1,495,075</b>	<b>\$ 1,496,800</b>	<b>\$ 1,497,650</b>
<b>Ending Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The Series 2015 Certificates of Participation were issued for the purpose of financing a portion of the costs of the design and construction of the City of Aurora Public Safety Training Center (CAPSTC) and paying expenses of issuance of the Series 2015 Certificates. The CAPSTC Project consists of the design and construction of a public safety training facility to provide for various training functions required by the Police and Fire Departments.

Annual debt service for the Series 2015 COPs is funded by a transfer from the General Fund to the Capital Projects Fund (CPF). A subsequent transfer from the CPF to ACLC funds the annual lease payment. The debt will be paid over 25 years, with payments beginning in 2015.

**Future Issues  
Moorhead Improvements; Fire Stations; and  
Police District 2 Office Space Expansion and Improvements**

	<b>2015</b> Projection	<b>2016</b> Adopted	<b>2017</b> Projected	<b>2018</b> Projected	<b>2019</b> Projected	<b>2020</b> Projected
<b>Beginning Funds Available</b>	<b>\$ -</b>	<b>\$ 8,950,000</b>	<b>\$ 16,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenues</b>						
TBD for Moorhead	\$ -	\$ 1,136,280	\$ 1,136,280	\$ 1,136,280	\$ 1,136,280	\$ 1,136,280
Transfer from CPF for Police D2	825,000	825,000	825,000	825,000	825,000	825,000
Transfer from CPF for Fire Stations	-	-	2,000,000	2,000,000	2,000,000	2,000,000
Moorhead Proceeds	9,450,000	-	-	-	-	-
Police D2 Proceeds	4,000,000	-	-	-	-	-
Fire Stations Proceeds	-	24,000,000	-	-	-	-
<b>Total Revenues</b>	<b>\$ 14,275,000</b>	<b>\$ 25,961,280</b>	<b>\$ 3,961,280</b>	<b>\$ 3,961,280</b>	<b>\$ 3,961,280</b>	<b>\$ 3,961,280</b>
<b>Expenditures</b>						
Debt Service/Lease Payments	\$ 825,000	\$ 1,961,280	\$ 3,961,280	\$ 3,961,280	\$ 3,961,280	\$ 3,961,280
Capital Expenditures/Purchases	4,500,000	16,950,000	16,000,000	-	-	-
<b>Total Expenditures</b>	<b>\$ 5,325,000</b>	<b>\$ 18,911,280</b>	<b>\$ 19,961,280</b>	<b>\$ 3,961,280</b>	<b>\$ 3,961,280</b>	<b>\$ 3,961,280</b>
<b>Ending Funds Available</b>	<b>\$ 8,950,000</b>	<b>\$ 16,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Future issuances of Certificates of Participation are planned for the purpose of financing Police District 2 site acquisition (2015), Moorhead Recreation Center improvements (2016), and the construction of three fire stations (#5, #15 and a new station in the northern extreme of the City) (2016).

Annual debt service for these projects is included in the 2016 and projected budgets. Lease payments will be funded by a transfer from the General Fund to the Capital Projects Fund (CPF). A subsequent transfer from the CPF to ACLC funds the annual lease payments.



*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 12*

# **Water Authority Budgets**



## Water Authorities

Authorities (Aurora-Colorado Springs Joint Water Authority and Busk-Ivanhoe Water System Authority) were formed by contract between the City of Aurora and the City of Colorado Springs and the Board of Water Works of Pueblo, Colorado for the purpose of developing and operating water resources, systems, and facilities in whole or in part for the benefit of the parties.

### Aurora-Colorado Springs Joint Water Authority

	2013 Actual	2014 Actual	2015 Original	2015 Projected	2016 Adopted
<b>Beginning Cash &amp; Cash Equivalents</b>	<b>\$ 6,610</b>	<b>\$ 704</b>	<b>\$ 18,473</b>	<b>\$ 22,692</b>	<b>\$ 24,958</b>
<b>Revenue</b>					
Transmission Service Charge	42,256	316,840	81,954	81,954	76,000
Other	3	229	10	29	35
	<b>\$ 42,259</b>	<b>\$ 317,069</b>	<b>\$ 81,964</b>	<b>\$ 81,983</b>	<b>\$ 76,035</b>
<b>Expenditures</b>					
Operating	48,165	43,391	99,835	79,717	81,650
Capital		251,690		-	-
	<b>\$ 48,165</b>	<b>\$ 295,081</b>	<b>\$ 99,835</b>	<b>\$ 79,717</b>	<b>\$ 81,650</b>
<b>Ending Cash &amp; Cash Equivalents</b>	<b>\$ 704</b>	<b>\$ 22,692</b>	<b>\$ 602</b>	<b>\$ 24,958</b>	<b>\$ 19,343</b>

The Aurora-Colorado Springs Joint Water Authority is a political subdivision of the state of Colorado formed in 1983 for the purpose of developing water resources, systems or facilities for the benefit of the City of Aurora and the City of Colorado Springs. The Authority constructed and operates an extension pipeline to transmit raw water from the outlet works of Twin Lakes Reservoir to the existing Otero Pumping Station intake pipeline. The Authority furnishes water transmission services to each city and charges each city a transmission service charge sufficient to cover annual project costs (50-50 participation share between Aurora and Colorado Springs).

### Busk-Ivanhoe Water System Authority

	2013 Actual	2014 Actual	2015 Original	2015 Projected	2016 Adopted
<b>Beginning Cash</b>	<b>\$ 482,027</b>	<b>\$ 590,513</b>	<b>\$ 80,665</b>	<b>\$ 299,434</b>	<b>\$ 352,101</b>
<b>Revenue</b>					
Operating assessments	500,000	1,100,000	320,000	320,000	500,000
Other	18,049	14,427	36,000	39,862	13,000
	<b>\$ 518,049</b>	<b>\$ 1,114,427</b>	<b>\$ 356,000</b>	<b>\$ 359,862</b>	<b>\$ 513,000</b>
<b>Expenditures</b>					
Operating	301,529	306,089	351,804	304,657	357,831
Capital	108,034	1,099,417	30,000	2,538	117,400
	<b>\$ 409,563</b>	<b>\$ 1,405,506</b>	<b>\$ 381,804</b>	<b>\$ 307,195</b>	<b>\$ 475,231</b>
<b>Ending Cash</b>	<b>\$ 590,513</b>	<b>\$ 299,434</b>	<b>\$ 54,861</b>	<b>\$ 352,101</b>	<b>\$ 389,870</b>

The Busk-Ivanhoe Water System Authority was created in 2008 to effectuate the development, operation, maintenance, and capital improvement of the Busk-Ivanhoe Water System ("System") for the mutual benefit of the Pueblo Board of Water Works of Pueblo, Colorado and the City of Aurora, Colorado. The system of collection/transmission ditches, dams, reservoirs, pipelines, water tunnels, and other related infrastructure/appurtenances is located in Pitkin and Lake Counties. The system collects, stores, and diverts from the western slope of Colorado to the eastern slope of Colorado. The authority administers water rights and other related buildings/facilities and equipment located at Ivanhoe Reservoir in Pitkin County.





*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 13*

# **Art in Public Places**



## Art In Public Places

Art in Public Places (AIPP) is split into two basic components: Art Administration & Maintenance and Art Acquisition. Each component is treated as having its own beginning and ending funds available.

### Art Administration and Maintenance

	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ 90,856</b>	<b>\$ 136,926</b>	<b>\$ 191,841</b>	<b>\$ 186,389</b>	<b>\$ 181,395</b>	<b>\$ 154,685</b>
<b>Revenues</b>						
Investment Income	\$ 1,090	\$ 1,643	\$ 2,302	\$ 2,237	\$ 2,177	\$ 1,856
Internal Transfer CSF	37,183	35,000	35,000	35,000	35,000	35,000
Transfers in (25% of total transfer)	89,717	122,156	63,948	67,371	48,715	59,074
<b>Total Revenues</b>	<b>\$ 127,990</b>	<b>\$ 158,799</b>	<b>\$ 101,250</b>	<b>\$ 104,608</b>	<b>\$ 85,892</b>	<b>\$ 95,930</b>
<b>Expenditures</b>						
Personal Services	\$ 69,775	\$ 91,675	\$ 94,426	\$ 97,258	\$ 100,176	\$ 103,181
Maintenance	12,145	12,209	12,276	12,344	12,426	12,487
<b>Total Expenditures</b>	<b>\$ 81,920</b>	<b>\$ 103,884</b>	<b>\$ 106,702</b>	<b>\$ 109,602</b>	<b>\$ 112,602</b>	<b>\$ 115,668</b>
<b>Ending Funds Available</b>	<b>\$ 136,926</b>	<b>\$ 191,841</b>	<b>\$ 186,389</b>	<b>\$ 181,395</b>	<b>\$ 154,685</b>	<b>\$ 134,947</b>

Typically, 25.0 percent of the AIPP transfers go into the Art Administration and Maintenance component of the AIPP program. After several years of a lower level of funding, City Council directed that 50.0 percent of the AIPP coordinator salary be covered by an internal transfer from the rest of the Cultural Services Fund (\$35,000 annually). This additional funding source combined with greater transfers from the Capital Projects Fund has allowed Art Administration and Maintenance to achieve a fund balance of \$191,800 in 2016. These funds are needed for increased personal services expenditures associated with art acquisitions for the RTD Aurora Line, as well as for ongoing maintenance of art work at light rail stations and other older pieces in the out-years.

### Art Acquisition

	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ 967,151</b>	<b>\$ 522,907</b>	<b>\$ 255,650</b>	<b>\$ 380,562</b>	<b>\$ 567,243</b>	<b>\$ 700,196</b>
<b>Revenues</b>						
Investment Income	\$ 11,606	\$ 6,275	\$ 3,068	\$ 4,567	\$ 6,807	\$ 8,402
Other	-	-	-	-	-	-
Transfers in (75% of total transfer)	269,150	366,468	191,844	202,114	146,146	177,221
<b>Total Revenues</b>	<b>\$ 280,756</b>	<b>\$ 372,743</b>	<b>\$ 194,912</b>	<b>\$ 206,681</b>	<b>\$ 152,953</b>	<b>\$ 185,623</b>
<b>Expenditures</b>						
Acquisitions - Scheduled	\$ 725,000	\$ 539,000	\$ 70,000	\$ -	\$ -	\$ -
Acquisitions	-	101,000	-	20,000	20,000	20,000
<b>Total Expenditures</b>	<b>\$ 725,000</b>	<b>\$ 640,000</b>	<b>\$ 70,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>
<b>Ending Funds Available</b>	<b>\$ 522,907</b>	<b>\$ 255,650</b>	<b>\$ 380,562</b>	<b>\$ 567,243</b>	<b>\$ 700,196</b>	<b>\$ 865,819</b>

Typically, 75.0 percent of the AIPP transfers go into the Art Acquisition component of the AIPP program. Economic improvements have resulted in increased capital projects expenditures. Along with funding support from City Council, large pieces are now being commissioned for areas lacking public art as well as for the RTD Aurora Line. The goal of the AIPP program through 2016 is to have pieces designed for and installed at various RTD stops throughout the City; however due to construction constraints, certain pieces may not be installed until construction at a specific stop is complete. The AIPP program also funds the very popular Art 2C on Havana exhibition which displays a different set of art pieces annually. In the out-years, funds will be set aside for art installations that have not yet been determined.





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*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 14*

# **Surcharge Programs**



## Surcharge Programs Summary

The City of Aurora's surcharge programs are housed in the Designated Revenue Fund as revenues are restricted for specific purposes by city ordinance. Fines and surcharge revenue typically make up approximately 80 percent of all total sources in the fund.

The City's surcharge programs consist of Teen Court, Aurora for Youth, Victim Assistance and Law Enforcement Training (V.A.L.E.T) and Nexus. The programs are funded by individual program fees, surcharge fees assessed by the Municipal Court on all standard city fines for ordinance violations, and allocations of Photo Red Light (PRL) fine collections. Fines collected by PRL are first used to fund the administration of that program, then allocated to surcharge programs.

The \$29.00 surcharge is allocated to each program as follows: Teen Court \$2.00; Aurora for Youth \$7.00; V.A.L.E.T \$10.00; and Nexus \$10.00.

### Teen Court

	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ 524,515</b>	<b>\$ 541,188</b>	<b>\$ 416,284</b>	<b>\$ 283,435</b>	<b>\$ 143,189</b>	<b>\$ 130,795</b>
<b>Sources</b>						
Court Fees	\$ 6,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Ticket Surcharges (\$2.00)	85,000	83,500	84,500	84,500	85,200	85,200
Allocation from PRL Program	75,887	77,712	73,000	69,563	65,895	62,132
Interest	4,200	5,707	5,412	5,513	5,520	5,449
<b>Total Sources</b>	<b>\$ 171,087</b>	<b>\$ 173,919</b>	<b>\$ 169,912</b>	<b>\$ 166,576</b>	<b>\$ 163,615</b>	<b>\$ 159,781</b>
<b>Expenditures</b>						
Personal Services	\$ 122,648	\$ 128,378	\$ 132,229	\$ 136,196	\$ 140,282	\$ 144,491
Supplies and Services	30,770	34,359	34,359	34,359	34,359	34,359
Other Expenses	996	1,086	1,173	1,267	1,368	1,477
Funds for Wellness Court	-	135,000	135,000	135,000	-	-
<b>Total Expenditures</b>	<b>\$ 154,414</b>	<b>\$ 298,823</b>	<b>\$ 302,761</b>	<b>\$ 306,822</b>	<b>\$ 176,009</b>	<b>\$ 180,327</b>
<b>Ending Funds Available</b>	<b>\$ 541,188</b>	<b>\$ 416,284</b>	<b>\$ 283,435</b>	<b>\$ 143,189</b>	<b>\$ 130,795</b>	<b>\$ 110,249</b>

The Aurora Teen Court is an educational diversion program that operates in the Aurora Municipal Court. The program provides an alternative response for the juvenile justice system for first-time, misdemeanor juvenile offenders, in which teens determine the appropriate sanctions for the offender. Throughout the history of this program, total revenues have usually exceeded program expenditures, and ending funds available on December 31, 2015 are projected to be \$541,200.

The 2016 budget includes an amendment for \$135,000 to use a portion of the Teen Court fund balance to provide housing and housing management for the Wellness Court participants. The projection assumes these Wellness Court needs will be funded from 2016 - 2018. The use of funds available will not affect the current Teen Court program as expenditures are generally less than total revenue. The last time the Teen Court program has needed to use funds available was 2004. Taking into account the Wellness Court expenditures, the ending funds available in 2020 will be \$110,200.

### Aurora for Youth (AFY)

	<b>2015</b> Projected	<b>2016</b> Adopted	<b>2017</b> Projected	<b>2018</b> Projected	<b>2019</b> Projected	<b>2020</b> Projected
<b>Beginning Funds Available</b>	<b>\$ 1,182,516</b>	<b>\$ 1,065,834</b>	<b>\$ 951,650</b>	<b>\$ 806,260</b>	<b>\$ 631,387</b>	<b>\$ 427,871</b>
<b>Sources</b>						
Ticket Surcharges (\$7.00)	\$ 297,500	\$ 292,250	\$ 295,750	\$ 295,750	\$ 298,200	\$ 298,200
Allocation from PRL Program	265,493	271,881	255,394	243,371	230,538	217,371
Interest	13,598	13,030	10,658	9,517	8,063	6,314
<b>Total Sources</b>	<b>\$ 576,591</b>	<b>\$ 577,161</b>	<b>\$ 561,803</b>	<b>\$ 548,637</b>	<b>\$ 536,801</b>	<b>\$ 521,884</b>
<b>Expenditures</b>						
Personal Services	\$ 419,115	\$ 357,356	\$ 369,863	\$ 382,809	\$ 396,207	\$ 410,074
Supplies and Services	261,374	315,165	318,317	321,500	324,715	327,962
Other Expenses	12,784	18,824	19,012	19,202	19,394	19,588
<b>Total Expenditures</b>	<b>\$ 693,273</b>	<b>\$ 691,345</b>	<b>\$ 707,192</b>	<b>\$ 723,511</b>	<b>\$ 740,316</b>	<b>\$ 757,625</b>
<b>Ending Funds Available</b>	<b>\$ 1,065,834</b>	<b>\$ 951,650</b>	<b>\$ 806,260</b>	<b>\$ 631,387</b>	<b>\$ 427,871</b>	<b>\$ 192,131</b>

Aurora for Youth (AFY) program surcharge revenues are allocated to police-based programs that provide a proactive, multi-faceted approach to youth issues in the City. The program includes DARE education in addition to several new programs including GREAT (Gang Resistance Education and Training), APAC (Aurora Police Activities Club), and the Police Explorer program.

Two grants (A-GRIP and Power UP), which aim at preventing youth from becoming involved with gangs through intervention, expire in 2015. It was originally planned to fund these programs after the grant expiration in the General Fund. However, with the increase in the surcharge allocation to this program that occurred in 2014, there are funds available to cover these expenditures. The 2016 budget includes ongoing amendments totaling \$114,200 to move 0.5 FTE from the Gifts and Grants Fund to cover the full cost of the 1.0 FTE AFY Program Manager, as well as the continuation of contracted services that were previously grant funded. In the next five years, ending funds available will decrease a total of \$873,700 and will equal \$192,100 by 2020.

## Appendix 14 - Surcharge Programs Summary

### V.A.L.E.T

	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ 1,334,498</b>	<b>\$ 1,292,460</b>	<b>\$ 1,103,032</b>	<b>\$ 884,244</b>	<b>\$ 628,609</b>	<b>\$ 337,552</b>
<b>Sources</b>						
Ticket Surcharges (\$10.00)	\$ 425,000	\$ 417,500	\$ 422,500	\$ 422,500	\$ 426,000	\$ 426,000
Allocation from PRL Program	379,231	388,337	364,789	347,615	329,286	310,478
Interest	13,878	14,730	11,030	8,877	6,330	3,401
<b>Total Sources</b>	<b>\$ 818,109</b>	<b>\$ 820,567</b>	<b>\$ 798,319</b>	<b>\$ 778,992</b>	<b>\$ 761,616</b>	<b>\$ 739,879</b>
<b>Expenditures</b>						
Personal Services	\$ 420,974	\$ 566,997	\$ 584,007	\$ 601,527	\$ 619,573	\$ 638,160
Training/Conference Expenditures	266,877	266,400	266,400	266,400	266,400	266,400
Allocation to Victim Witness Board	150,000	150,000	150,000	150,000	150,000	150,000
Other Expenses	22,296	26,599	16,700	16,700	16,700	16,700
<b>Total Expenditures</b>	<b>\$ 860,147</b>	<b>\$ 1,009,996</b>	<b>\$ 1,017,107</b>	<b>\$ 1,034,627</b>	<b>\$ 1,052,673</b>	<b>\$ 1,071,260</b>
<b>Ending Funds Available</b>	<b>\$ 1,292,460</b>	<b>\$ 1,103,032</b>	<b>\$ 884,244</b>	<b>\$ 628,609</b>	<b>\$ 337,552</b>	<b>\$ 6,170</b>

The Victim Assistance and Law Enforcement Training (V.A.L.E.T) program provides two fundamental services for the Police Department. The Victim Services Unit (VSU) provides vital services to victims of crimes covered by the State Victim Rights Act. The VSU also maintains an active roster of 40-45 community volunteer advocates. The law enforcement training component of this program is the single funding source for maintaining the necessary certification of department trainers as well as meeting the outside training needs of the Police Department that cannot be done in-house.

The 2016 budget includes an amendment to add 2.0 FTE Victim Advocates as demand for services have increased significantly. This add brings the total number of staff in the program to nine (8.0 FTE and 1.0 Contingent). Starting in 2015, the program is estimated to begin to draw down fund balance to cover program expenditures. From 2016 to 2020, the program is forecast to use on average \$274,200 per year of fund balance. By 2020, ending funds available will be \$6,200.

## Appendix 14 - Surcharge Programs Summary

### Nexus

	2015 Projected	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Beginning Funds Available</b>	<b>\$ 761,716</b>	<b>\$ 708,360</b>	<b>\$ 1,338,326</b>	<b>\$ 1,268,459</b>	<b>\$ 1,180,918</b>	<b>\$ 1,077,849</b>
<b>Sources</b>						
Ticket Surcharges (\$10.00)	\$ 425,000	\$ 417,500	\$ 422,500	\$ 422,500	\$ 426,000	\$ 426,000
Allocation from PRL Program	379,231	388,337	364,789	347,615	329,286	310,478
Interest	6,652	8,368	7,083	6,583	5,884	5,009
Transfer from General Fund	-	680,000	-	-	-	-
<b>Total Sources</b>	<b>\$ 810,883</b>	<b>\$ 1,494,205</b>	<b>\$ 794,372</b>	<b>\$ 776,698</b>	<b>\$ 761,170</b>	<b>\$ 741,487</b>
<b>Expenditures</b>						
Aid to Agencies	\$ 864,239	\$ 864,239	\$ 864,239	\$ 864,239	\$ 864,239	\$ 864,239
<b>Total Expenditures</b>	<b>\$ 864,239</b>	<b>\$ 864,239</b>	<b>\$ 864,239</b>	<b>\$ 864,239</b>	<b>\$ 864,239</b>	<b>\$ 864,239</b>
<b>Ending Funds Available</b>	<b>\$ 708,360</b>	<b>\$ 1,338,326</b>	<b>\$ 1,268,459</b>	<b>\$ 1,180,918</b>	<b>\$ 1,077,849</b>	<b>\$ 955,097</b>

Each year the City makes an award to the six agencies with a nexus to law enforcement: Comitis Crisis Center, Arapahoe House, SungateKids, Gateway Battered Women's Services, Aurora Mental Health, and Metro Community Provider Network. The Nexus program was established by ordinance, and the agencies were designated by resolution. Council decides upon the amount to award based on requests from the agencies and the amount of funding Council wishes to make available. Requests for funding packets are due the final week of August, and awards are announced in the fall.

The following table shows the amount of award for each of the six agencies over a five year span. The amount of the budgeted award was fully spent by each agency in years 2012-2014, and staff expects the amount of the award for each agency to be fully spent in 2015. In 2016, the \$39,789 to support the Comitis Crisis Center emergency shelter operations during severe weather is included in the Comitis Crisis Center base request, which reduces the funding shown for additional awards. The NEXUS program continues to fund one additional award in the amount of \$144,450 for an Arapahoe House and Aurora Mental Health pilot diversion program.

AGENCY	2012	2013	2014	2015	2016
Comitis Crisis Center	\$ 247,940	\$ 247,940	\$ 247,940	\$ 247,940	\$ 287,729
Arapahoe House	102,410	102,410	119,310	119,310	119,310
SungateKids	53,000	53,000	58,000	58,000	58,000
Gateway Battered Women's Services	115,885	115,885	119,885	119,885	119,885
Aurora Mental Health	73,270	73,270	78,270	78,270	78,270
Metro Community Provider Network	56,595	56,595	56,595	56,595	56,595
Additional Awards	-	144,450	254,239	184,239	144,450
<b>TOTAL PROGRAM AWARDS</b>	<b>\$ 649,100</b>	<b>\$ 793,550</b>	<b>\$ 934,239</b>	<b>\$ 864,239</b>	<b>\$ 864,239</b>

Despite expenditures remaining steady at \$864,200 per year, the program will begin to draw down funds available in 2015 as revenues from the Photo Red Light allocation begin to decrease. At the September 12, 2015 Budget Workshop, City Council approved the transfer of \$680,000 from the General Fund to the Designated Revenue Fund as a NEXUS reserve in the event that photo red light revenue were to be eliminated.

### Photo Red Light Program

	<b>2015</b> Projected	<b>2016</b> Adopted	<b>2017</b> Projected	<b>2018</b> Projected	<b>2019</b> Projected	<b>2020</b> Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sources</b>						
Fines and Forfeitures	\$ 3,000,000	\$ 3,243,000	\$ 3,220,000	\$ 3,220,000	\$ 3,220,000	\$ 3,220,000
Surcharge Transfer Out	(1,099,807)	(1,126,267)	(1,057,972)	(1,008,163)	(955,005)	(900,458)
Interest	3,545	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,903,738</b>	<b>\$ 2,116,733</b>	<b>\$ 2,162,028</b>	<b>\$ 2,211,837</b>	<b>\$ 2,264,995</b>	<b>\$ 2,319,542</b>
<b>Expenditures</b>						
Personnel Expenditures	\$ 396,955	\$ 538,251	\$ 557,090	\$ 576,588	\$ 596,769	\$ 617,655
Vendor Invoices	1,315,022	1,338,769	1,362,197	1,389,441	1,419,314	1,449,830
Process Servers (officers + mail)	185,895	233,413	236,331	239,285	242,276	245,304
Other Expenditures	5,866	6,300	6,410	6,522	6,637	6,753
<b>Total Expenditures</b>	<b>\$ 1,903,738</b>	<b>\$ 2,116,733</b>	<b>\$ 2,162,028</b>	<b>\$ 2,211,837</b>	<b>\$ 2,264,995</b>	<b>\$ 2,319,542</b>
<b>Ending Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Safety has been and will continue to be the City of Aurora's main priority for operating the Photo Red Light system. The Photo Red Light program was initiated to address specific intersections that were particularly heavy with accidents caused by drivers running red lights. These cameras take several simultaneous photographs of the car and the driver during a red light violation. Commissioned police officers working the Photo Red Light detail analyze these photos, also known as evidence sets, to approve the violation and begin procedures to issue a summons to the driver. Photo Red Light tickets have a statutory fine of \$75.00, but additional fees can be added if personal service of the ticket is required and for failure to respond to the notice.

The Photo Red Light program carries no fund balance. All revenue generated by the program is used to cover expenditures including contract invoices from the vendor, process and personal service costs, and staff time. Over the last several years, the number of evidence sets have increased to a point where additional staff is needed to support the program. The 2016 budget includes the transfer in of 1.0 FTE Patrol Officer as well as administrative increases to the vendor's contract to cover the costs of processing the additional evidence sets and summonses as well as the cost of using a collections agency for violators that do not to pay the fine. Increases in total program expenditures for 2016 will be \$213,000 over 2015 projection.

Despite gradual increases year-to-year in the number of summonses issued, the program is beginning to see declining revenue as offenders are not paying the fine associated with the violation. Over 30 percent of all photo red light violations have payments currently outstanding. Declining fine revenue coupled with an increase in the administrative costs to evaluate evidence sets and issue summonses is having a significant impact on the transfer out to fund the City's surcharge programs. The 2015 projection for the surcharge transfer will be \$355,000 less than 2015 Original Budget. The transfer out to the surcharge programs will increase slightly in 2016, as the collections process will recover some revenue on fines that were issued in 2014 and 2015. In the out-years, the transfer out to the surcharge programs will gradually decrease as expenditures in the Photo Red Light program increase and the revenue from fines decreases as drivers become familiar with the locations of the PRL systems and stop incurring violations by running red lights and not making complete stops before turning right on red.





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*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 15*

# **Community Development Program**



## City of Aurora Community Development

The Community Development Division administers the City's Housing and Urban Development (HUD) funded programs. The City receives significant HUD grant funding annually from the Community Development Block Grant (CDBG) funds, the Home Investment Partnership (HOME) program funds, and the Emergency Solutions Grant (ESG) funds. As a condition for receiving HOME funds, the City is required to provide a match to the HOME grant equal to 22.5 percent of the annual award. CDBG and HOME funds are administered out of the Community Development Fund while ESG is a part of the Gifts and Grants Fund.

Future funding for HUD programs is uncertain given the federal budget deficit and reprioritization of funds. Due to this uncertainty, the 2016 budget includes funding level to the actual 2015 grant awards for CDBG, HOME, and ESG. The following program detail provides anticipated funding amounts and planned expenditures with high level project information. All funds are spent on qualifying programs within the City.

Additional program detail for CDBG and HOME can be found in Attachments A and B of this appendix.

### **Part 1 - 2016 CDBG PROGRAM**

#### **ADMINISTRATION (Subject to a maximum 20% Administrative Cap plus 20% of Program Income)**

- **CDBG Program Administration** (Community Development) \$545,554  
Provides funds for salaries/operating expenses for the general administration of the City's Community Development Block Grant (CDBG) program.

#### **PUBLIC SERVICE (Subject to a 15% Public Service Cap of \$413,666)**

- **Home Ownership Assistance Program (HOAP)** (Community Development) \$250,000  
Provides funds for salaries and operating expenses for pre-purchase, reverse equity, foreclosure prevention, pre-foreclosure sale counseling; personal financial-fitness counseling; and home ownership assistance program loans and seminar counseling services (all offered at no cost to participants). Note: HOAP is Aurora's only HUD-approved counseling agency.
- **OAR Community Outreach** (Community Development - Original Aurora Renewal) \$50,000  
Provides funds for salaries/benefits and other administrative costs which support community and neighborhood leadership development, diversity training, neighborhood outreach and communication, diversity leadership development and community asset building. Activities of the OAR outreach programs seek to identify and pursue resources that will assist in the revitalization of Original Aurora and the NRSA.
- **Aurora Voucher Program** (Community Development) \$25,000  
The purpose of the voucher program is to ensure that the homeless in Aurora do not endure overnight frigid temperatures with no shelter. Payment for the vouchers will be on a reimbursement basis, with Aurora Warms the Night (AWN) providing the CD staff with eligibility documentation and verification of the overnight stays for

## Appendix 15 - Community Development Program Detail

one, two, or three nights at a local hotel/motel for homeless individuals or families. AWN will also provide monthly updates during the season the program is active.

- **Aurora @ Home** (Community Development)

Aurora @ Home is a community-based, multi-agency initiative that is implementing a long-term, strategic plan that is focused on displaced families and families at-risk of losing the primary place of residence. The strategic plan for the program was approved in 2012 and the pilot program, accepting the first five families, kicked off in 2013. Since 2013, the Aurora @ Home program is an annual applicant for CDBG funds.

\$22,000
  
- **Comitis Emergency Shelter and Administrative Space** (Community Development)

In late 2013, the administrative offices of Comitis were relocated out of their existing facility on the Fitzsimmons campus. This relocation facilitated the creation of 40 new emergency cold-weather beds for homeless individuals. Part of that effort included long-term support for the lease costs of the administrative space. Those costs are reflected here.

\$18,000
  
- REHABILITATION PROGRAMS:**
- **Housing Rehabilitation Program Staff/Operating Expenditures** (Community Development)

Provides funds for salaries and operating expenses associated with inspections and work descriptions, assuring recipient qualification, and administration for CDBG and HOME-funded housing rehabilitation programs and projects.

\$281,000
  
- **Emergency Home Repair Program** (Community Development)

This is a citywide grant program funding emergency repairs in single-family homes of eligible low/moderate income homeowners- most common repairs include replacement of furnaces, water heaters, and sewers.

\$50,000
  
- **Commercial Renovation Program** (Community Development)

This program provides funding for commercial revitalization efforts for exterior storefront. The on-going exterior storefront renovation program offers design services and rehab funding on a 50 percent forgiven loan, 25 percent CDBG low-interest loan and 25 percent owner-contribution basis. Architectural and engineering fees up to \$30,000 are separate from the \$200,000 cap and are paid for as a grant from the program. Project costs in excess of \$200,000 are paid for by the applicant. Fund availability is based on first-come, first-served basis.

\$300,000
  
- **Handicap Accessibility Program** (Community Development)

This program provides financial and technical assistance to income-eligible homeowners to make necessary handicap accessibility repairs to their homes where the occupant(s) require such repairs to be made. The funds are in the form of a grant not to exceed \$15,000. Accessibility work can include the installation of wheelchair ramps, chair lifts, widening of doorways (exterior and interior), kitchen repairs, bathroom repairs and any other handicap accessibility needs.

\$50,000
  
- **Lead Based Paint Program** (Community Development)

This program provides financial and technical assistance to conduct lead risk assessments for HOAP loan clients purchasing homes constructed prior to 1978, including initial testing, abatement where necessary and lead clearance testing after identified hazards are mitigated. Sufficient funds have accrued in the project account to cover through 2016 funding requirements.

\$0

## Appendix 15 - Community Development Program Detail

### **PUBLIC FACILITY PROGRAMS AND OTHER PROJECTS:**

- **Northwest Aurora Alley Paving** (Public Works and Community Development) \$250,000  
This is a multi-year program. This grant will fund the paving of a minimum three-to-five existing Northwest Aurora Alleyways. Public Works will provide all surveying, design, and construction management for the project. Note: Eligibility criteria for CDBG funding for this project is restricted to low/moderate income Neighborhood Revitalization Strategy Area (NRSA) block-groups in Original Aurora; this area is the only place where there are alleys in Aurora.
- **Street Lighting Program** (Public Works and Community Development) \$197,000  
Funding for this multi-year program will involve the installation of public street lighting and pedestrian lighting within the NRSA of Original Aurora for public safety purposes.
- **Aurora Cultural Arts District Capacity Building Program** (Community Development) \$10,000  
In 2012, CDBG support of the Aurora Cultural Arts District commenced, with the intent of the support continuing for up to four years. During this time, it is expected that the district will continue to build professional capacity and independence, including a diversification of revenue sources. The 2016 investment marks the fourth year of the project.
- **Comitis Building Improvements** (Community Development) \$350,000  
Comitis provides emergency housing and supportive services to homeless families, individuals, and veterans. Comitis is the only 24/7, bricks and mortar emergency shelter in the City of Aurora. Based on a Capital needs Assessment conducted by the City of Aurora, the roof and chiller were replaced in 2015. The 2016 CDBG funds will be used to address, at a minimum, the top four capital priorities as identified by the capital needs assessment. The four additional priorities include replacement of the boiler, drainage corrections, ADA bathroom modifications, and parking lot repairs.
- **Radon Program** (Community Development) \$25,000  
The pilot program was first funded in 2015 and intended to, on a trail-basis, address radon testing and mitigation needs for income qualified homeowners. The presence of radon gas is evidenced by testing conducted during the implementation of the Neighborhood Stabilization Program. The response from Aurora homeowners have demonstrated the need to continue funding this program on an annual basis. Radon gas is the second leading cause of lung cancer. The presence of radon, a colorless odorless and carcinogenic gas, is common in Aurora.
- **Original Aurora Public Parking Lot** (Community Development) \$300,000  
Funding will provide for the installation of a new asphalt public parking lot to include landscaping, irrigation, and lighting in the Original Aurora area. The new parking lot will provide up to 50 additional parking spaces available for patrons of Original Aurora. Location to be determined at a later date.
- **Code Enforcement** (Neighborhood Support Division) \$260,250  
Funding for this project will provide funds for salaries/operating expenses for four full-time existing Code Enforcement Officers all of whom are assigned to Original Aurora and the HUD-approved Neighborhood Revitalization Strategy Area (NRSA). The NRSA Neighborhood Support Team provides direct delivery services including code enforcement, systematic housing inspections and organizational development assistance. The team also secures vacant buildings to ensure structural integrity and diminish opportunities for criminal activity.

**Appendix 15 - Community Development  
Program Detail**

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<b>GRAND TOTAL:</b>	<b>\$2,983,804</b>
<b>PROJECTED CDBG FUNDS AVAILABLE:</b>	<b>\$3,077,770</b>
<b>BALANCE:</b>	<b>\$93,966</b>

**Part 2 - 2016 HOME INVESTMENT PARTNERSHIP (HOME) PROGRAM**

**HOME 2016 Projected Program Year**

HOME Projected Funding:	\$ 827,149
Projected Program Income:	450,000
Prior Year Excess Program Income:	250,000
City Matching General Fund Transfer (22.5% of total HOME Grant):	<u>186,109</u>
<b>Total HOME Funds Projected for Program Year 2016:</b>	<b>\$1,713,258</b>

**Recommended 2016 Program Distribution:**

HOME Administration: (Capped at 10% HOME+ Program Income)	\$ 127,715
Single Family Rehabilitation Program:	550,000
Home Ownership Assistance Program:	100,000
Aurora @ Home	50,000
Community Housing Development Organizations (CHDOs)	<u>125,000</u>

<b>Grant Total:</b>	<b>\$952,715</b>
<b>Projected Home Funds Available:</b>	<b>\$1,713,258</b>
<b>Balance Reserved for Future "New" Home Projects:</b>	<b>\$760,543</b>

**Part 3 - 2016 EMERGENCY SOLUTIONS GRANTS (ESG)**

<b>2016 ESG Projected Funding:</b>	<b>\$ 241,713</b>
Preliminary distribution to non-profit emergency housing providers in Aurora are as follows:	

Arapahoe House	38,666
Comitis Crisis Center	42,689
Gateway Battered Women's Services	49,169
Street Outreach Program	14,503
HESG – Rapid Re-housing (Aurora@Home)	73,724
Homeless Management Information System	4,834
ESG Admin	<u>18,128</u>
<b>Total ESG Distribution:</b>	<b>\$ 241,713</b>
<b>Balance:</b>	<b>\$0</b>

## Attachment A Community Development Program Detail

### 2016 Community Development Block Grant - CDBG

		2015 ADOPTED BUDGET	2015 ACTUAL AWARD	2016 ADOPTED BUDGET
<b>CDBG Entitlement Grant</b>		\$ 2,711,711	\$ 2,657,770	\$ 2,657,770
<b>Program Income</b>		100,000	100,000	70,000
<b>Sub-Total</b>		<b>2,811,711</b>	<b>2,757,770</b>	<b>2,727,770</b>
<b>Prior Year Carry Forward</b>		400,000	400,000	350,000
<b>Total ESTIMATED CDBG Funds Available</b>		<b>\$ 3,211,711</b>	<b>\$ 3,157,770</b>	<b>\$ 3,077,770</b>
Programmed Funds		2,910,591	3,039,145	2,983,804
Unprogrammed Funds (Balance)		301,120	118,625	93,966
City of Aurora Org#	Applicant/Description			
	<b>ADMINISTRATION: (20% Adm Cap CDBG Funding + Program Income)</b>			
64011	Staff/Operating Expenses	\$ 562,342	\$ 551,554	\$ 545,554
64251	OAR - Staff/Operating Expenses	included above	included above	included above
	<b>Sub-Total Capped-Admin</b>	<b>562,342</b>	<b>551,554</b>	<b>545,554</b>
	<b>PUBLIC SERVICE: (15% Public Svc Cap CDBG Funding + Prior Yr Program Income)</b>			
64050	HOAP - Staff/Operating Expenses	286,000	286,000	250,000
64264	OAR - Community Outreach/Devel	70,000	49,341	50,000
64401	Aurora Voucher Program (Aurora Warms the Nights)	24,999	25,000	25,000
64324	Aurora @ Home	22,000	22,000	22,000
64339	COMITIS Emerg Shelter / Admin Space	18,000	18,000	18,000
	<b>Sub-Total Subject to Public Service Cap</b>	<b>420,999</b>	<b>400,341</b>	<b>365,000</b>

**Attachment A  
Community Development Program Detail**

**2016 Community Development Block Grant - CDBG (Continued)**

		<b>2015 ADOPTED BUDGET</b>	<b>2015 ACTUAL AWARD</b>	<b>2016 ADOPTED BUDGET</b>
	<b>REHABILITATION:</b>			
64059	Rehab Program/Staff/Ops Expense	\$ 325,000	\$ 325,000	\$ 281,000
64090	Emergency Repair Grant Program	75,000	75,000	50,000
64135	Commercial Renovation Program	500,000	500,000	300,000
64383	Handicap Accessibility Grant Program	50,000	50,000	50,000
	<b>Rehabilitation Sub-Total</b>	<b>950,000</b>	<b>950,000</b>	<b>681,000</b>
	<b>PUBLIC FACILITIES AND OTHER PROJECTS:</b>			
64268	Northwest Aurora Alley Paving Program	250,000	250,000	250,000
64433	Street Lighting	130,000	130,000	197,000
64450	Aurora Cultural Arts District Capacity Building	20,000	20,000	10,000
64455	CDBG Supportive Housing Infrastructure	170,000	170,000	-
64454	Radon Program	25,000	25,000	25,000
64453	Fox Theater Accessibility Project	50,000	50,000	-
64006	Neighborhood Support Div: Code Enforcement	332,250	332,250	260,250
64452	Comitis Building Improvements	-	160,000	350,000
TBD	*NEW* Original Aurora Public Parking Lot	-	-	300,000
	<b>Sub-Total</b>	<b>977,250</b>	<b>1,137,250</b>	<b>1,392,250</b>
	<b>Expenditure Totals</b>	<b>\$ 2,910,591</b>	<b>\$ 3,039,145</b>	<b>\$ 2,983,804</b>
	<b>CDBG Funds Available</b>	<b>3,211,711</b>	<b>3,157,770</b>	<b>3,077,770</b>
	<b>Unprogrammed Balance</b>	<b>\$ 301,120</b>	<b>\$ 118,625</b>	<b>\$ 93,966</b>

## Attachment B Community Development Program Detail

### 2016 HOME Investment Partnership Program

		2015 ADOPTED BUDGET	2015 ACTUAL AWARD	2016 ADOPTED BUDGET
<b>HOME Grant</b>		\$ 928,642	\$ 827,149	\$ 827,149
<b>Program Income</b>		500,000	500,000	450,000
<b>Sub-Total</b>		<b>1,428,642</b>	<b>1,327,149</b>	<b>1,277,149</b>
<b>Prior Year Excess Program Income</b>		500,000	500,000	250,000
<b>City General Fund Match</b>		208,944	186,109	186,109
<b>Total HOME Funds Available</b>		<b>\$ 2,137,586</b>	<b>\$ 2,013,258</b>	<b>\$ 1,713,258</b>
Programmed Funds		2,057,160	1,932,832	952,715
Unprogrammed Funds		80,426	80,426	760,543
City of Aurora Org#	Description			
	<b>ADMINISTRATION: (10% Admin Cap HOME Funding + Program income)</b>			
64297	HOME Administration	\$ 142,864	\$ 132,715	\$ 127,715
	<b>Sub-Total</b>	<b>142,864</b>	<b>132,715</b>	<b>127,715</b>
	<b>TENANT BASED RENTAL ASSISTANCE</b>			
64295	Home of Our Own	25,000	-	-
	<b>Sub-Total</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
	<b>REHABILITATION PROGRAMS:</b>			
64299	Single Family Rehabilitation	550,000	550,000	550,000
	<b>Sub-Total</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>
	<b>HOME OWNERSHIP</b>			
64296	Home Ownership Assistance (HOAP) Loans	300,000	226,044	100,000
	<b>Sub-Total</b>	<b>300,000</b>	<b>226,044</b>	<b>100,000</b>
64298	CHDO Activities	139,296	124,073	125,000
	<b>Sub-Total</b>	<b>139,296</b>	<b>124,073</b>	<b>125,000</b>

## Attachment B Community Development Program Detail

### 2016 HOME Investment Partnership Program (continued)

		2015 ADOPTED BUDGET	2015 ACTUAL AWARD	2016 ADOPTED BUDGET
	<b>HOME - OTHER PROGRAMS</b>			
	HOME Supportive Housing Projects	\$ 900,000	\$ 900,000	\$ -
	Aurora @ HOME	-	-	50,000
	<b>Sub-Total</b>	<b>900,000</b>	<b>900,000</b>	<b>50,000</b>
	<b>Expenditure Totals</b>	<b>\$ 2,057,160</b>	<b>\$ 1,932,832</b>	<b>\$ 952,715</b>
	<b>HOME Funds Available</b>	<b>2,137,586</b>	<b>2,013,258</b>	<b>1,713,258</b>
	<b>Balance</b>	<b>\$ 80,426</b>	<b>\$ 80,426</b>	<b>\$ 760,543</b>

### 2016 Emergency Solutions Grant

City of Aurora Org#	Description	2016 ADOPTED BUDGET
	<b>ESG Grant Amount</b>	<b>\$ 241,713</b>
	<b>ESG Sub-recipients</b>	
64372	ESG - Arapahoe House - CAPPED	38,666
64393	ESG - Comitis Crisis Center - CAPPED	42,689
64394	ESG - Gateway Battered Women's Center - CAPPED	49,169
64437	Street Outreach	14,503
64438	HESG - Rapid Re-housing (Aurora @ Home)	73,724
64439	Homeless Management Information System	4,834
64435	ESG Admin	18,128
	<b>Expenditure Totals</b>	<b>\$ 241,713</b>
	<b>ESG Funds Available</b>	<b>241,713</b>
	<b>Balance</b>	<b>\$ -</b>



*City of Aurora, Colorado*

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**2016 OPERATING AND CAPITAL  
IMPROVEMENT BUDGET**

*Appendix 16*

**Glossary**



## Glossary of Terms

### **Accounting System**

An accounting system is the total set of records and procedures that are used to record, classify and report information on the financial status and operations of the City.

### **Accrual**

The accrual basis of accounting recognizes transactions and events as they are earned or incurred, even though they may not yet have been received or actually paid in cash.

### **Adopted Budget**

An adopted budget is the City Council approved financial plan for the ensuing year.

### **Amended Budget**

The amended budget is the adopted budget, including any changes that occurred per ordinance during the year. This budget does not include carryforwards or non-ordinance related transfers or lapses.

### **Appropriation**

An appropriation is an authorization made by the City Council that permits City officials to incur obligations against and to make expenditures from governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period. In practical terms, a department's total appropriation cannot legally be exceeded.

### **Appropriation Ordinance**

An appropriation ordinance is passed by City Council to authorize an expenditure of a designated amount of public funds for a specific purpose. Typically, ordinances are passed for the annual budget, a spring supplemental appropriation and a fall supplemental appropriation.

### **Art in Public Places (AIPP)**

The Capital Improvement Program provides funding for the City's Art in Public Places program which was established in 1993. Generally, an amount equal to one percent of the construction cost of a capital project is dedicated to the program for the acquisition and maintenance of public art.

### **Balanced Budget**

A balanced budget is one in which total expenditures equal total revenue. An entity has a budget surplus if expenditures are less than revenues. It has a budget deficit if expenditures are greater than revenues.

**Baseline Budget**

A department's baseline or target budget amount is set by the City Manager at the initiation of the budget development process. While the total amount of all requirements may exceed the amount available in the target budget, the most critical requirements must be included within the target amount.

**Baseline Budget Adjustment**

A baseline budget adjustment is made in the budget for maintaining service levels from the prior year. Due to the large quantity and relative significance of base budgets, base budget adjustments are categorized into several different categories: one-time removals; mid-year modifications; compensation adjustments; mandated costs; grant/designated revenue adjustments; and other adjustments. The addition of the prior year's original budget with the base budget adjustments equals the Base Budget. The addition of the Base Budget and operating budget requests equals the proposed operating budget.

**Bond**

A bond is a long-term written promise to repay (debt) a specified amount of money (the face amount of the bond) on a pre-determined date (the maturity date). In addition, periodic interest payments must be made throughout the life of the bond. Bonds are typically used for long-term debt to pay for specific capital expenditures.

**Budget Category**

The budget category is the 'parent' budget level of a related group of budget classes. The total amount of the related budget classes represents the budget category. For example, the budget category 'Salaries & Benefits' is made up of all budget classes for personal services—Regular Salary, Salary Driven Benefits, Non Salary Driven Benefits, Temporary Compensation, Overtime and Special Pay.

**Budget Class**

The budget class is the 'parent' budget level of a related group of budget sub-objects. The total of the related sub-objects represents the budget class. For example, the budget class 'Salary Driven Benefits' is made up of several pension sub-objects, two Federal Insurance Contributions Act Tax (FICA) sub-objects, Medicare and various insurance-related sub-objects.

**Budget Coordinator (DBC or BC)**

The Department Budget Coordinator is the department director's representative in budget matters. The DBC assists the director in all phases of budget development and execution.

**Budget Transfer**

A transfer of funds from one program to another is called a budget transfer. A 'Budget Transfer Request' form is used to request and document transfers between programs. Monies cannot be transferred between departments, between Council-approved capital projects or between funds without City Council approval.

**Building Repair Fund (BRF)**

The Building Repair Fund is included as part of the Capital Projects Fund and provides funding for major repair of City facilities such as the repair and maintenance of roofs, signage, lighting, floor repair and carpet replacement, interior/exterior painting, HVAC system replacements and electrical distribution repair.

**Capital Budget**

The capital budget allocates existing funds and anticipated revenues for the development and improvement of facility and infrastructure projects valued at \$25,000 or more. All projects must have a long-term benefit of at least five years.

**Capital Improvement Program (CIP)**

The Capital Improvement Program is a proposed schedule for five years of anticipated expenditures to construct, repair or acquire needed capital infrastructure and/or facilities. Projects in the first year of the plan are fully funded in the budget year; projects in years two (2) - five (5) are planned for future funding. The plan is updated annually.

**Capital Project Funds**

Capital project funds are utilized for major capital acquisition and construction and are reported separately from ongoing operating activities. Capital projects funds are established to provide for all general government infrastructure and facilities including streets, parks, information systems and facilities.

**City Manager's Proposed Budget**

The proposed budget is presented to City Council by the City Manager. It is the cumulative result of the City Manager's review and decisions regarding department target budgets, non-departmental items and selected target budget adjustments.

**Conservation Trust Fund (CTF)**

Pursuant to Colorado law, the Conservation Trust Fund (CTF) is to be used for the acquisition, development and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. The primary source of revenue is Colorado Lottery proceeds distributed by the State of Colorado.

**Contingency**

A contingency is a budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contingent Employee**

Contingent employees are also referred to as temporary or contract employees. A contingent employee is one whose employ with the City is subject to a standardized employment agreement. This agreement states that a contingent employee's appointment cannot exceed 12 consecutive months and the employee has no Career Service or Civil Service employment rights.

**Debt Service**

Debt service is the cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Debt Service Funds**

The debt service funds are established to accumulate resources to pay the principal, interest, and agency fees on long-term debt. Mill levies dedicated to a specific bond issuance and special assessment debt are accounted for within various debt service funds.

**Deficit**

A deficit is an excess of expenditures over revenues for any given year.

**Department**

A department is the basic organizational unit of city government that is functionally unique in its delivery of services.

**Designated Funds Available**

‘Designated Funds Available’ are those portions of total funds available that must be spent for a particular purpose.

**Development Review Fund**

The Development Review Fund provides support for new development within the City including plans review and building inspection. Revenues originate from development related fees.

**Encumbrance**

An encumbrance is the legal commitment of appropriated funds to purchase an item or service in the future.

**Enterprise Funds**

Enterprise funds house activities for which a fee is charged to external users in exchange for goods or services. These funds have been established to manage operations that are (a) financed and operated in a manner similar to private business and are predominantly supported by user charges; or (b) where Council has decided that periodic determination of revenue earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

**Expenditure**

An expenditure is the actual spending of funds for goods, services or other designated purposes.

**Expenditure Summary**

An expenditure summary details the highest level analysis of expenditures presented in the budget.

**Fiduciary Fund**

A fiduciary fund is an accounting entity that acts as a trustee or agent and is responsible for handling the assets placed under its control on behalf of another person or entity.

**Fiscal Year**

The 12-month period which represents the City's budget year is a fiscal year. The City's fiscal year is January 1 through December 31.

**Fitzsimons Redevelopment Authority**

The Fitzsimons Redevelopment Authority (FRA) is a special-purpose governmental entity created in 1996 under an intergovernmental agreement between the City of Aurora and the University of Colorado Regents for leading the planning, implementation and redevelopment efforts of the former Fitzsimons Army Medical Center.

**Fixed Asset**

Tangible assets valued over \$5,000 with a useful life of more than one year, such as infrastructure, equipment and buildings that may be depreciated over time.

**Full-Time Equivalent (FTE)**

The FTE value represents a budgeted, benefited position and is based on the number of hours per week an employee works. Generally, an employee who works 40 hours per week is considered to be one FTE. *Note: The standard hours per week for a 24-hour shift firefighter are 56.15 hours.*

**Functions**

Functions are groups of interdependent, closely related services or activities contributing to a common objective.

**Fund**

A fund is an independent fiscal and accounting entity with a self-balancing set of accounts.

**Funds Available for Appropriation**

'Funds available' are monies available for appropriation and expenditure by designated City departments.

**Fund Balance**

Fund balance is the difference between assets and liabilities for any given fund. Fund balance differs from funds available in that funds available is only current available financial assets and fund balance includes non-available financial assets such as, but not limited to, current encumbrances and carryforward adjustments, investments to fair value adjustments and deferred revenue adjustments.

**General Fund**

This is the chief operating fund for the City government and accounts for all financial resources unless there is a compelling reason to report an activity in some other fund type.

**General Improvements District**

A general improvements district is a taxing unit created for the purpose of acquiring, constructing, installing, operating or maintaining any public improvement or for the purpose of providing a service.

**General Obligation Bond**

A general obligation bond is issued upon direction of City Council and requires approval in a City election. The City's general obligation bonds have a maturity of no more than 15 years. The bonds are repaid from general revenues of the City or from specific sources approved by voters.

**Gifts & Grants Fund**

The Gifts & Grants Fund is a fund which was established to account for all types of gifts and grants received by the City for operating programs and capital improvement projects. Gifts and grants are generally received from other governments or private sources.

**Goals and Priorities**

Goals and priorities describe the strategic vision for the City as approved by Council.

**Golf Courses Fund**

The Golf Courses Fund is an enterprise fund established for City golf activities.

**Governmental Fund**

A governmental fund is a self-balancing set of accounts that are maintained for governmental activities. Financial statements of governmental funds are prepared on the modified accrual basis of accounting.

**Grant**

A grant is a contribution by the state or federal government, or other organization to support a particular function.

**Internal Service Funds**

Internal service funds are established to centralize the management of goods and services furnished by one department to other departments within the City on a cost reimbursement basis.

**Lapse**

A lapse is a reduction of existing appropriation/spending authority.

**Legal Debt Margin**

The City can have an outstanding legal debt margin equal to no more than three percent of the City's total assessed valuation. Certain deductions to outstanding debt are allowed, including voter-approved debt, general obligation water bonds, capital lease obligations, revenue bonds and special assessment bonds.

**Master Capital Project**

The master capital project is the legal level of control for a capital appropriation and is the level at which City Council approves the capital budget. The related master is a ‘budget only’ project under which multiple related capital subsidiary projects may exist.

**Mill**

A mill is a unit used in property tax assessment. One mill is equal to 1/1000 of a dollar and is multiplied by the taxable value of property to determine the total amount of property tax due.

**Modified Accrual**

Modified accrual is a basis of accounting that recognizes transactions and events when they become measurable and available. Any physical assets with future benefits are expensed when they are acquired as opposed to depreciated over the life of the asset.

**Operating Budget**

The operating budget includes portions of the budget pertaining to daily operations that provide basic governmental services. Also included are appropriations for expenditures such as personal services, fringe benefits, commodities, services and transfers.

**Operating Transfer**

An operating transfer moves funds available between budgeted funds as shown in the fund summaries. Operating transfers require City Council approval.

**Parks Development Fund**

The Parks Development Fund was established to provide for the development of park facilities in newly developed areas of the City. Funds are contributed by developers in accordance with agreements with the City.

**Performance Measures**

Performance measures are specific quantitative measures of the quality and/or quantity of services provided within a City program.

**Pro Forma**

The pro forma document is a budgeting tool used to project revenues and expenditures in future years based on various assumptions.

**Program**

A program is the organizational level at which operating funds are budgeted. In many departments, the program is the lowest organizational level.

**Program Budget**

The program budget includes goals, objectives, significant changes, expenditures, and performance measures associated with a program. They are presented in the budget document by department, with a department summary preceding all programs.

**Projection**

The projection includes anticipated expenditures for the current year, including encumbrances, less encumbrances carried forward from the prior year.

**Proprietary Fund**

A proprietary fund is a government fund that has profit and loss aspects; it therefore uses the accrual rather than modified accrual accounting method. The two types of proprietary funds are the enterprise fund and the internal service fund.

**Revenue**

Revenue is income received by the City including all types of taxes, fees, gifts, grants, reimbursements, intergovernmental revenues, interest earnings and other sources.

**Revenue Bond**

A revenue bond is secured by the pledge of specific revenues issued to finance a capital improvement. Generally, City revenue bonds are issued only by enterprise funds.

**Service Fees**

‘Service fees’ is an umbrella term for all fees and charges assessed by City operations for services provided. Fees and charges are reviewed each year by the departments. Revisions may be recommended based on City Council guidance, cost of services and other factors. The City Manager approves service fees each year.

**Special Revenue Funds**

Special revenue funds were established to account for revenues received by the City that are required by law, contract, or City policy to be spent for a specific purpose. For example, a tax that is designated for the purchase and maintenance of open space.

**Staffing Summary**

The staffing summary includes all City full-time equivalent (FTE) positions.

**Subfund**

A set of self-balancing accounts at an organizational level lower than the fund.

**Subsidiary Capital Project**

The subsidiary capital project is a lower-level mechanism for accounting and tracking specific project budgets that are related to one master capital project.

**Supplemental Appropriation Ordinance**

The supplemental appropriation ordinance is passed by City Council to authorize expenditure of funds in addition to appropriations in the approved annual budget authorization ordinance.

**Surplus**

A surplus is an excess of revenues over expenditures for any given year.

**Transportation Improvement Program (TIP)**

The Transportation Improvement Program (TIP) identifies the priority federally funded highway, transit and alternative mode transportation (trails) improvements completed by the Colorado Department of Transportation (CDOT) and other local government sponsors. The TIP is prepared by the Denver Regional Council of Governments (DRCOG), in cooperation with CDOT and the local implementing agency (the City).

**Undesignated Fund Balance**

Undesignated fund balance includes those portions of total funds available that can be spent for any purpose.

**Urban Renewal**

Urban renewal is the process of revitalizing a blighted urban area through large-scale redevelopment or through new development.

## ACRONYMS

<b>ACA</b>	Affordable Care Act	<b>CPF</b>	Capital Projects Fund
<b>ACED</b>	Adams County Economic Development	<b>CPI</b>	Consumer Price Index
<b>ACLC</b>	Aurora Capital Leasing Corporation	<b>GERP</b>	General Employees Retirement Plan
<b>ADCO</b>	Adams County Open Space	<b>CQT</b>	Crime, Quality of Life and Traffic
<b>AEDC</b>	Aurora Economic Development Council	<b>CSI</b>	Crime Scene Investigator
<b>AIPP</b>	Art In Public Places	<b>CTF</b>	Conservation Trust Fund
<b>ALD</b>	Arapahoe Library District	<b>CWAC</b>	Citizens' Water Advisory Committee
<b>AMC</b>	Aurora Municipal Center	<b>CWCB</b>	Colorado Water Conservation Board
<b>ARCO</b>	Arapahoe County Open Space	<b>DART</b>	Direct Action Response Team
<b>ARRA</b>	American Recovery and Reinvestment Act	<b>DBC</b>	Department Budget Coordinator
<b>AURA</b>	Aurora Urban Renewal Authority	<b>DIA</b>	Denver International Airport
<b>AYDGRIP</b>	Aurora Youth Development and Gang Reduction Implementation Plan	<b>DRCOG</b>	Denver Regional Council of Governments
<b>BID</b>	Business Improvement District	<b>EDR</b>	Enhanced Development Review
<b>CABC</b>	Citizens' Advisory Budget Committee	<b>EECBG</b>	Energy Efficiency Conservation Block Grant
<b>CAD</b>	Computer Aided Dispatch	<b>EEO</b>	Equal Employment Opportunity
<b>CAPSTC</b>	City of Aurora Public Safety Training Center	<b>EMATT</b>	East Metro Auto Theft Task Force
<b>CAFR</b>	Comprehensive Annual Financial Report	<b>EMS</b>	Emergency Medical Services
<b>CALEA</b>	Commission on Law Enforcement Accreditation	<b>EOEP</b>	Elected Officials' and Executive Personnel Defined Benefit Plan
<b>CDBG</b>	Community Development Block Grant	<b>EPMP</b>	Employee Performance Management Program
<b>CDOT</b>	Colorado Department of Transportation	<b>FAST</b>	Fugitive Apprehension and Surveillance Team
<b>CHCD</b>	Citizens' Advisory Committee on Housing, Community Development	<b>FPPA</b>	Fire and Police Pension Association
<b>CIP</b>	Capital Improvement Program	<b>FRA</b>	Fitzsimons Redevelopment Authority
<b>CIPP</b>	Cured in Place Pipe	<b>FTE</b>	Full-Time Equivalent
<b>CML</b>	Colorado Municipal League		

**ACRONYMS (continued)**

<b>GERP</b>	General Employees Retirement Plan	<b>O&amp;M</b>	Operations and Maintenance
<b>GFOA</b>	Government Finance Officers Association	<b>OAR</b>	Original Aurora Renewal
<b>GID</b>	General Improvements District	<b>ODA</b>	Office of Development Assistance
<b>GIS</b>	Geographic Information System	<b>OPT</b>	Occupational Privilege Tax
<b>GIU</b>	Gang Intervention Unit	<b>PAR</b>	Police Area Representative
<b>GO</b>	General Obligation	<b>PDF</b>	Parks Development Fund
<b>GON</b>	Graffiti Off Neighborhoods	<b>PIF</b>	Property Improvement Fee
<b>HERA</b>	Housing and Economic Recovery Act	<b>POST</b>	Police Officer Standards and Testing
<b>HIDTA</b>	High Intensity Drug Trafficking Area	<b>PWP</b>	Prairie Waters Project
<b>HOAP</b>	Home Ownership Assistance Program	<b>RTD</b>	Regional Transportation District
<b>HOME</b>	Home Investment Partnership	<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>HRC</b>	Human Relations Commission	<b>SCFD</b>	Scientific and Cultural Facilities District
<b>HUD</b>	United States Housing and Urban Development	<b>SIDD</b>	Special Improvement Debt District
<b>HVAC</b>	Heating Ventilation Air Conditioning	<b>SIU</b>	Special Investigations Unit
<b>IGA</b>	Intergovernmental Agreement	<b>SRO</b>	School Resource Officer
<b>ISO</b>	Insurance Services Office	<b>STEP</b>	Selective Traffic Enforcement Program
<b>JAG</b>	Justice Assistance Grant	<b>TABOR</b>	Tax Payers Bill of Rights
<b>LEED</b>	Leadership in Energy and Environmental Design	<b>TIF</b>	Tax Increment Finance
<b>LRT</b>	Light Rail Transit	<b>TIP</b>	Transportation Improvement Program
<b>MGTF</b>	Metro Gang Task Force	<b>TOD</b>	Transit-Oriented Development
<b>MMRS</b>	Metro Medical Response System	<b>WISE</b>	Water Infrastructure and Supply Efficiency
<b>NFPA</b>	National Fire Protection Association	<b>VALET</b>	Victim Assistance Law Enforcement Training
<b>NSP</b>	Neighborhood Stabilization Program		

