



2017 OPERATING & CAPITAL IMPROVEMENT BUDGET

Prepared by the Office of Budget and Financial Planning







City of Aurora, Colorado

2017 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
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

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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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**City of Aurora
Colorado**

For the Fiscal Year Beginning

January 1, 2016

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, 2016.

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 2017 budget for the City of Aurora. They are recognized here for their hard work and valuable contributions.

Council Appointees

Zelda DeBoyes, Court Administrator
Michael Hyman, City Attorney
Richard Weinberg, Presiding Judge (outgoing)
Shawn Day, Presiding Judge

Commission Appointees

Matt Cain, Civil Service Administrator
Jose Martinez, Interim Chief Public Defender

Deputy City Managers

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

Department Directors and Managers

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 – Malcolm Hankins
Parks, Recreation & Open Space – Tom Barrett
Planning & Development Services – George Adams
Police – Nicholas Metz
Public Works – Dave Chambers

Department Budget Staff

Aurora Water – Jo Ann Giddings; Bonni Dommer; Gail Thrasher; Alyson Noble; Raisa Nikolayevsky; Maria Osley
City Attorney's Office – Jan Adamcyk; Marie McCrary
City Council – Chanell Reed; Gregory Hays
Communications – Kerstin Claspell
Court Administration – Yvonne Madril-Brawner
Finance – Gregory Hansen
Fire – Mathew Wasserburger
General Management – Kerstin Claspell
Information Technology – Liz Rehwalt
Internal Services – Kimberly Brown
Judicial – Maggie Hynes
Library & Cultural Services – Debra Collins
Neighborhood Services – Kerstin Claspell; Rosetta Torres
Parks, Recreation & Open Space – Brooke Bell; Jonathan Downs
Planning & Development Services – Janice Lamon
Police – John Schneebeck; Christine Waters
Public Defender – Reyna Lopez
Public Works – Elly Watson

Council-Appointed Citizen Committees

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

2017 Aurora City Council



Steve Hogan
Mayor



Angela Lawson
At-Large
(Mayor Pro-Tem)



Sally Mounier
Ward I



Renie Peterson
Ward II



Marsha Berzins
Ward III



Charlie Richardson
Ward IV



Bob Roth
Ward V



Françoise Bergan
Ward VI



Barbara Cleland
At-Large



Bob LeGare
At-Large



Brad Pierce
At-Large



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Introduction to the City of Aurora 2017 Adopted Budget

This 2017 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 2017 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 *2017 General Fund Revenue Overview* provides a detailed description of the City's revenue outlook for 2017 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 2016 budget as originally adopted by City Council and the status of the 2016 projection at the time the 2017 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 2018 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

2017 OPERATING AND CAPITAL
IMPROVEMENT BUDGET

BUDGET MESSAGE



MEMORANDUM



City of Aurora

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TO: Mayor Hogan and Members of the City Council

FROM: George K. Noe, City Manager

DATE: January 31, 2017

SUBJECT: 2017 Adopted Budget

I am pleased to transmit to you the City Manager's Adopted Budget for 2017. This budget message provides a brief overview of the approach used to develop the budget.

The 2017 Adopted Budget is balanced for all funds and provides a sound financial plan to provide funding for the best possible municipal services. The budget was balanced without reductions for the fourth consecutive year. The 2017 Adopted Budget for the General Fund is \$319.7 million, down \$4.7 million (1.5 percent) from the 2016 Original Budget of \$324.4 million. The 2017 Adopted Budget can be considered an opportunity to consolidate gains from several years of positive budgets. It includes relatively few additions in the face of softening revenue growth.

Although a multi-year approach was taken in the creation of the budget, 2017 marks the first time in the past three budgets where the following year was not balanced as well. In other words, 2017 is balanced, but 2018 is not. City staff will work to create a plan to balance 2018 for Council discussion in early 2017. This additional time allows for more data on revenue collections and a better sense of general economic conditions. Nevertheless, the shortfalls in 2018 and beyond are lower than published in prior budgets. It should be noted that the projected shortfall numbers include annual pay and benefit increases.

ECONOMIC FACTORS AND CITY REVENUES

The U.S. economy has expanded steadily since 2011, though growth has been slow by historical standards. U.S. Gross Domestic Product (GDP) growth has disappointed through the first half of 2016 as the economy is facing headwinds from low oil prices, cautious consumers, and subdued demand for U.S. exports associated with the strength of the dollar and sluggish global growth. The resulting weakness in business investments and falling inventories have contributed to an early estimate of 1.4 percent GDP growth in the second quarter of 2016. This follows 1.1 percent growth in the first quarter of the year and is significantly lower than the 2.6 percent expected by national experts. On a positive note, consumer spending nationwide has accelerated after three quarters of declining growth.

Figure 1: US GDP Growth, July 2013 – July 2016



Colorado and Metro Denver economic growth in particular, have outperformed the nation in 2016, but are softening as well. It is difficult to have consecutive years of strong growth. Although all of the data is still positive, lesser economic growth rates are to be expected in the near future. For example, Metro Denver unemployment, which bottomed out at 3.0 percent in late 2015, has risen slightly to 3.8 percent. Aurora is following the same trend of still positive, but softening data. For example, according to the Denver Metro Association of Realtors, year-to-date Aurora single family home sales dropped 4.8 percent compared to the same time frame in 2015.

The same logic is being built into the revenue projections. From 2012 through 2015, General Fund revenue has grown at an average of 6.8 percent annually, but has been diminishing recently. The 2016 growth rate is expected to drop to 4.2 percent. In 2017, General Fund revenue is projected to grow at a rate of 1.8 percent (\$5.6 million) over the 2016 year-end projection, exclusive of transfers into the fund as well as marijuana sales and excise taxes. That revenue will be transferred and accounted for in the new Marijuana Tax Revenue Fund for 2017. Most of the increase is in sales tax, which is expected to grow \$4.9 million (2.9 percent). Auto use tax and capital-related use tax are expected to soften somewhat after years of very strong growth. Expectations for the City's General Fund revenue mirror the state's overall economic sentiment. Healthy increases through 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 2017 Adopted Budget incorporates the City Council's stated goals as well as a number of specific priorities set out by the Council in the past two years, including the Council Policy Agenda and priority programs. This budget takes 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 were adopted by City Council in 2012 in conjunction with the Comprehensive Master Plan and outline the City's vision for the future. Most of the budget additions throughout the City correspond to one or more of the Council goals, the Council Policy Agenda, or the related priority lists. A listing of the Council goals and examples of operating budget-related steps taken to advance those goals in 2017 are found below:

Goal 1: Assure a safe community for people

For the goal of assuring a safe community, the City will spend \$195.2 million in all funds, with \$178.8 million of that in the General Fund. In the 2017 budget, \$2.4 million ongoing and \$906,600 one-time has been added to the budget, primarily for additional firefighter staffing, including 20.0 FTE needed for implementing a 48-hour work schedule and 5.0 FTE for Gaylord Fire Station staffing, 9.0 Police FTE for mandated staffing, and an additional 5.0 Police FTE added by City Council during the October budget workshop.

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

In any given year, only \$2.4 million (0.5 percent) of the City's operating budget is used for this purpose, as efforts toward achieving the goal are typically carried out by existing staff and is largely based on strong relationships with other entities. As part of the Proposed Budget, there were two small amendments in the City Council's Office in this goal.

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

For the City's excellent infrastructure goal, approximately \$128.5 million will be spent in all funds, with \$32.7 million in the General Fund. Much of the Water and Wastewater Fund operating budgets also tie to this goal. In total, \$2.2 million ongoing and \$1.7 million one-time have been added as part of the 2017 budget, with most of that in Water and Wastewater Funds. In the General Fund budget, \$185,000 ongoing, including 3.0 FTE, and \$206,000 one-time has been added to the budget for Aurora Line maintenance in PROS and a patch crew in Public Works funded through the Water Fund. Both amendments are completely covered with additional revenue or offsetting allocated expense costs. In the Water and Wastewater Funds, \$2.0 million ongoing and \$1.5 million one-time is being added for 11.0 FTE covering various duties and funding the equipment for the patch crew noted above.

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

In all funds, \$70.9 million of the 2017 Adopted Budget ties to this goal with \$26.7 million of that in the General Fund. Ongoing amendments totaling \$876,500, including 4.00 FTE, and one-time amendments totaling \$5.4 million are included. Major amendments under this goal include bringing the Tallyn's Reach library into the General Fund, funding additional Moorhead Recreation Center operating costs, \$1.5 million for homelessness programs and projects in the newly created Marijuana Revenue Fund, and funding a pilot lead pipe inspection program in the

Water Fund. At the October budget workshop, Council added one-time funds for an enhanced Martin Luther King celebration and a Buskers, Brews, and BBQ event.

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

For this goal, the City spends \$15.4 million in all funds, with \$7.2 million of that in the General Fund. This includes the continued funding of the personnel in the Development Review Fund necessary due to high work volume. In all funds, \$865,300 in one-time amendments are included, primarily associated with the continuance of contracted roof inspections for one more year in the Development Review Fund. A one-time amendment related to a small business job rewards program is included in the General Fund in 2017. During the October budget workshop, Council added \$122,000, including funds for AEDC and Accelerate Colorado, and contributions for the Colorado Freedom Memorial and the Ethiopian Radio Station.

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

Concerning the well-managed city goal, a total of \$93.4 million will be spent in all funds, with \$32.7 million in the General Fund. Significant portions of the Water, Wastewater, Risk, and other funds also tie to this goal. In all funds, amendments totaling \$148,600 ongoing and \$3.0 million one-time are included. Information technology-related software and security compliance upgrades in the General Fund are examples of these amendments. In other funds, the inclusion of the second year of the workflow replacement system in the Development Review Fund and parking enforcement startup costs in the newly created Parking and Mobility Fund also fall under this goal.

Additional detail behind the Council goals, as well as the listed Council priority programs and priority projects, can be found in the Executive Summary and in the Department Pages.

The Executive Summary section of this document includes information on revenues, expenditures, 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 2017 ADOPTED BUDGET

Marijuana Sales and Excise Tax and the Creation of the Marijuana Tax Revenue Fund

In late 2014, the first of 24 retail marijuana stores opened in Aurora. By the end of 2016, an estimated 21 stores and five cultivation operations will be open, generating an estimated \$5.4 million in total revenue for the City. In 2017, additional locations are anticipated to increase the annual total to \$6.1 million.

As the funds are not being used to balance the General Fund, staff has built a separate Marijuana Tax Revenue Fund to track sources and uses. Staff continues to recommend that the funds be used for one-time purposes until sufficient history has occurred to increase confidence in annual projections. More details on the fund can be found in the Fund Summary section.

Public Safety Collective Bargaining Agreements

The 2017 Adopted Budget includes the impact of both the Aurora Police Association (APA) and International Association of Fire Fighters (IAFF) collective bargaining agreements. Both associations focused on changing components of their respective agreements other than traditional across the board pay adjustments. APA emphasized step reduction so by the end of 2018, there will be four less steps to reach the top of the Patrol Officer pay schedule. The priority for the IAFF was a reduced work week and as part of the IAFF agreement, the Fire Department will add 35 fire fighters over the next two years in order to go from the current 56-hour work week to a 48-hour week, effective July 1, 2018. Pay adjustments for career service employees maintain financial parity with the total financial impact of both the APA and IAFF agreements.

Water and Wastewater Fund Rate Increase

For 2017, the Water and Wastewater Funds include a 3.0 percent water rate increase and a flat \$1/month increase in the monthly usage fee for storm drainage service. The increase is necessary in 2017 primarily to address an increase in capital costs, such as Griswold plant improvements, major water storage projects, storm water improvements around Toll Gate Creek Detention Pond improvements, and other projects. More information can be found in the respective fund summaries.

Gaylord Rockies Resort

As the Gaylord project moves forward, several needs must be met prior to project completion. Most of the amendments were included in the 2016 budget, such as a Gaylord-area fire station building and the first phase of fire station staffing. The second phase of fire station staffing, 5.0 FTE funded for six months, is included in 2017. In addition, the 5.0 FTE added in 2016 are funded for the full year in 2017.

Parking / Light Rail and the Creation of the Parking and Mobility Fund

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 Fund, which will house all of the costs and revenue from the parking program. The expenditures currently budgeted in the General Fund are being moved to this new fund, and additional parking and mobility enterprise startup costs are included in the 2017 budget in the Public Works department pages. Other operating impacts, such as PROS (landscaping) are included in this budget as well. Certain operating impacts were part of the 2016 General Fund budget, such as in the Fire Department (rail incident response equipment and training) and the Public Works Department (traffic systems). First and last mile connections and bike and pedestrian improvements were included in the Capital Projects Fund.

LONGER TERM OUTLOOK

While the recent economic history has been strong, the longer term outlook still includes projected budget shortfalls. Preliminary projections show the City is likely to face a \$4.3 million shortfall in 2018, assuming known or historical expenditure growth against the current revenue projection. The outlook also continues the Council-initiated restoration of a 4.0 percent transfer of General Fund revenue to the Capital Projects Fund. Shortfalls are also projected for 2019 through 2021, primarily driven by employee compensation increases. On a positive note, the shortfalls in the current outlook are significantly less than those projected in the 2016 budget. For example, the \$4.3 million 2018 shortfall was \$6.9 million in the 2016 budget.

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, 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 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 black ink, appearing to read 'G. Noe', with a stylized, flowing script.

George K. Noe
City Manager



City of Aurora, Colorado

2017 OPERATING AND CAPITAL
IMPROVEMENT BUDGET

EXECUTIVE SUMMARY



2017 Adopted Budget Executive Summary

The Executive Summary provides an overview of the 2017 Adopted Budget and the various factors that have influenced its creation.

This section provides an overview of the City's budget process for 2017. The intent is to help the reader more easily understand the City's 2017 spending plan and the major factors that have influenced that plan. This summary gives a high level overview of the City Council's 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 related information.

This Executive Summary also serves as a companion to the City Manager's Budget Message by providing in-depth information relating to various items discussed in the message.

APPROACH TO THE 2017 BUDGET PROCESS

The City uses the annual budget as a strategic tool for achieving the six goals put forward by the City Council. The City Council's goals serve as the foundation for the year's annual spending plan. Departments are tasked by the City Manager with delivering their respective services in the context of satisfying Council's goals.

Each City service funded in the 2017 budget is paired with a series of desired outcomes. Progress toward achieving those outcomes is measured with a series of performance metrics to ensure the City is providing services in the most effective, efficient and equitable way possible.

The City's efforts to pair services with performance metrics enables Aurora to be more transparent and remain focused on providing great customer service.

FACTORS INFLUENCING THE 2017 ADOPTED BUDGET

A number of factors have contributed to the formulation of the 2017 Adopted Budget. The following section of the Executive Summary discusses in detail the impact of the economy and the City Council's goals and priorities in guiding the development of the budget.

Economy

National

U.S. preliminary second quarter 2016 Gross Domestic Product (GDP) growth has not met expectations. Increasing by only 1.4 percent, the anticipated rebound from the first quarter's weak 1.1 percent pace failed to materialize. Economic challenges remain due to low oil prices, consumer caution, and restrained demand for U.S. exports amid lingering global growth concerns. Subsequent weaknesses in business investments and falling inventories have resulted in slow growth through the first half of the year. On a positive note, labor market strength has increased 2016 second quarter consumer spending following three quarters of declining growth.

Looking ahead, leading economists believe gains in personal income and low unemployment rates will improve the pace of economic growth in the second half of the year. However, growth is expected to remain below recent years and continued economic challenges combined with uncertainties surrounding the upcoming presidential election may further diminish 2016 growth.

Colorado and Aurora

Colorado's economy has continued to outperform the nation in employment growth and personal income. However, as is the case nationwide, growth in the state has softened as the economy returns to more sustainable growth rates following a period of strong expansion. Though the unemployment rate remains low at 4.0 percent as of June 2016, job growth has slowed and the state's unemployment rate has risen slightly since early 2016. Additionally, stock market volatility and heightened economic and political concerns have likely contributed to year-over-year declines in consumer confidence in the Mountain region.

Colorado has withstood difficulties in the export sector and the impact of substantial volatility in the oil and gas industry. While economic growth remains vulnerable, continued improvements in the labor market and wage gains, brought on by a lack of available labor in times of low unemployment rates, are expected to support continued slow economic growth through the second half of 2016 and 2017. The City's General Fund revenue expectations mirror the state's overall economic sentiment. Moderate increases in 2016 will be followed by modest economic growth in 2017 and in the out-years as the economy stabilizes.

City Council Goals and Priorities

The City Council has established six broad goals for the organization—see Figure 1 below. The goals were adopted by City Council in 2012. They form the foundation for a set of long-range planning processes, including five-year revenue and spending projections. Services funded in the 2017 budget are expected to make progress in satisfying one or more of Council's goals.

In addition to these high-level goals, the Council has set out three sets of operational priorities for the City. While the intent of Council goals is to guide overall City policy, *priorities* provide actionable objectives to be advanced with the year's budget appropriation. For 2017, Council has set out two sets of priorities including six priority programs and 13 priority projects. Each set of priorities can be found in Figure 2 on the following page.

Performance measures. The City Council's goals are linked to a performance measurement system that helps evaluate

Figure 1. City Council Goals

- Assure a safe community for people
- Serve as leaders and partner with other governments and jurisdictions
- Ensure excellent infrastructure that is well maintained and operated
- 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
- Provide a well-managed and financially strong City

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.

The following section discusses how Operating programs funded in the 2017 budget are advancing the Council's goals and priorities. The Capital section of this document provides similar analysis for the capital budgets.

Figure 2. 2017 Council Priorities

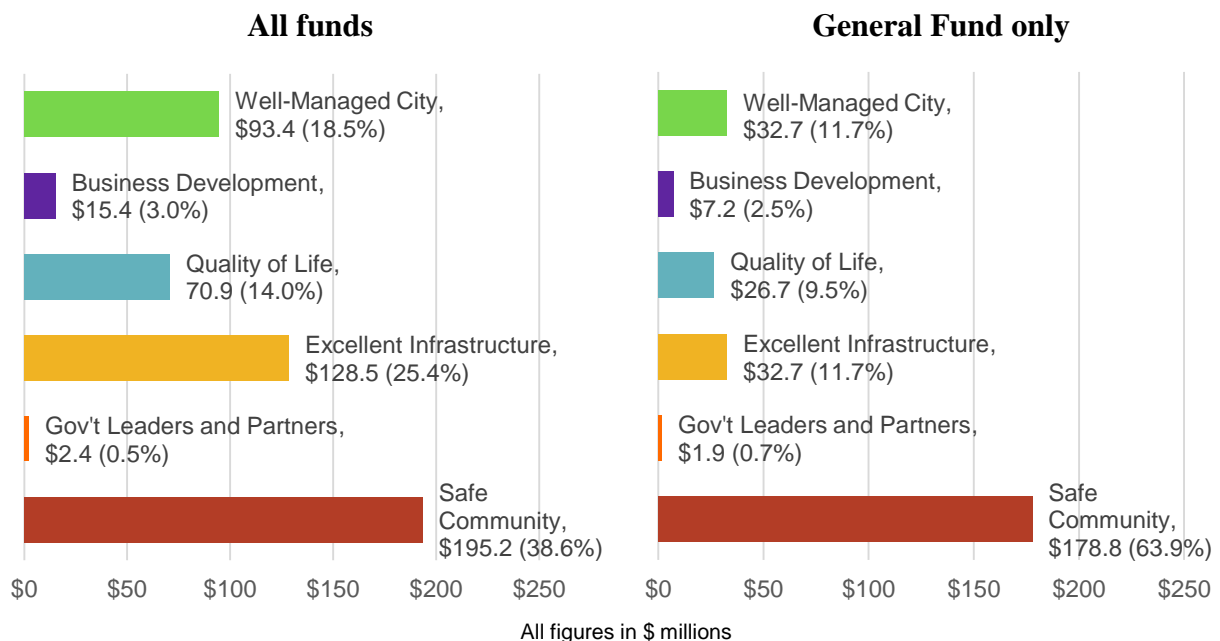
Council Priority Programs

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

Council Priority Projects

- Fitzsimons area development
- Havana corridor including FanFare redevelopment
- Westerly Creek corridor completion
- Colfax corridor
- Commercial development plan for I-70 North (including Porteos)
- Transit-oriented development (TOD)
- Homeless initiative
- Construction defects legislation
- International program
- 2/1000 compliance and police staffing
- Regional water
- City transportation funding
- Class 'A' office space

Figure 3. 2017 Operations Expenditures by City Council Goal (excludes CIP and Transfers)



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 neighborhoods and community relationships are 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 while administering sentences that ensure the safety and well-being of all persons in custody.

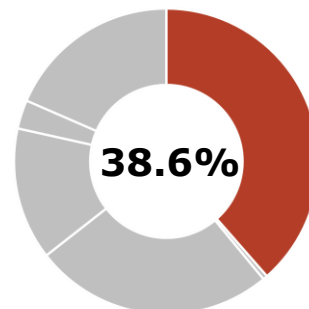
The City will spend \$195.2 million in operating in all funds, with \$178.8 million in the General Fund to advance its ‘safe community’ goal in 2017. Operating additions in all funds totaling \$2.4 million ongoing and \$906,600 one-time are associated with this goal. A total of 39.00 FTE are included as new ongoing costs.

Highlights of 2017 budget amendments geared toward making Aurora a safe community for people include:

- Add 14.0 FTE Police Officers and equipment including new vehicles, comprised of 9.0 FTE to comply with the City’s police staffing mandate and 5.0 FTE that were added by Council at the October Budget Workshop. Total cost: \$1.2 million ongoing; \$474,600 one-time.
- Add 20.0 FTE Firefighters and equipment as part of a move to a 48-hour work week per the City’s agreement with the International Association of Fire Fighters (IAFF). Of the 20 positions, 15 are budgeted for a half of the year; the remainder are budgeted for the full year. Total cost: \$812,600 ongoing; \$108,700 one-time.
- Add an additional 5.0 FTE Firefighters for half a year to staff the new Highpointe/Gaylord fire station in north Aurora. Total cost: \$178,400 ongoing; \$118,500 one-time.
- Create a budget to cover ongoing maintenance for the City’s public safety training center (CAPSTC). The appropriation will include funding for contingent administrative support, scheduling software and general equipment maintenance. Total cost: \$157,100 ongoing.
- Transfer 1.0 FTE Police Lieutenant from the Gifts and Grants Fund to the General Fund. The position needs to move out of the fund as management of the Colorado Metropolitan Auto Theft Task Force (CMATT) will be transferred to the City

Council Goal
**Safe
Community**
Operating
Expenditures – All
Funds

**Spending on Goal as
Percentage of Budget**



\$195,186,740
of \$505.9 million*

*excludes transfers/CIP

of Lakewood. Total cost: \$134,400 ongoing.

- Retain an outside consultant to conduct a study on the appropriate police staffing level for the City. Total cost: \$100,000 one-time.
- Carry out a public safety recruitment campaign. The goal of the campaign is to attract a high quality and diverse pool of applicants for positions in Police, Fire and Public Safety Communications. Total cost: \$100,000 one-time.

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

Name	Description	2014 Actual	2015 Actual	2016 Proj.	2017 Target
Fire Department					
Fire Emergency Services	First unit response time to emergencies in under 8 minutes for 90% of all events	94%	94%	92%	90%
Police Department					
Police District 1	Maintain a monthly median response time of 5.5 minutes or less to high priority calls (min:sec)	4:25	4:17	4:00	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)	5:49	5:58	6:00	6:30
Public Safety Communications Center					
Call Answer Times	95% of all 911 calls answered within 10 seconds	97.63%	95.67%	90.00%	95.00%

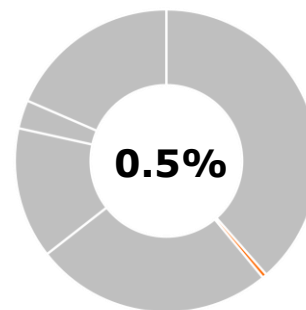
City Council Goal: "Serve as Leaders and Partner with Other Governments and Jurisdictions"

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.

Council Goal
Government Leaders and Partners
Operating Expenditures – All Funds

Spending on Goal as Percentage of Budget



\$2,391,612
of \$505.9 million*

*excludes transfers/CIP

The City will spend \$2.4 million in operating in all funds, with \$1.9 million in the General Fund to advance this goal in 2017. Operating additions totaling \$2,900 are included associated with this goal.

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

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

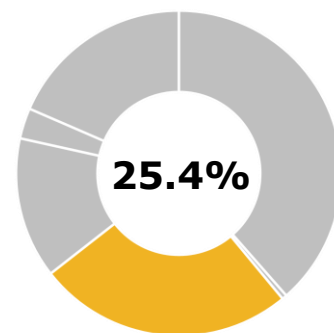
A transportation system that reduces travel time and congestion while expanding the multi-modal mobility choices is essential to connect citizens and businesses. Maintaining and replacing key infrastructure is a critical expectation of citizens. The City’s water utility will maintain a reliable water 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.

The City will spend \$128.5 million in operating in all funds, with \$32.7 million in the General Fund to advance its ‘excellent infrastructure’ goal in 2017. An additional \$3.9 million will be added in all funds, comprised of \$1.7 million one-time and \$2.2 million ongoing, including 22.00 FTE.

Highlights of 2017 budget amendments geared toward ensuring Aurora has excellent infrastructure include:

Council Goal
Excellent Infrastructure
Operating Expenditures
– All Funds

Spending on Goal as Percentage of Budget



\$128,529,193
of \$505.9 million*

*excludes transfers/CIP

- Add 8.0 FTE to staff a new street patch crew. The crew, staffed out of Public Works, will assist Aurora Water in repairing streets following water-related projects requiring street demolition. The work was previously contracted out and was often not completed according to City standards. The new positions will be housed in the General Fund with the costs completely covered by Aurora Water. Total cost (Water and Wastewater Funds): \$33,900 ongoing; \$485,000 one-time.
- Add 3.0 FTE Parks Maintenance Technicians to maintain the facilities and landscaping around the new light rail stations located throughout the City. The amendment includes funds for one-time equipment purchases. RTD will reimburse the City for the entirety of the cost. Total cost: \$185,000 ongoing; \$206,000 one-time.
- In the Water and Wastewater Funds, 11.0 FTE are being added, including 4.0 FTE Stormwater Maintenance Crew, 1.0 FTE Geohydrologist, 1.0 FTE Capital Projects Manager, 4.0 electrical, wet utility, and pump/lift station maintenance, and 1.0 FTE Water Treatment Technician conversion.

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

Name	Description	2014 Actual	2015 Actual	2016 Proj.	2017 Target
Aurora Water					
Treatment	Daily tests at Potable Water Treatment Plants comply with and meet Primary Drinking Water Standards 100% of the time	100%	100%	100%	100%
Operations & Maintenance	90% of all water main system repairs will have less than 8 hours of service interruption	99%	95%	95%	90%
Public Works					
Public Improvements	Perform inspections within 24 hours of request	99%	93%	80%	95%
Street Operations	Respond to and repair 90% of pothole requests within 24 hours	93%	91%	95%	90%

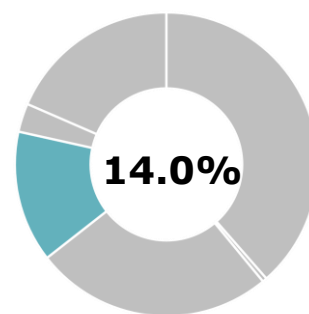
City Council Goal: “Create a Superior Quality of Life for Residents, Making the City a Desirable Place to Live and Visit”

Vibrant and diverse neighborhoods are the foundation 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.

The City will spend a total of \$70.9 million in all funds and \$26.7 million in the General Fund on operating budget Quality of Life-related services in 2017. A new Marijuana Tax Revenue Fund will be created in 2017 to enhance transparency in the way the City invests marijuana-related sales and excise tax. Appropriation to cover annual debt service for construction of a new recreation center is budgeted in the Marijuana Tax Revenue Fund starting in 2017. A one-time technical transfer of marijuana fund balance will go from the General Fund to the Marijuana Tax Revenue Fund in 2017.

Council Goal
Superior Quality of Life
Operating Expenditures – All Funds

Spending on Goal as Percentage of Budget



\$70,880,492
of \$505.9 million*

*excludes transfers/CIP

Highlights of 2017 budget amendments geared toward creating a superior quality of life for residents include:

Executive Summary

- Appropriate \$1.7 million in 2017 funding for the HOME program and \$1.1 million for CDBG-funded programs. Both appropriations are in the Community Development Fund in the Neighborhood Services Department.
- Fund \$1.5 million for Homelessness Projects from the newly formed Marijuana Tax Revenue Fund.
- Funding for additional Moorhead Recreation Center operating costs, including 3.0 FTE, is in the Recreation Fund, partially offset by a subsidy transfer from the General Fund.
- Move operating costs for the Tallyn's Reach library out of the Designated Revenue Fund and into the General Fund. The move and subsequent appropriation follows the completion of the City's funding agreement with the Arapahoe Library District. The City will now pay 100 percent of the costs for the operation. A total of 5.0 FTE will also be moved into the General Fund. Appropriation in the Designated Revenue Fund will be lapsed. Total cost: \$297,600 ongoing.
- Aurora Water will launch a pilot program to assist residents with detecting and replacing lead pipes in their homes. Total cost (Water Fund): \$1.0 million one-time.
- At the October budget workshop and immediately after, Council added a total of \$52,000 for an enhanced MLK celebration, a Buskers, Brews, and BBQ event, a contribution to the Colorado Freedom Memorial, and a contribution to an Ethiopian radio station.

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

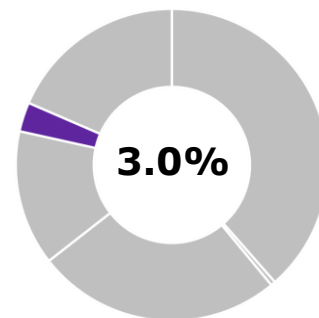
Name	Description	2014 Actual	2015 Actual	2016 Proj.	2017 Target
Library & Cultural Services					
Library Facilities and Public Services	Maintain an 90% excellent or above average customer service satisfaction rating	95.3%	96.7%	95.0%	90.0%
Neighborhood Services					
Code Enforcement	% of time responded to a complaint within two business days	97%	97%	90%	90%
Code Enforcement	Maintain a voluntary compliance rate of 95%	93%	93%	95%	95%
Parks, Recreation and Open Space					
Forestry	Service 5,000 trees per year (417 trees per month)	4,763	6,866	5,000	5,000
Parks Operations & Management	Customer Ratings of overall opinion of parks/ playgrounds result in 80% "excellent" or "good"	92%	89%	90%	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 diverse and well-balanced economic opportunities. 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 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
 Operating Expenditures
 – All Funds

Spending on Goal as Percentage of Budget



\$15,449,544
 of \$505.9 million*

*excludes transfers/CIP

The budget for Business and Development related services in all funds is \$15.4 million for 2017; \$7.2 million is in the General Fund. A total of \$965,300 in new spending will be added in 2017, the majority occurring in the Development Review Fund. The highlights of budget amendments geared toward this goal include:

- Add funding in the Development Review Fund to hire contractors to conduct a third and final consecutive year of roof inspections. This amendment is a continuation of a series of roofing inspection contracts going back to 2015. Total cost: \$750,000 one-time.
- Retain a contract project manager to oversee completion of the City’s new comprehensive plan update. The expense will be paid out of the Development Review Fund. Total cost: \$110,300 one-time.
- Contributions in the amount of \$100,000 for AEDC and Accelerate Colorado was added by Council at the October budget workshop.

Performance measures. Select performance measures for Council goal include the following:

Name	Description	2014 Actual	2015 Actual	2016 Proj.	2017 Target
Planning & Development Services					
Development Services	98% of all disbursements and client questions resolved within agreed upon timeframes	100%	100%	100%	98%
Public Works					
Building Plans Review	Complete review of building plans within established timeframes	68%	51%	70%	90%
Building Inspections	Complete building inspections on the day requested	67%	75%	95%	90%

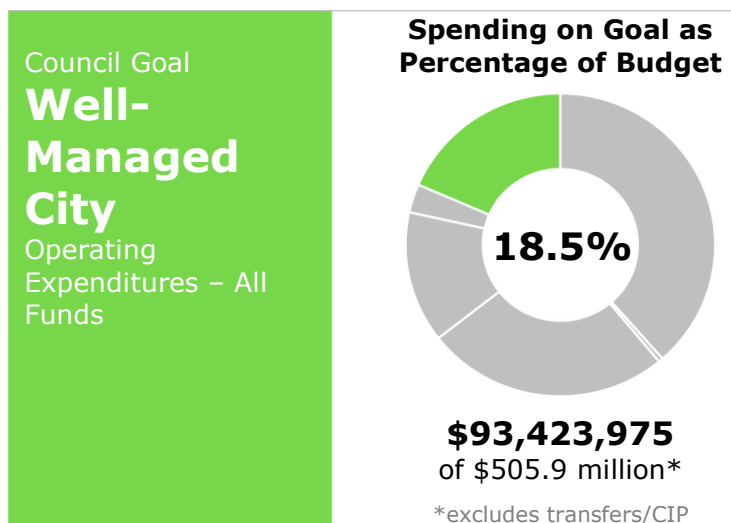
City Council Goal: “Provide a Well-Managed and Financially Strong City”

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.

The City will spend a total of \$93.4 million on its ‘Well-Managed City’ goal in 2017, \$32.6 million of which is budgeted in the General Fund. There is a total of \$3.1 million of operating additions in all funds, with \$148,600 ongoing and \$3.0 million one-time.

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

- Transfer the City’s parking and mobility function and accompanying budget from the General Fund to a new Parking and Mobility special revenue fund. The amendment also includes new appropriation to continue with implementation of the City’s Parking and Mobility business plan initiated in 2015. Total net cost (Parking and Mobility Fund): \$544,300 ongoing.
- Increase the City’s anticipated vacancy savings amount in the General Fund. Savings stemming from turnover will be used to balance the fund. Total incremental savings:



\$500,000 ongoing for anticipated vacancy savings of \$1.2 million in the General Fund.

- Purchase technology for the continual monitoring of the City’s data network and computers to protect against malicious activity. The amendment is budgeted in the General Fund. Total cost: \$50,000 ongoing, \$200,000 one-time.
- Upgrade the City’s Microsoft production databases to the most current version. The upgrade will ensure the City can run current and future software applications on its network. The amendment is budgeted in the General Fund. Total cost: \$174,200 one-time, \$41,300 ongoing.
- Fund the second of the two-year process to replace the City’s workflow management system out of the Development Review Fund. The amendment will provide funding to continue 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. Total cost: \$2.5 million one-time.

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

Name	Description	2014 Actual	2015 Actual	2016 Proj.	2017 Target
Communications					
Access Aurora Issue Resolution	Percentage of customer requests for assistance assigned to Access Aurora resolved in two business days or less	96%	93%	95%	95%
Finance					
Business Licensing	89% of general licenses are turned around in 20 days or less	90%	89%	89%	89%
General Management					
Internal Audit	Percentage of audits on the Audit Plan started and/or completed by the end of the year	100%	93%	96%	90%

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 Courses 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-26 summarize appropriations and past (actual) spending for the City’s funds.

The 2017 Adopted Budget includes a total of \$703,110,714 in appropriations for all funds. This compares with the 2016 Original Budget of \$700,199,703 and the 2016 expenditure projection of \$1,257,481,057. The variance to the 2016 projection is primarily due to a one-time \$530.6 million debt refinancing in Aurora Water.

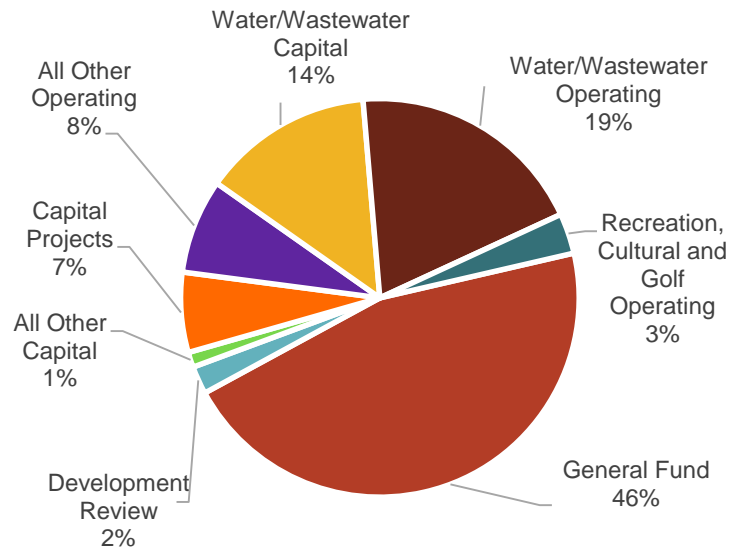
Total expenditures in the 2017 Adopted Budget will increase \$2.9 million from the 2016 Original Budget. A \$7.3 million reduction in transfers, primarily associated with the Capital Projects Fund transfer from the General Fund, and a drop in debt-related expenditures of \$8.7 million, are offset with a \$12.5 million increase in salaries and benefits and lesser increases in supplies and services and interfund charges. The compensation increase in personnel costs for 2017 includes a 2.5 percent wage increase with no increase in the city contribution to healthcare. An additional 0.5 percent of wage increase has been set aside for pay adjustments related to implementation of the City's recent compensation study, and another 0.5 percent set aside for one-time compensation. Overall pay and benefit increases in 2017 maintain financial parity with the new APA and IAFF collective bargaining contracts. A net total of 66.2 FTE were created in all funds between the 2016 Original Budget and the 2017 Adopted Budget.

Total operating expenditures is largely static, with an increase of \$248,100 between the 2016 Original and 2017 Adopted Budgets. The Capital Improvement Program (CIP) increases \$2.7 million for 2017.

The 2016 operating expenditure projection is \$556.2 million higher than the budget due almost entirely to a one-time bond refinancing of Aurora Water debt. The refinancing of approximately \$530.6 million of outstanding debt allowed the City to take advantage of lower borrowing costs that will save \$68.6 million over the 30-year life of the bond. Transfers out is also projected significantly higher than budget with an \$8.4 million transfer from the General Fund to AURA related to the redevelopment of Regatta Plaza.

Figure 4 illustrates the distribution of total appropriations in 2017. The General Fund accounts for approximately 46 percent of total appropriations, while another 22 percent of the 2017 budget is dedicated to capital projects in several funds. Operating costs for Aurora Water (both the Water and Wastewater Funds) make up 19 percent of the City's total budget while the remaining 13 percent is for operations of all other City funds.

Figure 4. Total Appropriations 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 provides a summary of the most significant adjustments in the 2017 General Fund budget.

Table 1. 2017 Expenditure and Budget Summary - General Fund

Sources	Amount	Comment
Revenue and Transfers	\$318,005,620	Moderate sales and strong property tax collections are anticipated in 2017
Total Sources	\$318,005,620	Total 2017 Adopted Sources
2016 Original Budget	\$324,400,706	Initial base budget
Base Budget Adjustments	(20,878,095)	<i>Removal of one-time 2015 expenditures:</i> Primarily due to \$16.3 million for a 2016 transfer to the Capital Projects Fund for various projects; \$1.5 million for homelessness, \$680,000 transfer of funds for Nexus Reserve, \$302,200 for Ward IV Computer Center; \$46,000 for ongoing items added in the 2015 Spring Supplemental.
Cost Drivers	11,914,403	\$3.2 million for additional transfer to Capital Projects Fund, \$5.0 million for pay increase and step/grade adjustments in accordance with collective bargaining agreements, including \$699,200 for one-time pay; \$2.3 million for Old Hire pension costs; \$611,100 for Risk Fund charges, \$530,000 for the additional Visit Aurora payment, \$300,200 for Recreation Fund and Cultural Services Fund subsidy increases; \$50,700 for all else, including departmental mandated cost increases to maintain current service levels, offset by utility savings.
Amendments	4,250,592	Net General Fund amendments primarily associated with the Safe Community goal. Of the \$4.3 million, \$1.7 million was added by Council at the October budget workshop. Additional details can be found in the City Council Goals and Priorities section and in the department pages.
Total Uses	\$319,687,606	Total 2017 Adopted General Fund Budget

General Fund Revenue

Figure 5 illustrates the sources of revenue within the General Fund. Sales tax revenue remains the backbone of Aurora's General Fund, accounting for 54 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 marijuana and transfers, is estimated to grow at a rate of 1.8 percent or \$5.6 million in 2017. The major component of revenue growth in 2017 comes from a \$4.9 million budgeted increase in sales tax over the 2016 projection. Auto and Capital-related use tax are projected to soften slightly in 2017, down 5.0 percent and 3.0 percent respectively.

Excluding marijuana and transfers, the projected 1.8 percent increase in 2017 follows a projected 4.2 percent (\$12.4 million) increase in 2016 over 2015 actual revenue.

Figure 5. 2017 General Fund Sources

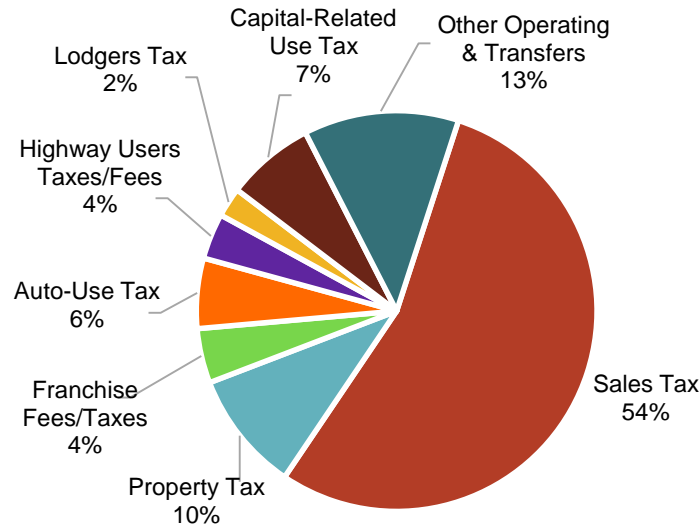


Table 2. Summary of Key General Fund Revenue Sources

Sources of Funds	2015 Actual	2016 Projection	2017 Adopted	2015-2016 Change	2016-2017 Change
Sales Tax	\$162,715,412	\$168,202,435	\$173,151,966	3.4%	2.9%
Property Tax	25,463,632	30,632,749	30,939,076	20.3%	1.0%
Franchise Fees/Taxes	14,212,992	13,772,389	14,034,064	-3.1%	1.9%
Auto Use Tax	18,238,347	18,986,120	18,036,814	4.1%	-5.0%
Capital-Related Use Tax	21,653,110	23,385,359	22,683,798	8.0%	-3.0%
Highway User's Fee/Taxes	11,405,570	11,576,653	11,727,149	1.5%	1.3%
Lodgers Tax	7,233,358	7,414,192	7,599,547	2.5%	2.5%
All Other Operating Revenue	37,389,247	36,735,340	38,160,281	-1.7%	3.9%
General Fund Revenue	298,311,668	310,705,237	316,332,695	4.2%	1.8%
Marijuana Sales and Excise Taxes	2,855,007	5,382,685	-	88.5%	-100.0%
Transfers In	1,290,173	1,667,007	1,672,925	29.2%	0.4%
Total General Fund Revenue	\$302,456,848	\$317,754,929	\$318,005,620	5.1%	0.1%

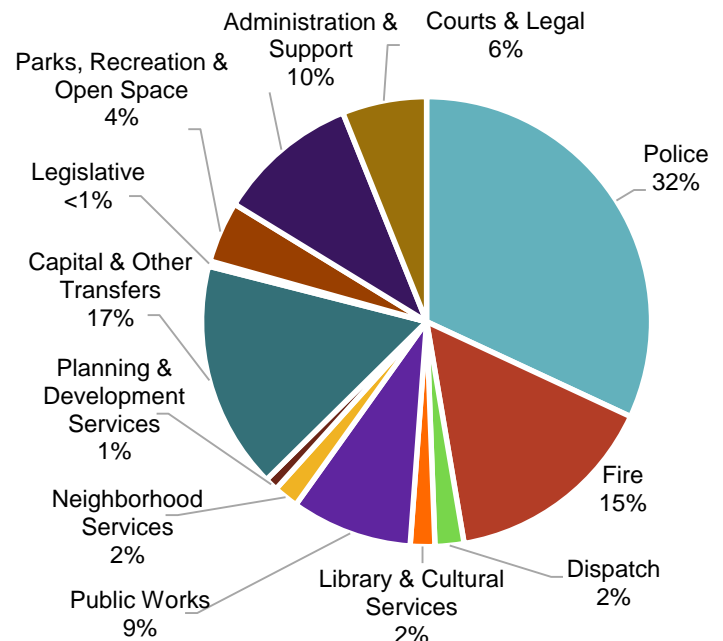
The revenue section starting on page D-1 provides more detail on the Revenue Outlook.

General Fund Appropriations

For 2017, General Fund total appropriations, including transfers, total \$319,687,606, a 1.5 percent decrease from the original 2016 budget of \$324,400,706. The decrease is primarily a result of a smaller transfer out to the Capital Projects Fund. 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 6 illustrates, public safety functions, including Fire, Dispatch, Police and the Courts & Legal account for 55 percent of total General Fund appropriations.

Attachment 5 and Attachment 8 provide additional detail General Fund expenditures and amendments.

Figure 6. General Fund Appropriations



STAFFING – ALL FUNDS

The 2017 Adopted Budget includes an additional 66.2 FTE versus the 2016 Original Budget, with 65.0 FTE added in all funds as part of the 2017 budget process and another 1.20 FTE added in supplements. Table 3 breaks out all new positions added for 2017.

Table 3. Net Positions Added in 2017

General Fund		
Department	FTE Change	Position Description
Fire	20.00	Firefighters for 48-hour work week
	5.00	Firefighters Gaylord fire station
Library	5.00	Tallyn's Reach Transfer from Designated Revenue
Parks, Rec, and Open Space	3.00	Aurora Line Maintenance
Police	9.00	Police Staffing Mandate
	5.00	Police added by Council at the October budget workshop
	1.00	Police Transfer from Gifts and Grants
Public Works	8.00	Patch Crew for Aurora Water
	(1.00)	Parking Program Manager to Parking and Mobility Fund
Net FTE Additions, General Fund	55.00	

Table 3 continued.

Other Funds		
Department	FTE Change	Position Description
Designated Revenue	(5.00)	Tallyn's Reach Library Transfer to General Fund
Gifts and Grants	(1.00)	Police Transfer to General Fund
Open Space Fund	1.00	Plains Conservation Center Management
Parking and Mobility Fund	1.00	Parking Program Manager from General Fund
Recreation Fund	3.00	Moorhead Staff for Additional Programming
Water/Wastewater Funds	4.00	Stormwater Maintenance Crew
	1.00	Capital Projects Manager
	1.00	Building Inspector I
	1.00	Electrical Lead
	1.00	Electrical Technician
	1.00	Water Maintenance Worker
	1.00	Geohydrologist
	1.00	Water Treatment Contingent Conversion to FTE
Net FTE Additions, Other Funds	10.00	

In addition to the new positions created for 2017, the following positions were created in 2016 supplementals and will be funded in the 2017 Budget:

- In Information Technology, two positions, a Business Systems Analyst and a Geographical Information Systems (GIS) Specialist, were created from the vacant Deputy CIO position with a net increase of 1.0 FTE at no additional cost, and;
- In Library and Cultural Services, a 0.80 FTE Library Clerk was increased to a 1.0 FTE position. The result was the addition of 0.2 FTE to the department budget.

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. 2017 FTE Staffing Net Change - General Fund

Department	Adds	Transfers and Technical	2017 Net Positions Added	Supplemental Adjustments	2016-2017 Net Change
Fire	25.00	-	25.00	-	25.00
Information Technology	-	-	-	1.00	1.00
Library and Cultural Services	-	5.00	5.00	0.20	5.20
Parks, Rec, and Open Space	3.00	-	3.00	-	3.00
Police	14.00	1.00	15.00	-	15.00
Public Works	8.00	(1.00)	7.00		7.00
Totals	50.00	5.00	55.00	1.20	56.20

The total General Fund increases by a net of 56.20 FTE. This is a result of 50.0 new FTE in the 2017 budget as well as 1.20 FTE being added as part of mid-year adjustments. In addition, a net 5.00 FTE transfer in from other funds, primarily associated with the movement of Tallyn's Reach Library FTE from the Designated Revenue Fund to the General Fund. There are no position cuts for 2017.

Table 5 outlines staffing level changes for all funds in various phases of the budgeting process. The total of 66.20 positions will be added in all funds for 2017.

Table 5. 2017 FTE Staffing Changes by Fund

Fund	2016 Original FTE Count	Adds	Transfers and Technical	Supp Adj	Net Change	2017 Proposed FTE Count
Comm Development	22.20	-	-	-	-	22.20
Conservation Trust	11.72	-	-	-	-	11.72
Cultural Services	17.00	-	-	-	-	17.00
Designated Revenue	35.61	-	(5.00)	-	(5.00)	30.61
Development Review	109.00	-	-	-	-	109.00
Enhanced E-911	78.00	-	-	-	-	78.00
Fleet Management	44.75	-	-	-	-	44.75
General	1,998.35	50.00	5.00	1.20	56.20	2,054.55
Gifts and Grants	6.40	-	(1.00)	-	(1.00)	5.40
Golf Courses	38.00	-	-	-	-	38.00
Open Space	32.48	1.00	-	-	1.00	33.48
Parking and Mobility	-	-	1.00	-	1.00	1.00
Parks Development	0.75	-	-	-	-	0.75
Recreation	77.80	3.00	-	-	3.00	80.80
Risk Management	10.00	-	-	-	-	10.00
Wastewater	143.81	6.00	(0.01)	-	5.99	149.80
Water	287.19	5.00	0.01	-	5.01	292.20
Totals	2,913.06	65.00	-	1.20	66.20	2,979.26

Table 6 on the following page shows the details of the staffing level by fund over time. The total General Fund FTE count is nearly identical to the total FTE from 2003, but the ratio of civil service to career service has changed considerably. Police Civil Service has grown 18.7 percent (108.5 FTE) and the Fire Civil Service has grown 22.3 percent (67.5 FTE) while Career Service FTE has dropped 14.5 percent (168.6 FTE). The majority of the Fire Civil Service increase has been in the past five years while Police Civil Service increases have been more gradual. A portion of the career service decrease is explained with the 63.0 FTE dispatcher move to the E-911 Fund in 2015, but even excluding that adjustment, career service FTE would be less by 9.1 percent (105.6 FTE).

The growth in other funds has been mixed. In the Water and Wastewater Funds, FTE are up 55.1

percent (157.0 FTE) for the same period, with most of the growth occurring between 2003 and 2007. The dispatcher move noted caused the large spike in the E-911 Fund. Increases in the Open Space Fund and the Designated Revenue Fund are the primary drivers in the 40.4 percent (43.9 FTE) increase in All Other FTE. See Attachment 10 for a four-year summary of staffing by fund.

Table 6. FTE and FTE Changes, 2003-2017 (All Funds)

Category/Fund	FTE Count (Actuals)					FTE Change, 2003-2016	
	2003	2007	2011	2015	2017*	Count	%
General Fund							
Police, Civil Service	580.00	635.00	649.25	666.85	688.45	108.45	18.70%
Fire, Civil Service	302.50	311.00	308.00	329.00	370.00	67.50	22.31%
Career Service	1,164.70	1,091.53	948.90	934.15	996.10	(168.60)	-14.48%
Sub-total, General Fund	2,047.20	2,037.53	1,906.15	1,930.00	2,054.55	7.35	0.36%
Non-General Funds							
Police/Fire Civil (Non-GF)	2.50	2.00	8.75	10.15	7.55	5.05	202.00%
Wastewater/ Water Fund	285.00	403.00	422.00	429.00	442.00	157.00	55.09%
Development Review Fund	111.95	119.25	70.75	82.75	109.00	(2.95)	-2.64%
E-911 Fund	-	5.00	5.00	68.00	78.00	78.00	N/A
Golf Courses Fund	57.00	52.00	45.00	38.00	38.00	(19.00)	-33.33%
Rec & Cultural Svcs Fund	90.80	86.00	79.20	94.80	97.80	7.00	7.71%
All other FTE	108.50	132.89	145.55	154.61	152.36	43.86	40.42%
Sub-total, Non-General Funds	655.75	800.14	776.25	877.31	924.71	268.96	41.02%
Total	2,702.95	2,837.67	2,682.40	2,807.31	2,979.26	276.31	10.22%

*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. The following is a summary of major changes in the *operating budgets* for the City's other major funds. More information on capital spending in each fund can be found in the following section.

Water and Wastewater Funds

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 decrease \$2.1 million from the 2016 Original Budget. Significant budgetary factors addressed include the following:

- Decrease of \$7.8 million in Water Fund debt service expenses due to refinancing of all existing Water debt in 2016 resulting in lower annual debt service payments;

- Wastewater Fund budget increase of \$475,900 primarily due to a \$1.4 million increase in debt service and modest increases in other categories offset by \$2.3 million decrease in utilities. The decrease is due to reduced payments to Metro Wastewater Reclamation District for sanitary sewer services;
- The Water Fund assumes a 3.0 percent water rate increase and a 3.5 percent connection fee increase to fund capital expenses identified in the Integrated Water Master Plan and investments in capacity to serve new customers, either through existing capital assets, planned facilities expansion or both. The average residential customer with 8,000 gallons of usage (average usage) will have an increase of \$1.74 in their monthly bill;
- Wastewater Fund utility sales revenue in 2017 assumes a \$1.00 a month increase in the monthly usage fee for storm drainage service and a 3.0 percent rate increase in the drainage service basin development fee to fund planned capital project spending. 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.

Marijuana Tax Revenue Fund

Beginning in 2017, a separate Marijuana Tax Revenue Fund will be created. From 2014 to 2016, marijuana sales and excise tax revenue has been collected in the City's General Fund and set aside for Council's determination of use. Expenditures in 2017 will total \$5.8 million, covering \$2.0 million debt for the new Central Recreation Center, \$1.5 million for homelessness projects, and \$2.25 million added by Council at the October budget workshop to be transferred to the Capital Projects Fund for medians and transportation projects.

Parking and Mobility Fund

This is a new special revenue fund that will be created to implement the Park Aurora Parking and Mobility business plan approved by City Council in summer 2015. Of the \$867,500 in Parking and Mobility Fund expenditures, \$323,200 was previously budgeted in the General Fund and \$544,300 will be added in 2017 to account for the continued implementation of the Parking and Mobility business plan. Revenue is based on projected RTD ridership on the new "R" line along with other factors. There is \$94,500 of intergovernmental revenue from RTD for maintenance and management of the Iliff parking garage budgeted in 2017. In the immediate future, a subsidy from the General Fund is necessary for balancing of the fund. By 2018, the revenue is anticipated to cover the majority of the parking operation's costs.

Development Review Fund

Operating expenditures in 2017 will decrease by \$275,800 compared to the 2016 Original Budget due to the removal of one time additions such as the Comprehensive Plan update and supply budget for new employees. The 2017 budget includes \$2.5 million for the second year of a workflow system replacement project and \$750,000 for the last year of roof inspection contract assistance. There still remains 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

The Cultural Services Fund is funded primarily through participant fees, as well as subsidies from the General Fund, donations and intergovernmental revenues. The 2017 budget will decrease by \$111,100 from the 2016 Original Budget. This net decrease includes an increase for citywide pay adjustments that is offset by a decrease in the AIPP appropriation. The 2016 AIPP budget included a large one-time appropriation of AIPP fund balance to purchase art pieces for light rail stations. The 2017 AIPP appropriation has been reduced to meet the funding requirements of the current AIPP art maintenance and acquisition plan.

Recreation Fund

The Recreation Fund is funded primarily through participant fees as well as subsidies from the General Fund. The 2017 operating budget will increase by \$942,000 over the 2016 Original Budget. Personal services are increasing \$797,500 due to primarily to pay increases and 3.0 new FTE and temporary salaries for Moorhead Recreation Center operations and maintenance. These changes will result in an increase in the General Fund subsidy for 2016 of \$378,100 (8.3 percent).

Other Funds

- ***Community Development Fund.*** Expenditures and revenues in the Community Development Fund for 2017 are \$327,300 higher than the 2016 Original Budget. This is primarily due to an increase in both CDBG and HOME grant awards and growth in HOME program income.
- ***Designated Revenues Fund.*** In 2017, expenditures, including transfers, will decrease \$483,600 as operational costs for the Tallyn's Reach Library will be transferred to the General Fund. After completing improvements to the TV studio and Council chambers in 2016, TV Services capital related spending will be reduced as the division focuses on lower-cost projects.
- ***Fleet Management Fund.*** Expenses in the Fleet Management Fund will decrease \$226,900 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 \$125,000, primarily as a result of a reduction in Police spending on personal services relating to overtime, offset by an increase in supplies and services due to adjustments of federal grant funding.
- ***Golf Courses Fund.*** Fund expenditure and transfers out in 2017 will decrease \$73,500 below 2016 Original Budget primarily due to decrease in debt-related costs. A transfer out of the Golf Courses Fund is to pay for the Aurora Hills Golf Course pump station.

- **Risk Management Fund.** Expenditures in the fund are increasing \$372,800 (4.0 percent) associated primarily with projected increases in risk claims and insurance premiums. Also included in the increase is funding for a Respiratory Protection Program for employees that wear respirators or self-contained breathing apparatuses (SCBA) to be in compliance with Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements.

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 2017 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 \$153.6 million in 2017. A total of \$740.5 million in capital projects are budgeted or planned between 2017 and 2021 in all funds.

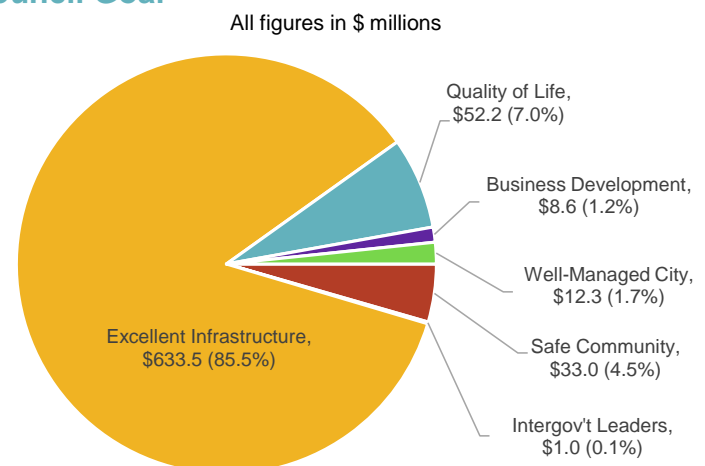
The primary funds associated with the five-year CIP are:

- The Capital Projects Fund - \$202.1 million over five years;
- The Open Space Fund - \$13.8 million;
- The Conservation Trust Fund - \$11.0 million;
- The Enhanced E-911 Fund - \$12.0 million; and
- The Water and Wastewater Funds - \$499.0 million.

Figure 7 breaks out all spending in the five-year plan by City Council goal. The majority of projects are under the Excellent Infrastructure Goal. Primary projects within each Council Goal include:

Safe Community: Safe Community-related capital projects costs totaling \$33.0 million over five years are included in the 2017-2021 Capital Improvement Program. Capital Highlights include:

Figure 7. 2017-2021 CIP Appropriations by City Council Goal



- The continuation of debt service for CAPSTC, fire stations #5, #15 (Murphy Creek), and #16 (Gaylord) is included in the Capital Projects Fund throughout the five-year plan, as is the 800 MHz radio system upgrade in the E-911 Fund.
- One-time purchases associated with a new regional crime lab with Arapahoe and Douglas Counties are included as new projects. The new lab will allow the jurisdictions involved to more quickly process DNA evidence. The City will fund some of the technology and infrastructure for the new lab out of its Capital Projects Fund. Total cost over five-year CIP (Capital Projects Fund): \$1.2 million.

Intergovernmental Leaders: There is a \$1.0 million capital project in the five-year plan, associated with acquiring land close to Buckley Air Force Base to serve as a buffer to prevent development from encroaching on the base. The land will be used to make trail connections.

Excellent Infrastructure: Most budget related to the advancement of the ‘Excellent Infrastructure’ goal come in the form of Capital Improvements. Capital projects costs totaling \$633.5 million over five years are included in the 2017-2021 Capital Improvement Program. Capital Highlights include:

- Of the total, \$471.5 million is in the Water and Wastewater Funds. The most significant projects in Water Fund include Wild Horse Reservoir, Water Rights Acquisition, and Terminal Raw Water Reservoir. In the Wastewater Fund, the most significant projects include Fitzsimons Drainage Improvements and Detention Pond Improvements.
- The balance of the projects are Capital Projects Fund transportation-related projects, including increased funding for street maintenance improvements in the five-year CIP plan. Security and various lighting improvements for Police District 3 at the Tallyn’s Reach Municipal Center and other smaller projects have also been added to the CIP.

Quality of Life: Capital projects costs totaling \$52.2 million over the five years are included in the 2017-2021 Capital Improvement Program. Capital highlights include:

- The majority of the projects are PROS projects in Conservation Trust Fund, Open Space Fund, Parks Development Fund, and Golf Fund. Significant projects include the continuing Moorhead Recreation Center project, the Highline Canal Trail, Triple Creek, and the construction for planned parks in 2017 including Tollgate Crossing, Canterbury, Freedom and Norfolk Glen parks.

Business Development: Capital projects costs totaling \$8.6 million over five years are included in the 2017-2021 Capital Improvement Program, primarily associated with water rights acquisition.

Well Managed City: Capital projects costs totaling \$12.3 million over five years are included in the 2017-2021 Capital Improvement Program. Water rights acquisition in the Water Fund and direct (personnel) costs in the Capital Projects Fund are the primary projects.

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 2017 transfer is set at 3.5 percent. This transfer will increase one more year by one-half of a percent until the entire 4.0 percent amount is transferred in 2018.

The current five-year plan is 1.5 percent greater than the \$197.5 million that was in the 2016-2020 five-year plan. 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, 2017-2021

Project	Total Cost (in \$ millions)	Percent of Total
Street maintenance, reconstruction & improvements	\$ 98.9	48.9%
TIP, Major Traffic Improvements	27.4	13.6%
Building repair projects	18.6	9.2%
Fire Station Debt Service / Remodel	10.0	4.9%
Direct costs – Public Works design & engineering	8.5	4.2%
Public safety debt service	7.5	3.7%
Traffic signal component replacement	6.3	3.1%
PROS Z-Zone Medians	8.5	4.2%
Police District 2 office space	4.1	2.0%
IT System, Network, Telephone, Crime Lab Projects	3.2	1.6%
Direct costs – Purchasing Services	2.2	1.1%
Bike/Ped Improvements	2.0	1.0%
TOD Development Support	1.7	0.8%
Art in public places	1.3	0.6%
Direct Costs - Financial Services	0.8	0.4%
E-470 Loan Repayment	0.7	0.3%
Police DNA Equipment	0.4	0.2%
Total	\$ 202.1	

The CIP section of the 2017 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 67.4 percent of the City's planned five-year capital spending. The 2017 Adopted Budget includes updates to the plan to incorporate needs identified through the Integrated Water Master Plan, the Stormwater Master Plan, recent development trends and updated engineering estimates. In the Water Fund, major capital projects funded in 2017-2021 include Wild Horse Reservoir (\$82.5 million), water rights acquisition (\$27.5 million), terminal raw water Reservoir (\$25.0 million), line replacement (\$18.0 million) and Homestake capital projects (\$15.8 million). In the Wastewater Fund, major capital projects funded in 2017-2021 include Fitzsimons drainage improvements (\$30.5 million), detention ponds/improvements (\$28.2 million), New Sewer Line Construction (\$20.9 million) and Westerly Creek future phases (\$19.4 million). Planned capital spending for Aurora Water amounts to \$499.0 million for the 2017-2021 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 \$13.8 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 \$11.0 million in the five-year plan (1.5 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, console replacement and a priority dispatch module. During the period 2017-2021, \$12.0 million is projected to be spent. This amount is less than the previous five-year plan, replaced with radio maintenance budget in the out-years of the plan.

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 2016 Original Budget to the 2016 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 2016 and 2017;
- Attachment 7 - Significant base budget changes in various City funds;
- Attachment 8 - 2017 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 (2017-2021) along with information on appropriations for 2014 through 2016; and
- Attachment 12 - Capital amendments by department and fund.

Attachment 1

Budget in Brief

Department	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Revenues by Source:					
Taxes	248,229,932	263,738,650	274,159,714	277,080,453	282,137,488
Other Revenues	34,633,918	43,247,359	38,684,266	79,654,587	51,065,088
License and Permits	14,046,097	15,858,101	18,156,581	17,634,657	16,679,190
Intergovernmental	39,833,052	41,734,212	36,682,091	43,522,154	40,864,432
Charges for Services	232,091,380	216,046,529	220,349,816	218,883,586	225,623,993
Fines and Forfeitures	10,661,486	9,295,981	10,646,098	8,672,904	9,214,888
Operating Transfers	41,327,303	47,116,761	59,971,867	64,892,893	49,095,939
Sale of Assets	312,807	667,306	289,000	330,644	290,000
Proceeds From Borrowing	0	0	0	517,847,922	0
Total Revenues	\$621,135,975	\$637,704,899	\$658,939,433	\$1,228,519,800	\$674,971,018
Operating Expenditures by Category:					
Salaries and Benefits	242,348,667	258,022,970	277,612,046	273,709,842	290,086,020
Supplies and Services	120,818,645	134,645,886	144,476,081	142,155,364	147,504,569
Interfund Charges	15,837,320	17,248,870	17,418,755	17,330,346	18,149,954
Debt Related	63,988,655	62,885,731	32,214,151	583,015,115	23,536,356
Capital Related	8,540,272	8,395,417	9,030,713	7,608,337	9,027,766
Transfers Out	52,084,591	56,164,092	68,461,626	81,604,954	61,156,852
Total Operating Expenditures	\$503,618,150	\$537,362,966	\$549,213,372	\$1,105,423,958	\$549,461,517
Operating Expenditures by Function:					
Administrative Services	39,339,464	41,295,036	44,453,626	44,261,023	45,999,491
Community Services	159,463,690	170,967,356	183,841,105	181,566,768	192,172,105
Council/Appointees	19,290,187	20,609,338	22,623,084	23,133,514	22,966,594
General Management	6,205,035	6,669,685	7,519,538	7,508,899	7,673,776
Non-Departmental (Transfers)	59,798,187	66,545,701	73,543,611	85,918,082	64,045,792
Operations	219,521,587	231,275,850	217,232,408	763,035,672	216,603,759
Total Operating Expenditures	\$503,618,150	\$537,362,966	\$549,213,372	\$1,105,423,958	\$549,461,517
Capital Improvement Program	\$137,503,212	\$96,724,904	\$150,986,331	\$152,057,099	\$153,649,197
Total Expenditures	\$641,121,362	\$634,087,870	\$700,199,703	\$1,257,481,057	\$703,110,714

Attachment 2

2017 Summary of Total Ending Funds (Budgetary Basis)

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

Fund Name	2017 Beg Funds	Revenues	Transfers In	Total Uses *	Net	2017 End Funds
Capital Projects Fund	21,971,001	7,613,610	34,681,473	48,410,387	(6,115,304)	15,855,697
Community Development Fund	-	4,333,088	205,275	4,538,363	-	-
Conservation Trust Fund	421,711	3,275,279	-	3,037,885	237,394	659,105
Cultural Services Fund	972,275	1,127,911	1,505,580	2,866,711	(233,220)	739,055
Debt Service (SID) Fund	129,253	205,232	-	334,485	(129,253)	-
Designated Revenues Fund	8,171,760	5,297,111	385,000	7,515,710	(1,833,599)	6,338,161
Development Review Fund	10,762,339	14,773,040	-	15,796,222	(1,023,182)	9,739,157
Enhanced E-911 Fund	5,622,137	5,026,012	4,598,984	10,439,977	(814,981)	4,807,156
Fleet Management Fund	855,360	8,748,364	-	8,951,651	(203,287)	652,073
General Fund	39,663,491	316,332,695	1,672,925	319,687,606	(1,681,986)	37,981,505
Gifts & Grants Fund	1,515,365	4,098,882	-	4,926,211	(827,329)	688,036
Golf Courses Fund	1,587,599	8,354,362	150,000	8,581,281	(76,919)	1,510,680
Marijuana Revenue Fund	-	6,080,406	304,662	5,750,000	635,068	635,068
Open Space Fund	807,910	7,965,432	-	7,273,065	692,367	1,500,277
Parking and Mobility Fund	-	294,500	572,985	867,485	-	-
Parks Development Fund	5,403,326	423,819	-	1,052,752	(628,933)	4,774,393
Recreation Fund	369,845	6,387,058	4,956,055	11,301,425	41,688	411,533
Risk Management Fund	3,206,082	9,802,863	63,000	9,589,164	276,699	3,482,781
Wastewater Fund	15,410,796	71,370,487	-	84,807,097	(13,436,610)	1,974,186
Water Fund	45,787,681	144,364,928	-	147,383,237	(3,018,309)	42,769,372
Total	\$162,657,931	\$625,875,079	\$49,095,939	\$703,110,714	(\$28,139,696)	\$134,518,235

* Total Uses include transfers out.

Attachment 3

Expenditure Summary: All Funds

Fund Name	2014 Operating	2014 Capital	2014 Actual	2015 Operating	2015 Capital	2015 Actual
Non-General Fund						
Abatement Fund	424,118	-	424,118	424,930	-	424,930
Capital Projects Fund	-	44,959,595	44,959,595	-	42,111,029	42,111,029
Community Development Fund	5,496,318	-	5,496,318	5,206,452	-	5,206,452
Conservation Trust Fund	1,473,070	2,070,000	3,543,070	991,408	3,025,000	4,016,408
Cultural Services Fund	2,412,015	-	2,412,015	2,903,712	-	2,903,712
Debt Service (GO) Fund	6,555,565	-	6,555,565	2,362,734	-	2,362,734
Debt Service (SID) Fund	545,987	-	545,987	286,627	-	286,627
Designated Revenues Fund	6,973,408	-	6,973,408	9,351,155	-	9,351,155
Development Review Fund	8,882,208	-	8,882,208	10,896,509	-	10,896,509
Enhanced E-911 Fund	1,762,531	1,686,000	3,448,531	2,697,475	1,501,783	4,199,258
Fleet Management Fund	8,998,369	-	8,998,369	9,115,676	-	9,115,676
Gifts & Grants Fund	4,669,309	1,661,779	6,331,088	5,151,108	1,636,343	6,787,451
Golf Courses Fund	7,953,753	357,500	8,311,253	7,923,131	500,000	8,423,131
Marijuana Revenue Fund	-	-	-	-	-	-
Open Space Fund	4,023,069	2,627,500	6,650,569	4,130,985	6,017,500	10,148,485
Parking and Mobility Fund	-	-	-	-	-	-
Parks Development Fund	78,016	-	78,016	81,211	-	81,211
Recreation Fund	9,528,908	-	9,528,908	9,897,853	-	9,897,853
Risk Management Fund	9,159,466	-	9,159,466	8,890,743	-	8,890,743
Wastewater Fund	44,707,522	30,810,433	75,517,955	47,970,871	6,167,471	54,138,342
Water Fund	105,937,915	53,330,405	159,268,320	109,933,292	35,765,778	145,699,070
Total Non-General Fund	\$229,581,547	\$137,503,212	\$367,084,759	\$238,215,872	\$96,724,904	\$334,940,776
General Fund	274,036,603	-	274,036,603	299,147,094	-	299,147,094
Total Budget	\$503,618,150	\$137,503,212	\$641,121,362	\$537,362,966	\$96,724,904	\$634,087,870

Attachment 3 Expenditure Summary: All Funds

Fund Name	2016 Operating	2016 Capital	2016 Projection	2017 Operating	2017 Capital	2017 Adopted
Non-General Fund						
Abatement Fund	364,969	-	364,969	-	-	-
Capital Projects Fund	-	52,196,040	52,196,040	-	48,410,387	48,410,387
Community Development Fund	4,397,161	-	4,397,161	4,538,363	-	4,538,363
Conservation Trust Fund	1,085,232	1,900,000	2,985,232	1,062,885	1,975,000	3,037,885
Cultural Services Fund	2,898,704	-	2,898,704	2,866,711	-	2,866,711
Debt Service (GO) Fund	-	-	-	-	-	-
Debt Service (SID) Fund	361,676	-	361,676	334,485	-	334,485
Designated Revenues Fund	6,688,991	-	6,688,991	7,515,710	-	7,515,710
Development Review Fund	16,114,307	-	16,114,307	15,796,222	-	15,796,222
Enhanced E-911 Fund	7,125,376	3,313,900	10,439,276	7,775,577	2,664,400	10,439,977
Fleet Management Fund	9,074,430	-	9,074,430	8,951,651	-	8,951,651
Gifts & Grants Fund	3,235,823	1,779,303	5,015,126	4,926,211	-	4,926,211
Golf Courses Fund	7,932,992	350,000	8,282,992	8,231,281	350,000	8,581,281
Marijuana Revenue Fund	-	-	-	5,750,000	-	5,750,000
Open Space Fund	4,434,492	3,297,500	7,731,992	4,665,565	2,607,500	7,273,065
Parking and Mobility Fund	-	-	-	867,485	-	867,485
Parks Development Fund	83,622	-	83,622	86,001	966,751	1,052,752
Recreation Fund	10,597,887	-	10,597,887	11,301,425	-	11,301,425
Risk Management Fund	9,208,792	-	9,208,792	9,589,164	-	9,589,164
Wastewater Fund	51,894,330	24,819,961	76,714,291	53,378,470	31,428,627	84,807,097
Water Fund	632,395,232	64,400,395	696,795,627	82,136,705	65,246,532	147,383,237
Total Non-General Fund	\$767,894,016	\$152,057,099	\$919,951,115	\$229,773,911	\$153,649,197	\$383,423,108
General Fund	337,529,942	-	337,529,942	319,687,606	-	319,687,606
Total Budget	\$1,105,423,958	\$152,057,099	\$1,257,481,057	\$549,461,517	\$153,649,197	\$703,110,714

Attachment 4

2016 Original To Projection Variance

Fund Name	2016 Original		2016 Original	2016 Projection		2016 Projection	Project/Orig Variance
	Operating	Capital		Operating	Capital		
Non-General Fund							
Abatement Fund	293,155	-	293,155	364,969	-	364,969	71,814
Capital Projects Fund	-	41,803,857	41,803,857	-	52,196,040	52,196,040	10,392,183
Community Development Fund	4,211,028	-	4,211,028	4,397,161	-	4,397,161	186,133
Conservation Trust Fund	1,098,284	1,900,000	2,998,284	1,085,232	1,900,000	2,985,232	(13,052)
Cultural Services Fund	2,977,820	-	2,977,820	2,898,704	-	2,898,704	(79,116)
Debt Service (SID) Fund	352,789	-	352,789	361,676	-	361,676	8,887
Designated Revenues Fund	7,999,358	-	7,999,358	6,688,991	-	6,688,991	(1,310,367)
Development Review Fund	15,820,343	-	15,820,343	16,114,307	-	16,114,307	293,964
Enhanced E-911 Fund	7,768,917	3,313,900	11,082,817	7,125,376	3,313,900	10,439,276	(643,541)
Fleet Management Fund	9,178,531	-	9,178,531	9,074,430	-	9,074,430	(104,101)
Gifts & Grants Fund	5,051,204	-	5,051,204	3,235,823	1,779,303	5,015,126	(36,078)
Golf Courses Fund	8,304,747	350,000	8,654,747	7,932,992	350,000	8,282,992	(371,755)
Open Space Fund	4,458,992	3,297,500	7,756,492	4,434,492	3,297,500	7,731,992	(24,500)
Parks Development Fund	83,622	-	83,622	83,622	-	83,622	-
Recreation Fund	10,389,461	-	10,389,461	10,597,887	-	10,597,887	208,426
Risk Management Fund	9,216,379	-	9,216,379	9,208,792	-	9,208,792	(7,587)
Wastewater Fund	52,902,583	30,807,592	83,710,175	51,894,330	24,819,961	76,714,291	(6,995,884)
Water Fund	84,705,453	69,513,482	154,218,935	632,395,232	64,400,395	696,795,627	542,576,692
Total Non-General Fund	\$224,812,666	\$150,986,331	\$375,798,997	\$767,894,016	\$152,057,099	\$919,951,115	\$544,152,118
General Fund	324,400,706	-	324,400,706	337,529,942	-	337,529,942	13,129,236
Total Budget	\$549,213,372	\$150,986,331	\$700,199,703	\$1,105,423,958	\$152,057,099	\$1,257,481,057	\$557,281,354

Attachment 5 General Fund Expenditures

Department	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
City Attorney	5,543,534	5,905,346	6,246,501	6,404,030	6,308,182
City Council	1,066,557	1,027,222	1,264,792	1,218,497	1,225,474
Civil Service Commission	740,158	800,822	820,945	823,943	847,534
Communications	2,702,679	2,670,543	3,190,773	3,180,134	3,271,311
Court Administration	7,478,263	8,848,073	9,239,124	9,689,358	9,530,937
Finance	6,255,420	6,338,389	7,417,895	7,613,743	7,724,837
Fire	41,209,807	44,907,876	45,947,524	46,613,560	48,960,391
General Management	2,438,784	2,885,753	3,142,038	3,142,038	3,317,588
Information Technology	7,542,523	8,716,510	9,281,863	9,213,796	10,184,314
Internal Services	5,556,455	6,237,719	6,964,452	6,928,005	7,044,982
Judicial	2,171,171	2,233,317	2,456,331	2,507,617	2,519,035
Library & Cultural Services	4,207,756	4,694,424	5,825,201	5,703,300	5,606,092
Neighborhood Services	4,037,424	4,724,554	6,964,305	6,919,271	5,718,361
Non-Departmental	49,780,093	58,659,239	66,474,775	80,374,949	52,980,413
Parks, Recreation & Open Space	12,047,090	13,029,786	13,864,843	13,746,384	13,997,091
Planning & Development Services	2,451,810	3,342,458	3,090,491	3,045,590	3,092,672
Police	87,099,778	92,425,155	96,530,576	96,438,500	102,133,543
Public Defender	749,345	782,166	945,144	945,143	943,945
Public Safety Communications	6,224,797	6,056,533	6,667,729	6,361,270	6,605,205
Public Works	24,733,159	24,861,209	28,065,404	26,660,814	27,675,699
Total General Fund Expenditures	\$274,036,603	\$299,147,094	\$324,400,706	\$337,529,942	\$319,687,606

Attachment 6

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

Significant Decreases in 2016 Funds Available		
Fund	Decrease	Comments
General	\$ (20,079,675)	Sending one-time funds to Capital Projects Fund and Regatta Plaza loan to AURA
Wastewater	\$ (9,981,496)	Primarily due to capital projects spending using existing cash balances
Water	\$ (11,233,220)	Primarily due to capital projects spending using existing cash balances

Significant Increases in 2016 Funds Available		
Fund	Increase	Comments
Designated Revenue	\$ 1,940,574	Funds available are projected to increase \$1.9 million in 2016, primarily due to a \$2.6 million from a DIA agreement offset by a \$700,000 draw down of funds available across a number of different programs including Tallyn's Reach Library, Community Trees, TV Services, and the surcharge programs
Capital Projects	\$ 8,733,294	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

Significant Planned Drawdowns of Funds Available in 2017		
Fund	Drawdown	Comments
Development Review	\$ (1,023,182)	Use of funds on second year of workflow system replacement
Designated Revenues	\$ (1,833,599)	Adjustment due to increasing incentive payments and the continued draw-down of fund balance for the Surcharge Programs, accelerated by lower than anticipated revenue from traffic and photo red light tickets
General	\$ (1,681,986)	A portion of funds available will go to fund increases in the TABOR and Policy Reserve components of funds available.
Capital Projects	\$ (6,115,304)	Expected to be spent down, including the start of the major traffic improvement budget
Wastewater	\$ (13,436,610)	Primarily due to capital projects spending using existing cash balances
Water	\$ (3,018,309)	Primarily due to capital projects spending using existing cash balances

Significant Planned Increases in Funds Available in 2017		
Fund	Increase	Comments
None		

Attachment 7

Significant Base Budget Adjustments, Non-General Fund

Fund	Item	Amount	Description
Community Development	One-Time Expenditures	\$ (2,505,181)	Removal of 2016 adjustments to align CDBG, HOME, and NSP budgets to anticipated funding; New amendments adjust appropriation to 2017 projected levels
Cultural Services	One-Time Expenditures / Other Adjustments	\$ (211,600)	Primarily Art In Public Places, removal of one-time funding for 2016 art acquisition plan
	Personal Services Adjustments	\$ 100,491	Primarily due to the citywide temp and OT pay increase and compensation pay adjustments
Designated Revenue	Other Adjustments	\$ (233,648)	Adjustment for less expensive TV equipment projects, and Arapahoe County IGA adjustment to revenue
Development Review	One-Time Expenditures / Other Adjustments	\$ (3,612,894)	Primarily due to a workflow system replacement, roof inspection contract, and the Comprehensive Plan Update
	Personal Services Adjustments	\$ 228,480	Primarily due to the citywide temp and OT pay increase and compensation pay adjustments
Fleet Management	One-Time Expenditures / Other Adjustments	\$ (249,995)	One-time elimination of upgrade to web-based fleet inventory management system and Fleet fuel expenditure adjustment
Golf Courses	Other Adjustments	\$ (183,185)	Primarily due to the golf fund debt and expenditure adjustment
	Personal Services Adjustments	\$ 109,719	Primarily due to the citywide temp and OT pay increase and compensation pay adjustments
Recreation Fund	One-Time Expenditures / Personal Services Adjustments	\$ 140,222	Primarily due to the citywide temp and OT pay increase and compensation pay adjustments
Risk Management	Other Adjustments	\$ 349,755	Adjust budget to accommodate anticipated increases in liability claims in 2017
Wastewater	Other Adjustments	\$ (628,335)	Debt and purchased sewer/stormwater decreases offset with allocated admin adjustments
	Personal Services Adjustments	\$ 344,571	Primarily due to the citywide temp and OT pay increase and compensation pay adjustments
Water	Other Adjustments	\$ (6,797,682)	Primarily due to debt payment decrease offset by allocated admin
	Personal Services Adjustments	\$ 673,276	Primarily due to the citywide temp and OT pay increase and compensation pay adjustments

Attachment 8

General Fund Amendments

New Expenditures		
Department	Description	Amount
City Council	Aurora Health Access; Citizen's Academy; One-Time Contribution to an Ethiopian Radio Station	\$ 9,900
Finance	One-Time Transfer of Marijuana Sales and Excise Taxes Funds Available into Marijuana Revenue Fund	304,662
Fire	Add 20.0 FTE Fire fighters for Collective Bargaining Agreement to Implement 48-Hour Work Schedule in July 2018; Add 5.0 FTE Highpointe/Gaylord Fire Station Staffing	1,218,189
General Management	Police Staffing Study	100,000
Information Technology	Security Information and Event Management System; Sequel Server Update and Licensing Compliance	465,445
Internal Services	RTD FlexPass Program; Human Resources Employee Relations Investigations	90,000
Library & Cultural Services	Transfer Tallyn's Reach Library Budget to the General Fund	297,550
Neighborhood Services	Cleanup Day; Code Enforcement and Animal Control Body-Worn Cameras; Colfax Cleanup Pilot; DNA Test Kits for Restricted Breed Compliance; One-Time Funding for Martin Luther King, Jr. Celebration Saturday Signature Event	127,400
Non-Departmental	Increase Vacancy Savings Target; Moorhead Additional Subsidy; Public Safety Recruitment Campaign; Respiratory Protection Compliance Physicals; Transfer of Funds to Capital Projects Fund for Heritage Eagle Bend Intersection; Transfer of Funds to Capital Projects Fund for Tower Road Median; Transfer of Funds to Capital Projects Fund for General Medians; Technical Adjustment: Movement of Recreation Center Debt Funding to Marijuana Revenue Fund	(2,480,244)
Parks, Recreation & Open Space	Aurora Line Maintenance, including 3.0 FTE; Aurora Reservoir Maintenance; Plains Conservation Center Management; Startup Costs for Buskers, Brews, and BBQ; Contribution to the Colorado Freedom Memorial	476,028
Planning & Development Services	New Job Rewards Budget; Aurora Economic Development Council Funding, Accelerate Colorado Funding	105,000
Police	Add 9.0 FTE Officers and Equipment for 2017 Police Staffing Mandate; Narcotics Building Lease; Respiratory Protection Compliance Physicals; Transfer 1.0 FTE Police Lieutenant from Gifts and Grants Fund to General Fund; Westerly Creek Bicycle Patrol Unit; Council Workshop Add of 5.0 FTE Officers and Equipment	1,802,095
Public Works	Aurora Water Patch Crew; Establishment of City of Aurora Public Safety Training Center (CAPSTC) Program Budget; Transfer 1.0 FTE Parking Program Manager from General Fund to the Parking Fund and Establish Parking and Mobility Program Budget in the Parking Fund; Stop Signs on Evanston Way at South Eagle Circle and Evanston Way at Fraser Court	(165,433)
Total Additions		\$ 2,350,592

**Attachment 8 -
General Fund Amendments**

New Revenues		
Department	Description	Amount
Neighborhood Services	DNA Test Kits for Restricted Breed Compliance	6,200
Non-Departmental	Transfer Tallyn's Reach Library Funding to the General Fund	85,831
Parks, Recreation & Open Space	Increased attendance at Aurora Reservoir; RTD Revenue for Aurora Line Maintenance	486,028
Total New Revenue		\$ 578,059
Total Net Amendments		\$ 1,772,533

Attachment 9

Amendments in Other Operating Funds

Fund	Description	Budget	Revenue	Net
Community Development	Appropriation for Anticipated CDBG, HOME, and Neighborhood Stabilization Program (NSP) Funded Programs	\$ 2,809,435	\$ -	\$ 2,809,435
Designated Revenues	Transfer Tallyn's Reach Library Budget to General Fund	(286,362)	-	(286,362)
Development Review	Workflow Replacement System - Second Year; Retain Comprehensive Plan Update Contract Project Manager and Other Operating Costs; Roof Inspection Contract	3,360,293	-	3,360,293
Gifts & Grants	Transfer 1.0 FTE Police Lieutenant from Gifts and Grants Fund to General Fund	(134,437)		(134,437)
Marijuana Revenue Fund	One-Time Transfer of Marijuana Sales and Excise Taxes Funds Available Into Marijuana Revenue Fund; Projects to Combat Homelessness; Technical Adjustment: Movement of Recreation Center appropriation to new fund; Transfer of Funds to Capital Projects Fund for General Medians; Transfer of Funds to Capital Projects Fund for Concrete and Asphalt Projects	1,250,000	304,662	945,338
Open Space	Plains Conservation Center Management	98,558		98,558
Parking and Mobility	Transfer 1.0 FTE Parking Program Manager from General Fund to the Parking and Mobility Fund and Establish Program Budget in the Fund	867,485	867,485	-
Recreation	Enhanced Programming of Popular Recreation Offerings; Moorhead Operation and Maintenance; Technical Adjustment: Compass Program Budget Adjustment	797,634	839,929	(42,295)
Risk Management	Respiratory Protection Compliance Program	63,000	63,000	-
Wastewater	Add 1.0 FTE Building Inspector I; Add 1.0 FTE Electrical Lead; Add 1.0 FTE Electrical Technician; Add 1.0 FTE Water Capital Projects Manager; Add 1.0 Water Maintenance Worker; Add 4.0 FTE Stormwater Maintenance Crew; Fleet Purchase Vehicles; Technical Adjustment - Stormwater Basins Planning Activities; Technical Adjustment: Reallocate 2.0 FTE and Operating Allocations Between Funds	838,651	-	838,651
Water	Add 1.0 FTE Building Inspector I; Add 1.0 FTE Electrical Lead; Add 1.0 FTE Electrical Technician; Add 1.0 FTE Geohydrologist; Add 1.0 FTE Water Capital Projects Manager; Add 1.0 Water Maintenance Worker; Aurora Water Equipment Purchase for Dam Maintenance; Aurora Water Patch Crew; Backhoe for Spinney Mountain Operations; Contingent Conversion for FTE: 1.0 Water Treatment Technical I; Fleet Purchase Vehicles New; Lead Pipe Inspection Program; Technical Adjustment - Water System Condition Assessments, Rampart Delivery System Expansion Study; Technical Adjustment: Reallocate 2.0 FTE and Operating Allocations Between Funds	3,635,158	-	3,635,158
Total Net Amendments		\$ 13,299,415	\$ 2,075,076	\$ 11,224,339

Attachment 10

Staffing Summary by Fund

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Abatement Fund	3.50	3.50	0.00	0.00	0.00
Community Development Fund	22.20	23.20	22.20	22.20	22.20
Conservation Trust Fund	21.77	21.77	11.72	11.72	11.72
Cultural Services Fund	17.00	18.00	17.00	17.00	17.00
Designated Revenues Fund	32.11	32.11	35.61	35.61	30.61
Development Review Fund	74.75	82.75	109.00	109.00	109.00
Enhanced E-911 Fund	5.00	68.00	78.00	78.00	78.00
Fleet Management Fund	44.00	44.00	44.75	44.75	44.75
General Fund	1,946.60	1,930.00	1,998.35	1,999.55	2,054.55
Gifts & Grants Fund	7.50	8.00	6.40	6.40	5.40
Golf Courses Fund	38.00	38.00	38.00	38.00	38.00
Open Space Fund	22.43	22.43	32.48	32.48	33.48
Parking and Mobility Fund	0.00	0.00	0.00	0.00	1.00
Parks Development Fund	0.75	0.75	0.75	0.75	0.75
Recreation Fund	75.80	75.80	77.80	77.80	80.80
Risk Management Fund	9.00	10.00	10.00	10.00	10.00
Wastewater Fund	143.77	143.02	143.81	143.81	149.80
Water Fund	280.23	285.98	287.19	287.19	292.20
Grand Total	2,744.41	2,807.31	2,913.06	2,914.26	2,979.26

Attachment 11

2014-2021 Capital Improvement Program Summary

Fund\Department	2014 Actual	2015 Actual	2016 Projected Budget	Five-Year Plan					Total Cost 2017 - 2021
				2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Capital Projects Fund</u>									
Aurora Water	0	0	50,000	0	0	0	0	0	0
Finance	126,827	189,543	143,871	155,006	159,656	164,446	169,379	174,461	822,948
Fire	-12	1,560,000	1,460,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Information Technology	376,000	424,652	1,762,762	696,000	1,261,020	426,000	426,000	426,000	3,235,020
Internal Services	371,408	439,121	399,416	410,635	422,954	435,643	448,712	462,173	2,180,117
Non-Departmental	591,686	2,766,312	4,953,633	1,853,122	1,783,085	2,808,461	2,050,514	2,053,258	10,548,440
Parks, Recreation & Open Space	2,423,543	2,091,931	7,008,000	2,947,325	1,787,325	1,287,325	1,287,325	1,287,325	8,596,625
Planning & Development Services	100,000	0	1,700,000	0	0	0	0	0	0
Police	0	0	0	0	400,000	0	0	0	400,000
Public Works	40,970,143	34,639,470	34,718,358	40,348,299	36,762,722	28,135,198	30,263,788	30,824,556	166,334,563
Total Capital Projects Fund	44,959,595	42,111,029	52,196,040	48,410,387	44,576,762	35,257,073	36,645,718	37,227,773	202,117,713
<u>Conservation Trust Fund</u>									
Parks, Recreation & Open Space	2,070,000	3,025,000	1,900,000	1,975,000	1,925,000	2,612,500	2,322,500	2,132,500	10,967,500
Total Conservation Trust Fund	2,070,000	3,025,000	1,900,000	1,975,000	1,925,000	2,612,500	2,322,500	2,132,500	10,967,500
<u>Enhanced E-911 Fund</u>									
Information Technology	1,686,000	1,501,783	3,313,900	2,664,400	1,817,950	1,815,750	1,813,000	3,852,000	11,963,100
Total Enhanced E-911 Fund	1,686,000	1,501,783	3,313,900	2,664,400	1,817,950	1,815,750	1,813,000	3,852,000	11,963,100
<u>Gifts & Grants Fund</u>									
Parks, Recreation & Open Space	1,565,759	1,353,808	1,672,252	0	0	0	0	0	0
Planning & Development Services	99,000	257,755	0	0	0	0	0	0	0
Public Works	-2,980	24,780	107,051	0	0	0	0	0	0
Total Gifts & Grants Fund	1,661,779	1,636,343	1,779,303	0	0	0	0	0	0
<u>Golf Courses Fund</u>									
Parks, Recreation & Open Space	357,500	500,000	350,000	350,000	250,000	250,000	250,000	250,000	1,350,000
Total Golf Courses Fund	357,500	500,000	350,000	350,000	250,000	250,000	250,000	250,000	1,350,000

Attachment 11 2014-2021 Capital Improvement Program Summary

Fund\Department	2014 Actual	2015 Actual	2016 Projected Budget	Five-Year Plan					Total Cost 2017 - 2021
				2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Open Space Fund</u>									
Parks, Recreation & Open Space	2,627,500	6,017,500	3,297,500	2,607,500	2,632,500	2,820,000	2,640,000	3,075,000	13,775,000
Total Open Space Fund	2,627,500	6,017,500	3,297,500	2,607,500	2,632,500	2,820,000	2,640,000	3,075,000	13,775,000
<u>Parks Development Fund</u>									
Parks, Recreation & Open Space	0	0	0	966,751	0	351,307	0	0	1,318,058
Total Parks Development Fund	0	0	0	966,751	0	351,307	0	0	1,318,058
<u>Wastewater Fund</u>									
Aurora Water	30,810,433	6,167,471	24,819,961	31,428,627	45,544,065	41,550,000	30,255,167	28,212,155	176,990,014
Total Wastewater Fund	30,810,433	6,167,471	24,819,961	31,428,627	45,544,065	41,550,000	30,255,167	28,212,155	176,990,014
<u>Water Fund</u>									
Aurora Water	53,330,405	35,765,778	64,400,395	65,246,532	67,411,751	124,715,070	31,364,869	33,266,560	322,004,782
Total Water Fund	53,330,405	35,765,778	64,400,395	65,246,532	67,411,751	124,715,070	31,364,869	33,266,560	322,004,782
Total Capital Improvement Program	137,503,212	96,724,904	152,057,099	153,649,197	164,158,028	209,371,700	105,291,254	108,015,988	740,486,167

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	2016 Projected Budget	Five-Year Plan					Total Cost 2017 - 2021
		2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Capital Projects Fund</u>							
Finance	0	6,819	7,023	7,234	7,451	7,675	36,202
Information Technology	0	270,000	835,020	0	0	0	1,105,020
Internal Services	0	-763	-786	-810	-834	-859	-4,052
Non-Departmental	2,265,009	97,330	13,600	13,600	14,220	16,964	155,714
Parks, Recreation & Open Space	0	2,057,325	897,325	397,325	-212,675	397,325	3,536,625
Police	0	0	400,000	0	0	0	400,000
Public Works	1,827,174	3,324,275	20,882	275,510	722,155	4,698,819	9,041,641
Total Capital Projects Fund	\$4,092,183	\$5,754,986	\$2,173,064	\$692,859	\$530,317	\$5,119,924	\$14,271,150
<u>Conservation Trust Fund</u>							
Parks, Recreation & Open Space	0	25,000	25,000	175,000	-125,000	2,132,500	2,232,500
Total Conservation Trust Fund	\$0	\$25,000	\$25,000	\$175,000	(\$125,000)	\$2,132,500	\$2,232,500
<u>Enhanced E-911 Fund</u>							
Information Technology	0	425,000	-2,246,450	-623,650	-951,400	2,037,600	-1,358,900
Total Enhanced E-911 Fund	\$0	\$425,000	(\$2,246,450)	(\$623,650)	(\$951,400)	\$2,037,600	(\$1,358,900)
<u>Gifts & Grants Fund</u>							
Parks, Recreation & Open Space	1,172,252	0	0	0	0	0	0
Total Gifts & Grants Fund	\$1,172,252	\$0	\$0	\$0	\$0	\$0	\$0
<u>Golf Courses Fund</u>							
Parks, Recreation & Open Space	0	0	0	0	0	250,000	250,000
Total Golf Courses Fund	\$0	\$0	\$0	\$0	\$0	\$250,000	\$250,000
<u>Open Space Fund</u>							
Parks, Recreation & Open Space	0	-100,000	-300,000	-175,000	-200,000	3,075,000	2,300,000
Total Open Space Fund	\$0	(\$100,000)	(\$300,000)	(\$175,000)	(\$200,000)	\$3,075,000	\$2,300,000
<u>Parks Development Fund</u>							
Parks, Recreation & Open Space	0	966,751	0	351,307	0	0	1,318,058

Attachment 12

Capital Amendment Summary by Fund and Department

Fund\Department	2016 Projected Budget	Five-Year Plan					Total Cost 2017 - 2021
		2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Parks Development Fund</u>							
Total Parks Development Fund	\$0	\$966,751	\$0	\$351,307	\$0	\$0	\$1,318,058
<u>Wastewater Fund</u>							
Aurora Water	-5,987,631	-9,572,878	-5,779,287	-1,424,203	4,422,677	28,212,155	15,858,464
Total Wastewater Fund	(\$5,987,631)	(\$9,572,878)	(\$5,779,287)	(\$1,424,203)	\$4,422,677	\$28,212,155	\$15,858,464
<u>Water Fund</u>							
Aurora Water	-5,077,541	-9,833,431	2,383,454	67,455,012	-33,913,803	33,266,560	59,357,792
Total Water Fund	(\$5,077,541)	(\$9,833,431)	\$2,383,454	\$67,455,012	(\$33,913,803)	\$33,266,560	\$59,357,792
Total Funding Changes	(\$5,800,737)	(\$12,334,572)	(\$3,744,219)	\$66,451,325	(\$30,237,209)	\$74,093,739	\$94,229,064





City of Aurora, Colorado

2017 OPERATING AND CAPITAL
IMPROVEMENT BUDGET

PROFILE OF AURORA



2017 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 2015 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: 355,441 (2015 est.)
Up 30,363 (9.34%) over 2010 Census

Housing Units: 137,370 (2015 est.)
Up 6,330 (4.8%) from 2010 Census

Age		Income/Employment		Education		Industrial Sectors	
Median Age	34.2	Income		Percent of Aurora's population 25 years and older with at least a:		Largest industries	
% Between Ages		• Per Capita	\$27,345			Services; Trade (wholesale and retail); and Construction	
• 19 and Under	28.1%	• Median Household	\$58,445	• High School Diploma (or eqv.)	87.6%	Product Types	
• 20-34 years old	23.3%			• Bachelor's Degree	29.0%	Software and systems; manufacturing; health care; financial services	
• 35-64 years old	38.2%	Total Employment	195,187	• Graduate Degree	8.8%		
• 65 years and over	10.4%						

QUALITY OF LIFE

Home Values and Costs (2015)

Median home value	\$229,400
Median gross apartment rent (per month)	\$1,170

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	-
TOTAL	61	36

*Schools located in City of Aurora only.

TAXES

**Colorado
Personal Income Tax
4.63%**

**Colorado
Corporate Income Tax
4.63%**

2017 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

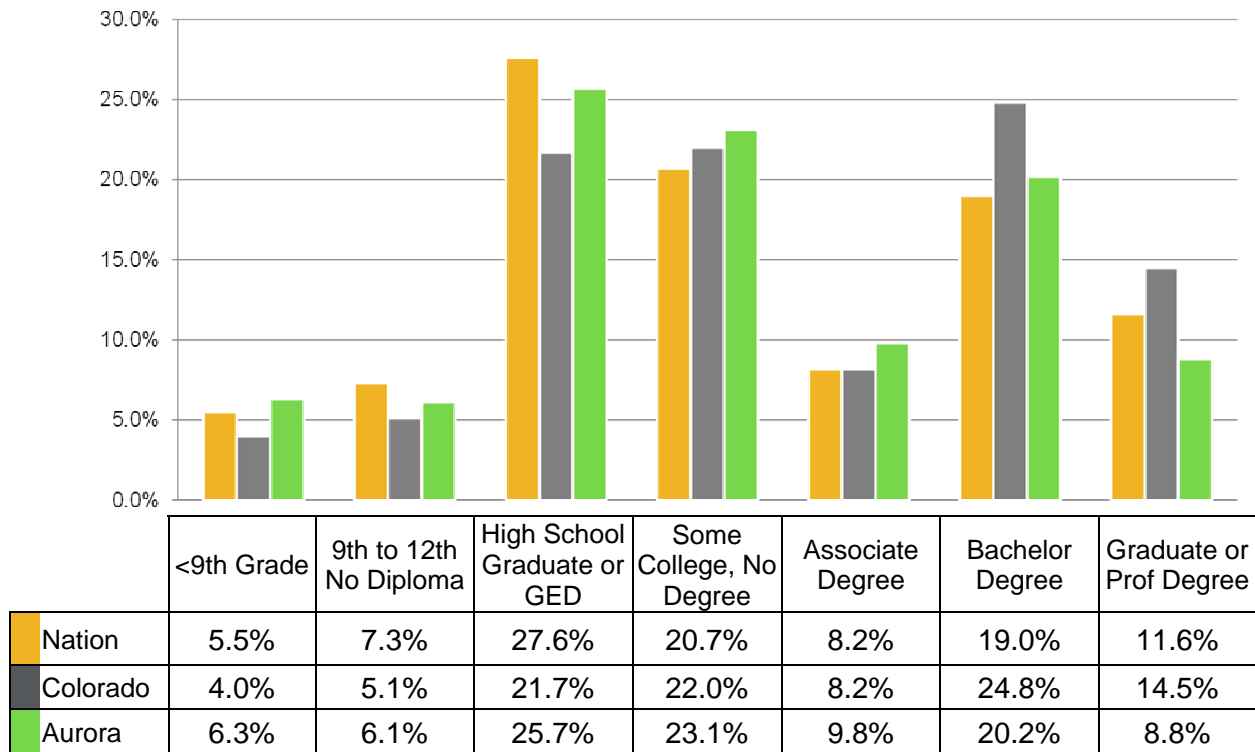
City Roadway Miles

- | | |
|--------------------------|------------------------|
| • 134 miles of collector | • 162 miles of major |
| • 805 miles of local | • 39 miles of minor |
| • 209 miles of private | • 84 miles of highways |

Total: 1,432 Miles

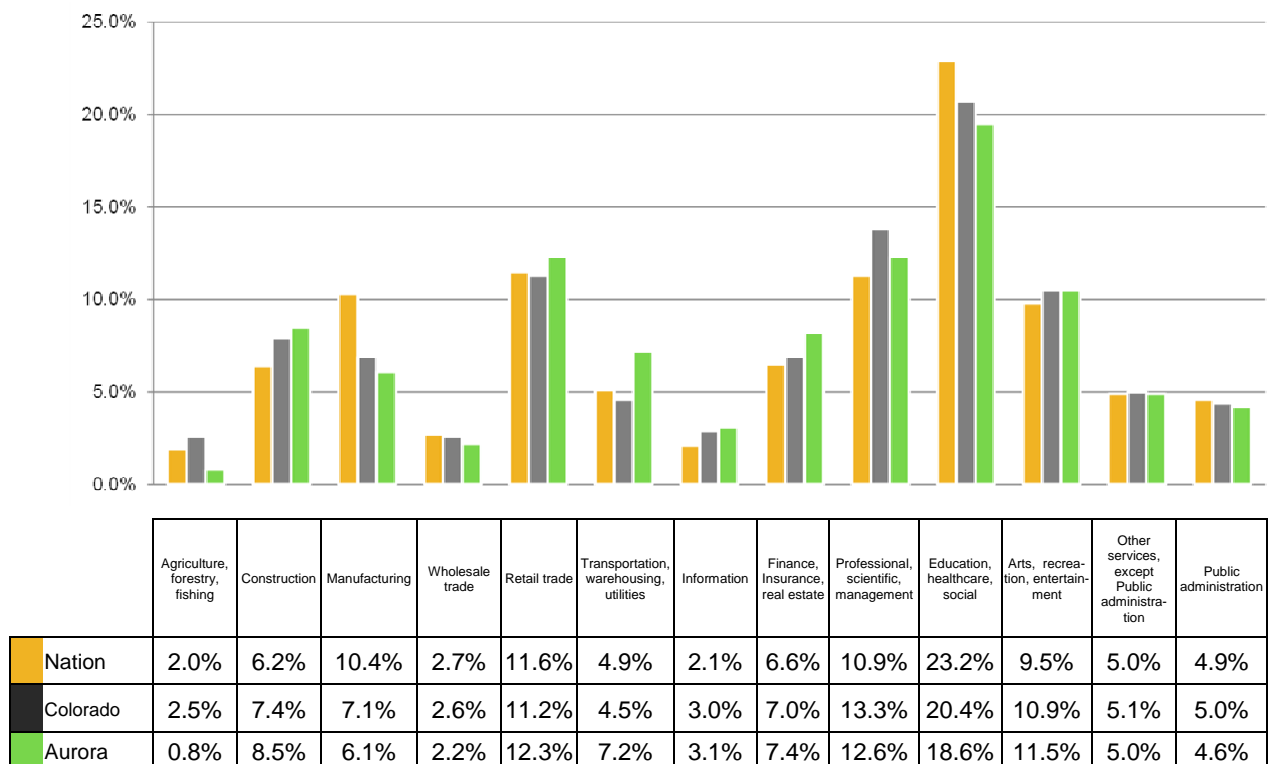
Educational Attainment

Source: 2015 American Community Survey One-Year Estimates, US Census Bureau



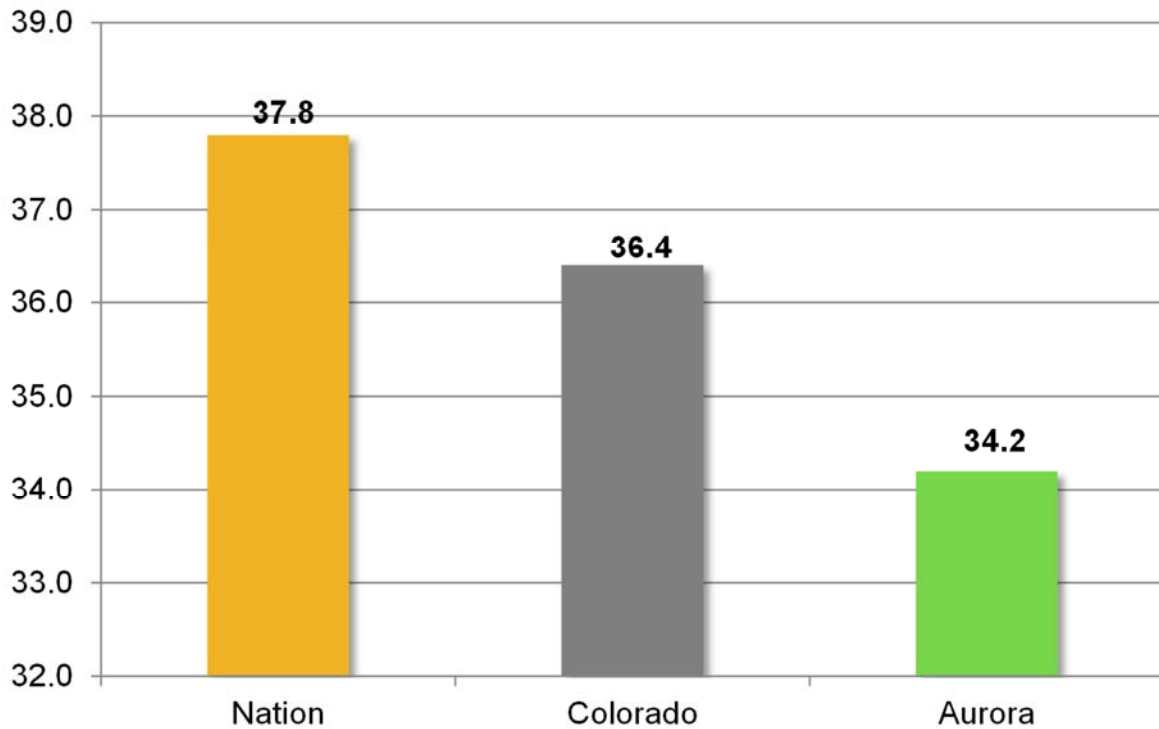
Workforce by Industry

Source: 2015 American Community Survey One-Year Estimates, US Census Bureau



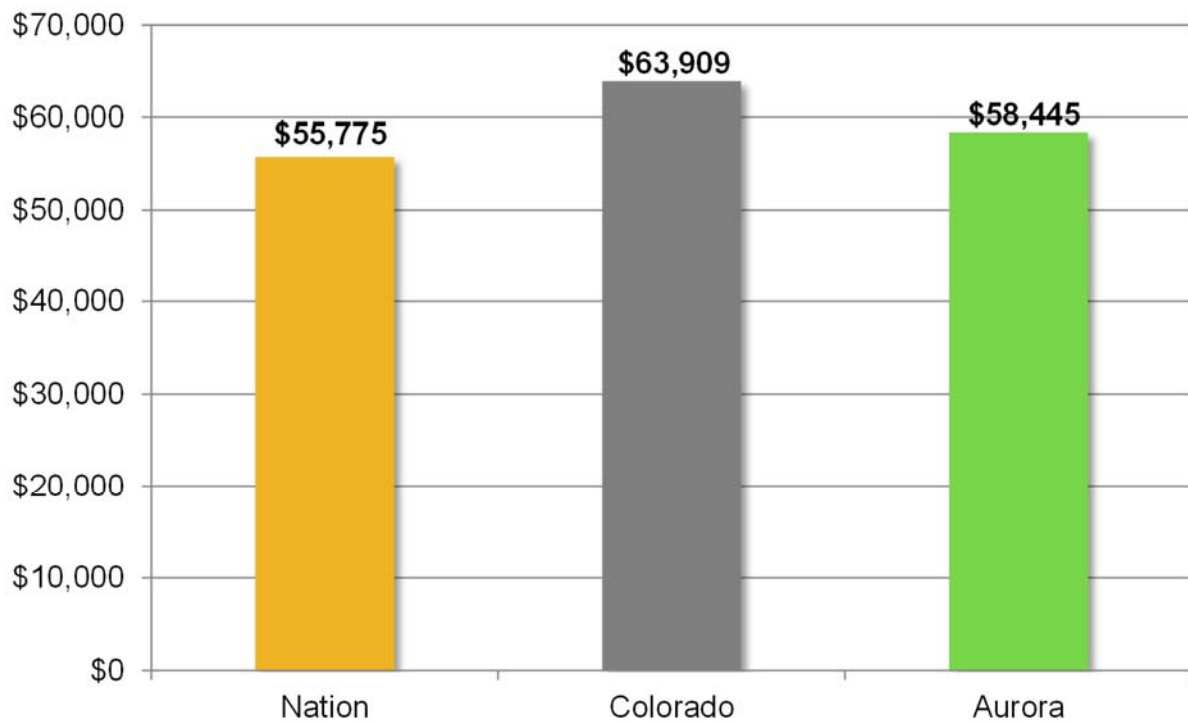
Median Age

Source: 2015 American Community Survey One-Year Estimates, US Census Bureau



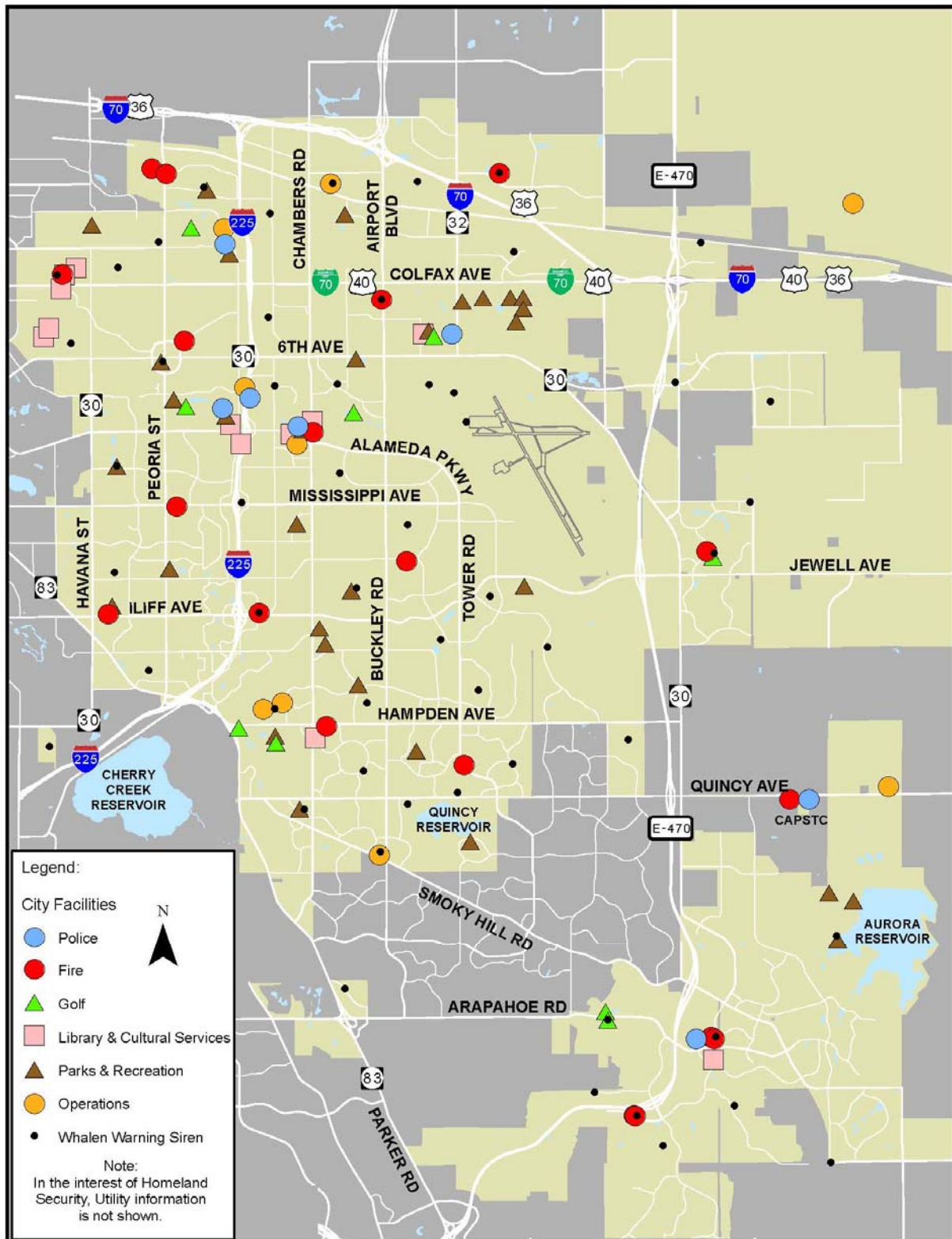
Median Household Income

Source: 2015 American Community Survey One-Year Estimates, US Census Bureau

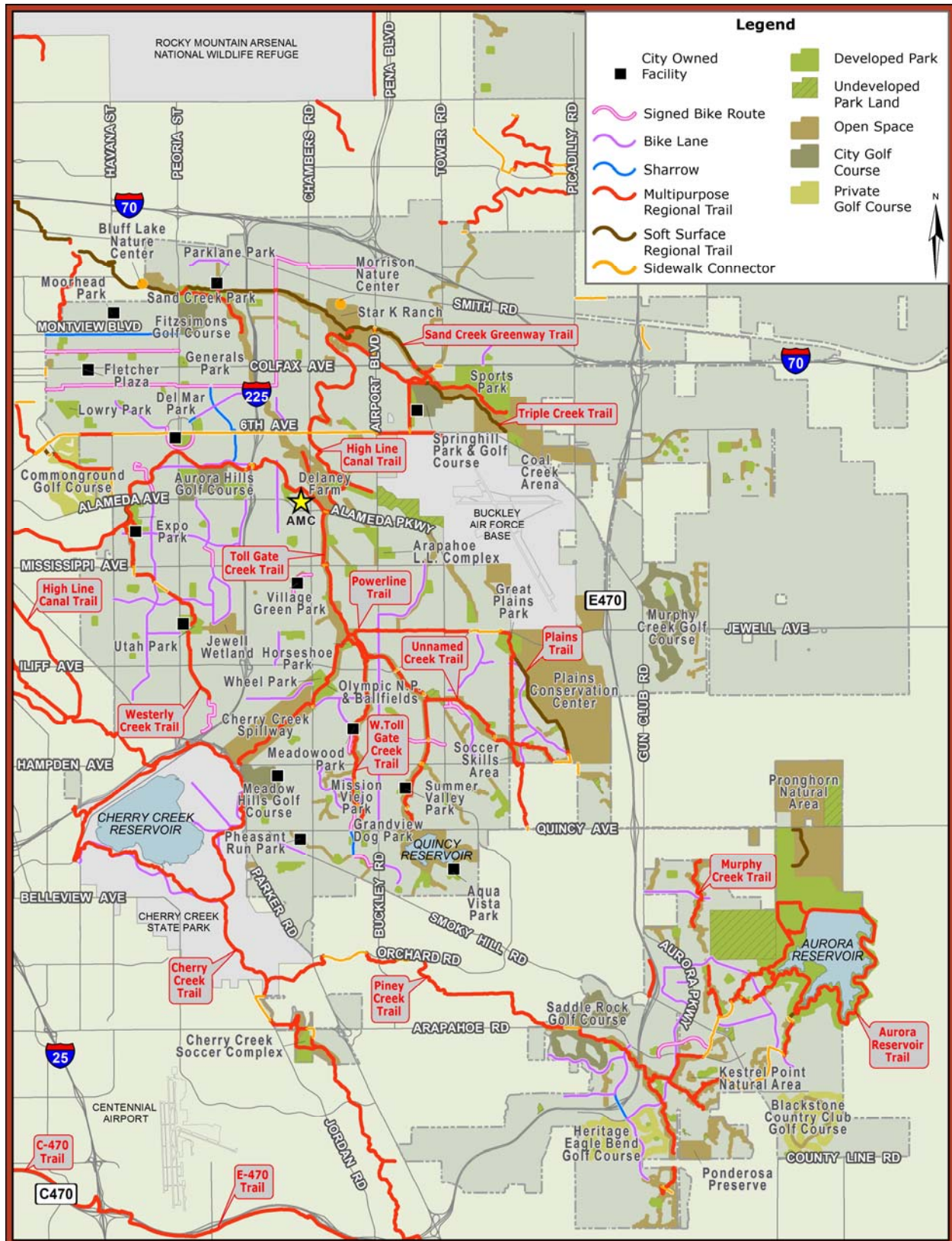


City Facilities

Source: City of Aurora Public Works Department

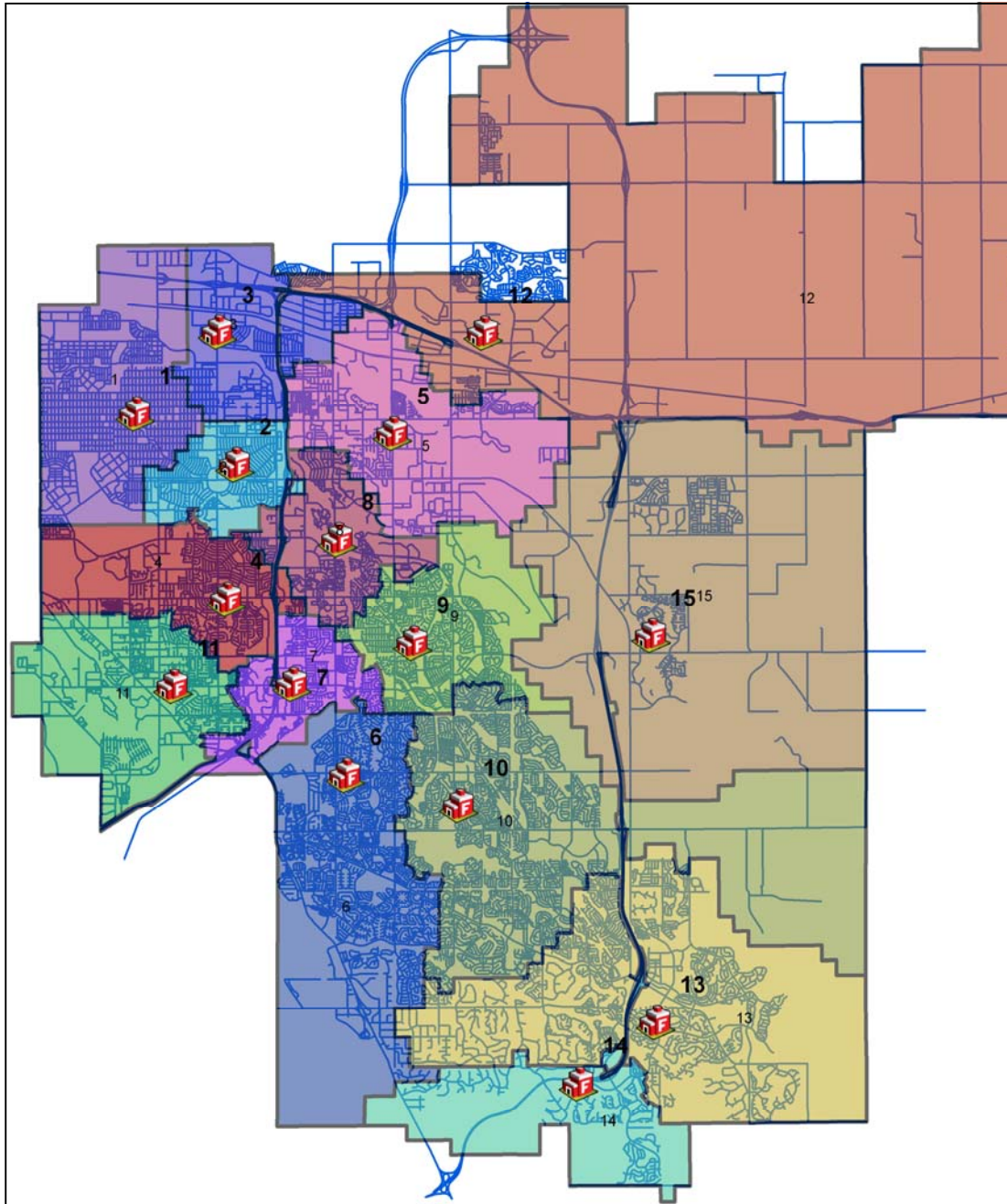


Parks, Recreation, and Open Space - Sites and Facilities



Fire Stations and Coverage Areas

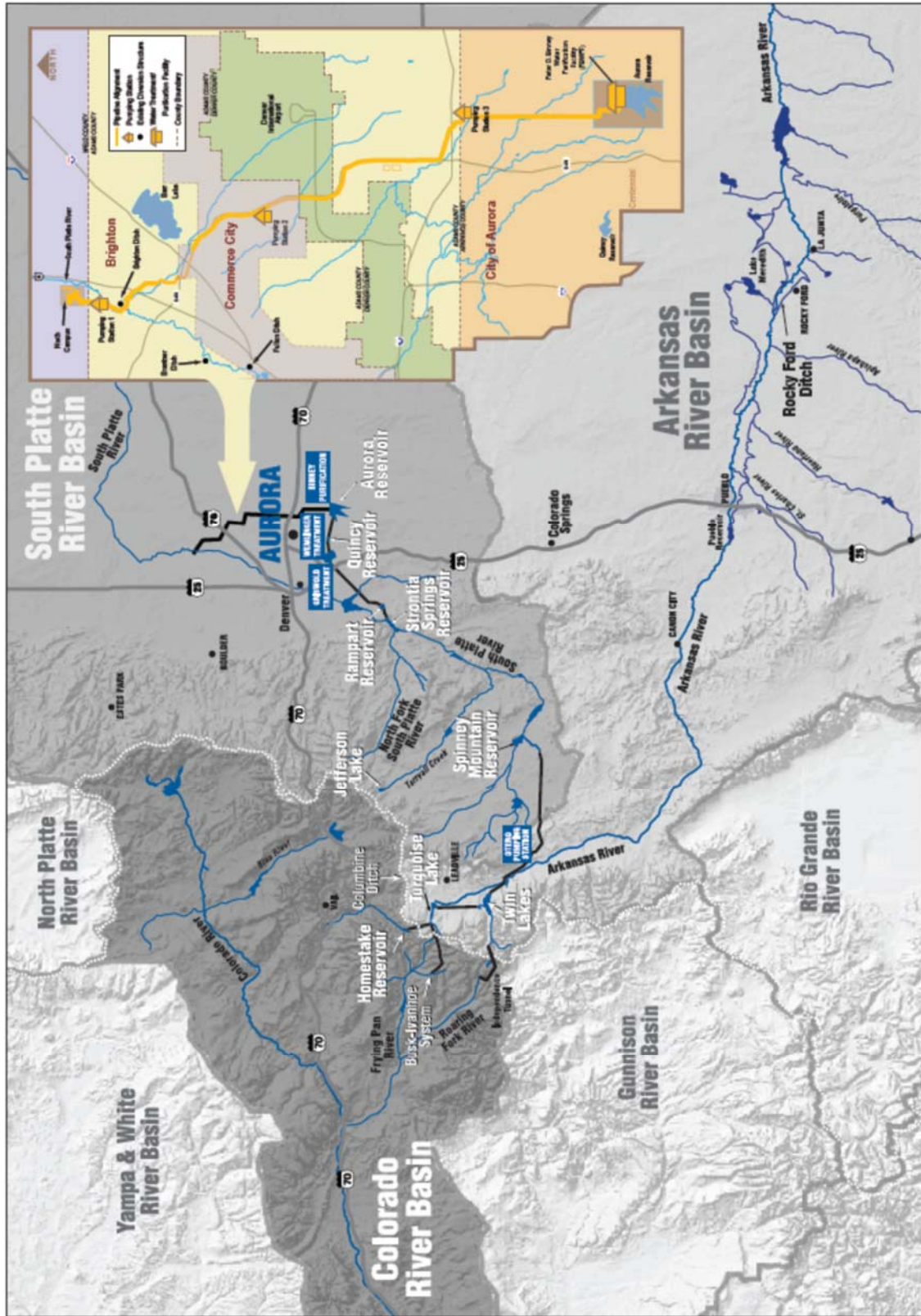
Source: City of Aurora Fire Department



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



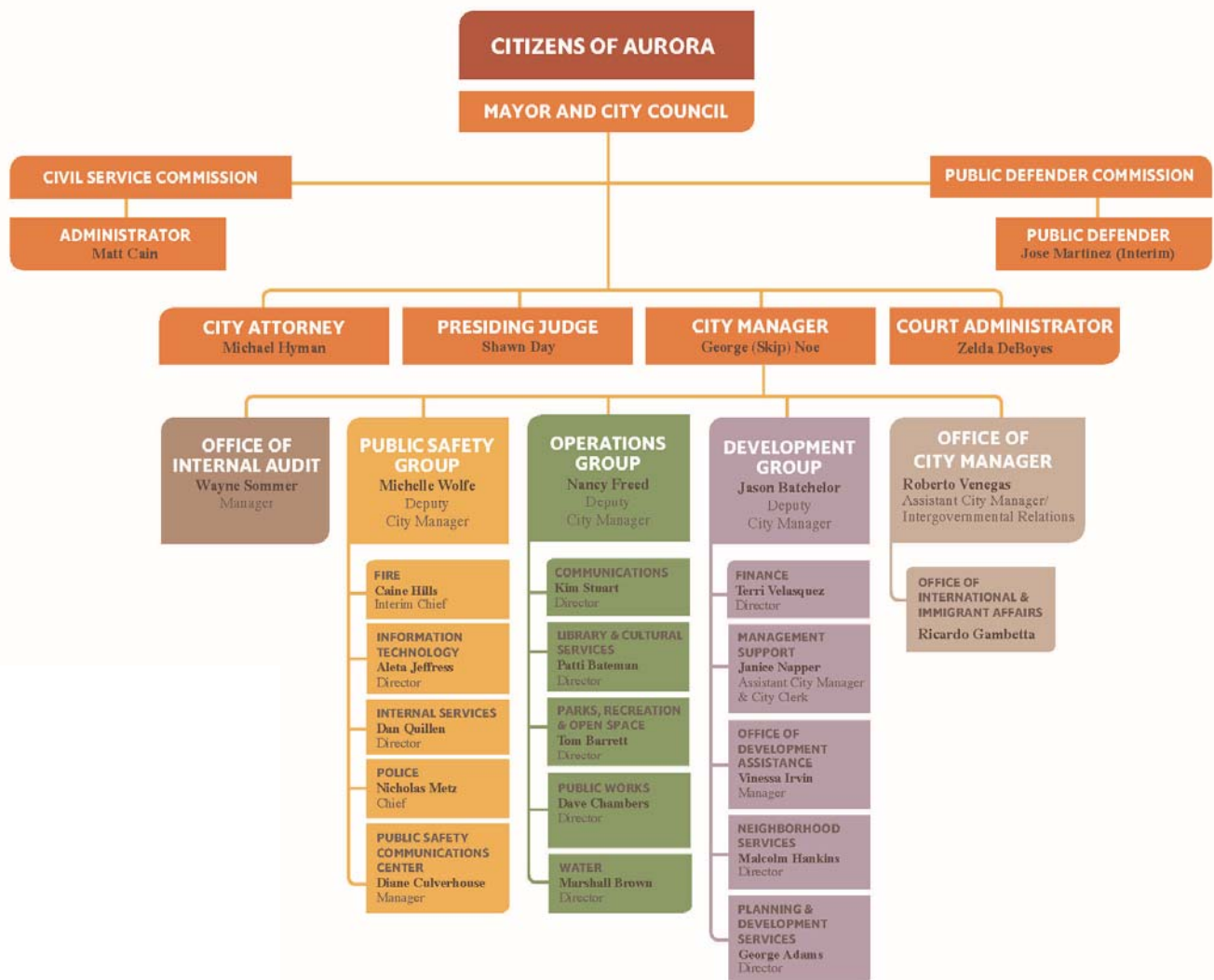
City of Aurora

SUMMARY

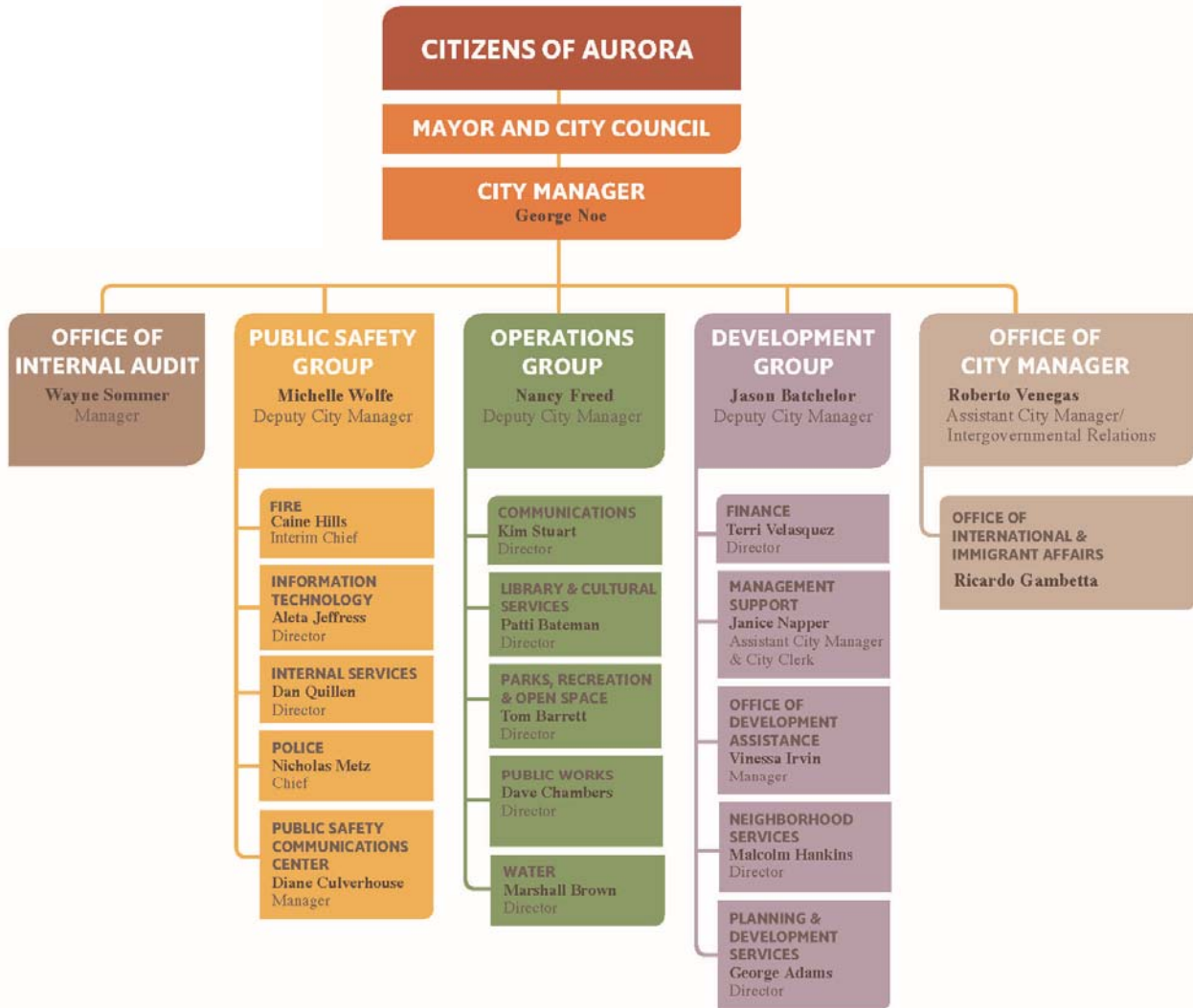
The City Council institutes policies that ensure city operations meet the needs of Aurora citizens. To carry out this mission, the City is structured into five organizational units:

- 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.



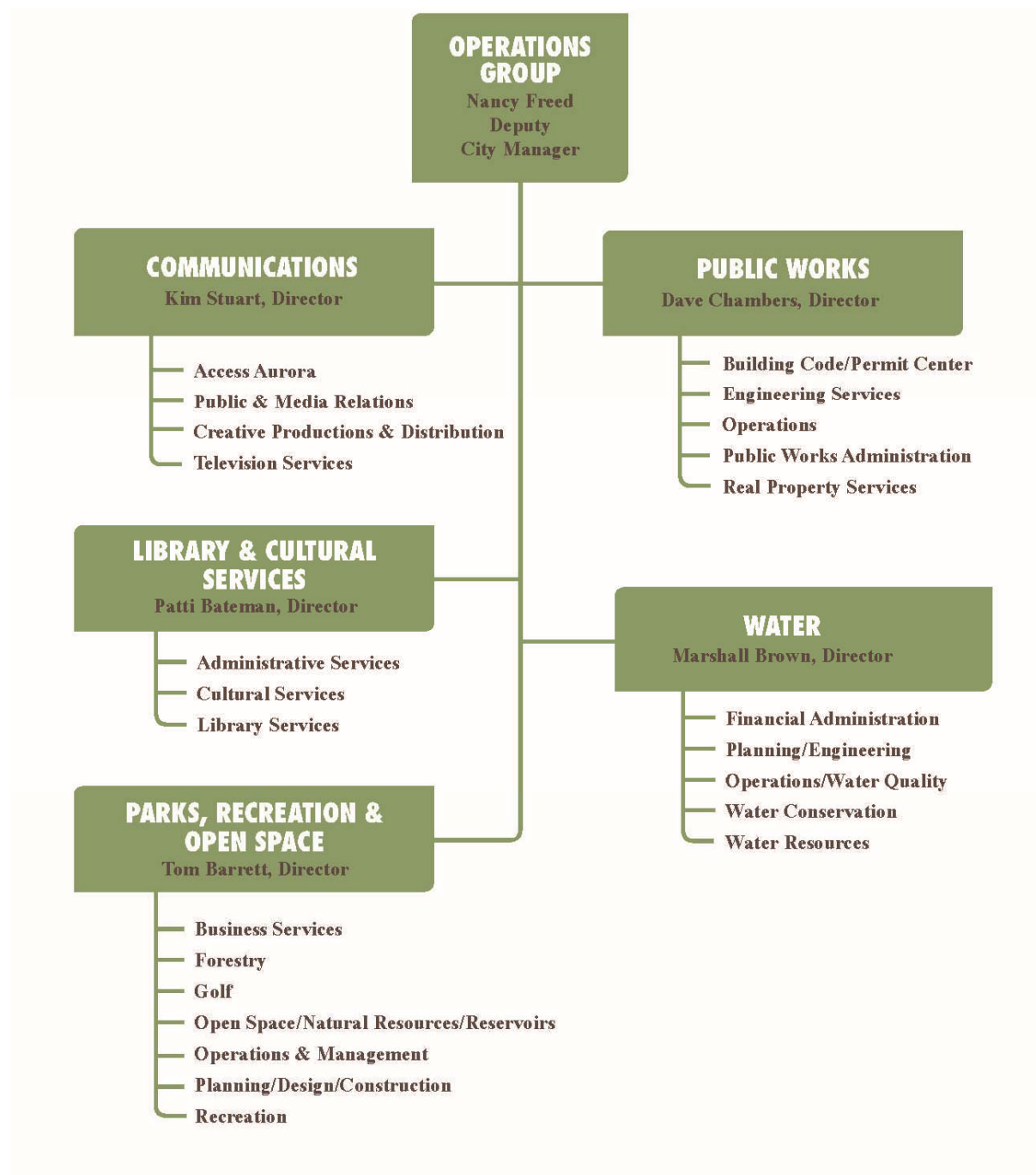
City Manager Organizational Structure



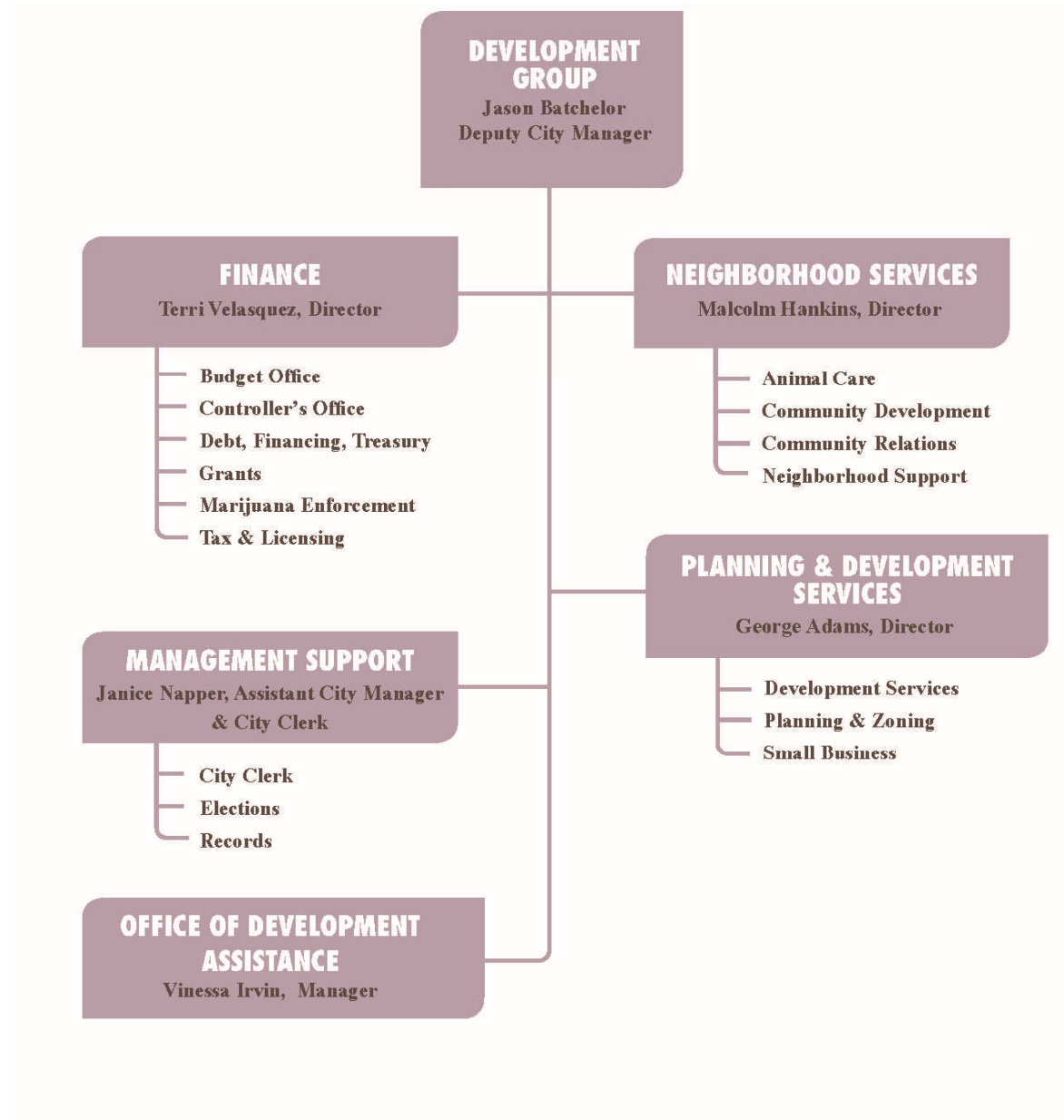
Public Safety Group



Operations Group



Development Group







City of Aurora, Colorado

2017 OPERATING AND CAPITAL
IMPROVEMENT BUDGET

GENERAL FUND REVENUES

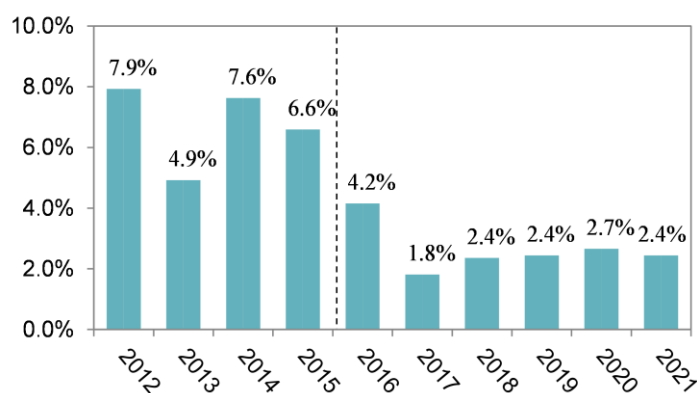


2017 General Fund Revenue Overview

The City of Aurora General Fund revenue estimates are developed for the budget by the Office of Budget and 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 the spring economic forum, hosted by the City of Aurora. At this event, several local experts from economic and development industries come together to voice their view of current economic conditions and the potential impact on the City of Aurora revenue sources.

The United States economy has weakened in the first half of 2016. Exports have suffered soft demand abroad and an appreciated dollar has increased the price of U.S. goods in foreign markets. Business investments have been restrained by the weak exports, as well as the downturn in the energy sector and heightened political uncertainty. Notwithstanding economic and political headwinds, consumer spending has been driving slow economic growth through June 2016 as households have benefited from low unemployment rates. While economic indicators are mixed and the risk of recession is rising, experts anticipate continued expansion over the second half of 2016 and into 2017. Colorado's economy has been facing challenges similar to those nationwide, though the state's low share of exports and diverse range of industries has helped outpace economic growth in most other states. The state's economy grew by 3.0 percent in the first quarter of 2016 compared to the national average of 1.1 percent. As in years prior, growth in the state has been driven by the Denver Metro area, which includes Aurora.

Figure 1. Total General Fund Revenue (% change)



Following four years of significant growth, General Fund revenue for Aurora has slowed in 2016. While unemployment has fallen to its lowest rate since 2000, rising levels of economic uncertainties and increased spending on non-taxable goods have likely caused slower year-to-date sales tax revenue growth. In addition, reduced oil and natural gas prices have brought about a revenue decline in various categories, including utility sales tax, utility franchise fees and the state's severance tax and federal

mineral lease revenue share. Collections from auto sales, one of the main drivers of growth in previous years, have also shown signs of slowing. Revenue growth has been bolstered by City sales tax revenue collected from the online retailer Amazon beginning in March 2016 and property tax revenue, which has increased significantly due to rising property values.

As the economy matures, projections for 2016 and into the long-range forecast call for slow growth in General Fund revenue. 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 on the previous page summarizes the General Fund revenue percentage change from year to year over 10 years, with 2012 through 2015 reflecting actual revenues received followed by projected collections for 2016 through 2021. 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.

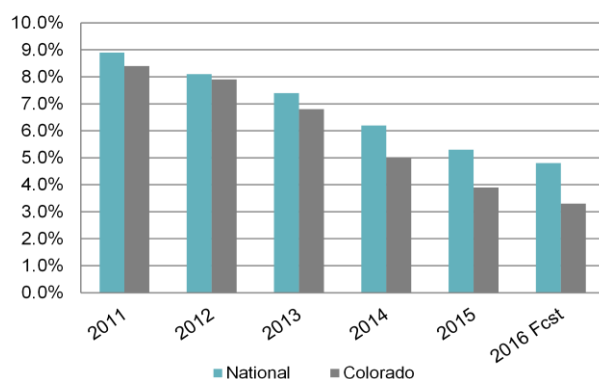
The figures and narratives published in this document reflect the 2017 budget as adopted by City Council and the status of the 2016 projection at the time the 2017 budget was adopted. The 2016 projection incorporates the inevitable changes that occur each year after the prior year budget is adopted. The General Fund revenue projection 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 2016 Forecast, the Office of State Planning and Budgeting June 2016 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.

The economic outlook has deteriorated somewhat in 2016. Global economic weaknesses and waning demand for U.S. goods associated with an appreciated dollar have caused a drag on

Figure 2. Unemployment



export-oriented industries. At the same time, business investments have been subdued by the contraction in the oil and gas industry. This has resulted in slow GDP growth of 1.1 percent in the first quarter of 2016, followed by a slightly improved 1.4 percent increase in the second quarter. Nevertheless, consumer spending has remained healthy as employment growth continues. In the first quarter of 2016, economic growth in Colorado continued to outpace most other states, ranking fourth in real GDP growth. A healthy Colorado labor market has continued to add jobs in most industries and reduced the unemployment rate

to 4.0 percent as of June 2016 while underemployment continues to decline as well. This has helped the state economy remain fairly resilient to unfavorable developments nationwide.

Looking ahead, economists expect the economy to expand at a modest pace through 2016 and 2017, though the risk of recession has increased in the face of weak global growth. Continued job growth and low unemployment rates are expected put upward pressure on wages and stimulate further growth in consumer spending. Oil and natural gas prices have begun to rise again, alleviating the stress in the energy sector experienced since early 2015. Overall, economic growth is expected to remain behind previous years as the economy stabilizes and increased political and economic uncertainties dampen stronger consumption growth.

Although Colorado's economy appears poised for continued growth, economic indicators nationwide are mixed and may cause economic growth to slow more than expected. Risks to the current expansion include:

- Persistent uncertainty around the upcoming presidential election and global political developments that may lead to decreased spending and investments;
- Reluctant economic growth in many countries that may turn into a global recession and weigh on U.S. exports;
- Leading economic indicators such as weak business investments and slowing job growth that are assumed to signal slower growth but may foreshadow a looming recession.

There is also a potential upside to the forecast. The state's tight labor market may increase wages at a faster pace than expected, leading to stronger consumer spending and higher economic growth. In addition, stronger than anticipated population growth and the subsequent demand for goods and services may spur commercial development statewide and in Aurora, resulting in increased revenue collections for the City.

SUMMARY OF KEY ECONOMIC TRENDS

- While slower than in previous years, the national economy continues to expand. Job growth and wage increases have supported domestic demand, offsetting weaknesses in exports and business investments. After adjusting for marijuana revenue, Aurora General Fund collections through June 2016 are 4.9 percent higher than during the first half of 2015. This follows strong revenue growth between 2012 and 2015, averaging 6.8 percent annually. The year-end projection for 2016 assumes revenue collections will slow slightly in the second half of 2016, ending the year 4.2 percent over 2015, followed by 1.8 percent growth in 2017 and 2.4 percent in 2018.
- Employment figures, which represent Aurora residents working in and outside the City, increased 1.9 percent in 2015, resulting in an unemployment rate of 4.2 percent, down from 5.6 percent in 2014. Aurora unemployment continued to drop to an average 3.7 percent through the first half of 2016 as the number of employed residents has continued to grow. Slower employment growth is expected through the forecast period as the economic expansion matures.

- Aurora's employers continued to create jobs in 2015, pushing employment figures generated by City businesses 4.2 percent over 2014. Nearly one third of the year-over-year job growth occurred in the education and health services sector. The City's largest single employers continue to be found in the public sector, namely Buckley Air Force Base, University of Colorado Anschutz Medical Campus, and University of Colorado Health.
- State wage and salary income grew by 5.6 percent in 2015 and growth is projected to remain relatively stable at 5.4 percent in 2016 and 5.5 percent in 2017 before slightly accelerating to 6.2 percent in 2018. The employment growth in higher-paying industries over the last few years has helped Aurora wages and salaries mirror state personal income growth.
- Retail sales in the metro region increased 5.5 percent in 2015, slightly higher than the state increase of 4.7 percent. For the state, full year growth of 4.1 percent is expected in 2016, followed by an increase of 4.6 percent in 2017.
- Housing construction in Aurora has gained momentum in 2015 with 978 residential permits issued. A solid local economy and strong population growth are expected to drive the number of permits up to 1,300 in 2016 before stabilizing in 2017 and 2018. Skilled construction labor shortage will continue to put a drag on stronger growth.
- The budgeted property tax collection for 2017 incorporates a 1.0 percent increase over 2016, largely representing additional base properties typically seen in non-reassessment years. Property tax revenue for 2018 is expected to increase 12.0 percent, reflecting a substantial increase in the City's property re-evaluation, due largely to continued strong growth in housing prices.

ECONOMIC TRENDS

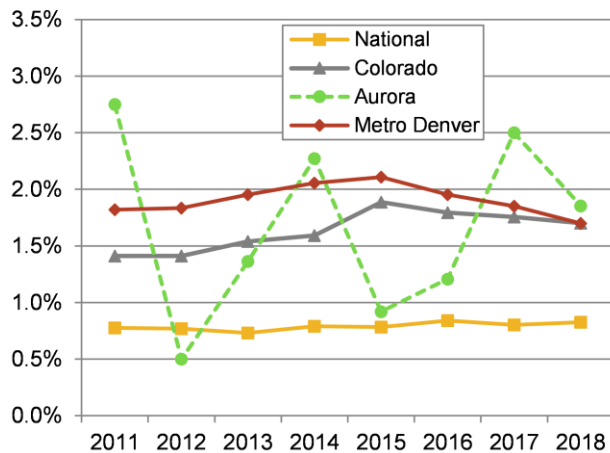
Population

The United States population is characterized by slow growth rates, increases in average age, and growing racial and ethnic diversity. According to demographic projections from the Pew Research Center, the United States will have no singular racial or ethnic majority by the year 2055. In 2015, the national population reached 321.4 million, a 0.8 percent increase over 2014. Following an average annual 0.9 percent increase from 2000 through 2010, slower growth rates of 0.7 percent and 0.8 percent have occurred since. For 2016, fertility rates are among the lowest recorded. The lengthy post-recession economic recovery and subsequent drop in both economic security and birth rates among young adults seemingly produced a lasting impact on population growth. Moreover, unstable economic conditions during and after the recession have contributed to a downward trend in net migration. The U.S. Census Bureau suggests lower net migration and declining birth rates will slow the rate of population growth in the long run.

At the state level, Colorado's population has been growing at more than twice the national rate and is expected to do so through the forecast period. In 2015, state estimates assume 101,000 people were added, reaching a total population of 5.5 million and equating to a 1.9 percent increase over 2014, a growth rate not seen since 2006.

This pace made Colorado the second fastest growing state in the U.S. in 2015, which was only exceeded by North Dakota. In absolute numbers, Colorado ranked seventh in population growth in 2015. A sharp and recent increase in net migration has led to Colorado's rapid growth, accounting for nearly 70 percent of the 2015 increase. State estimates assume Colorado's net

Figure 3. Population (% change)



migration will maintain its momentum for as long as state economic performance remains strong. The state is expected to see above average growth through the forecast period, rising 1.8 percent in both 2016 and 2017 and 1.7 percent in 2018. Thanks to a strong local economy, population growth in the Denver Metro area has exceeded growth in the rest of the state since 2011. However, local growth rates are now and in the forecast period comparable to statewide rates as above average economic growth in the metro area has slowed, rising 2.0 percent in 2016, 1.9 percent in 2017 and 1.7 percent in 2018.

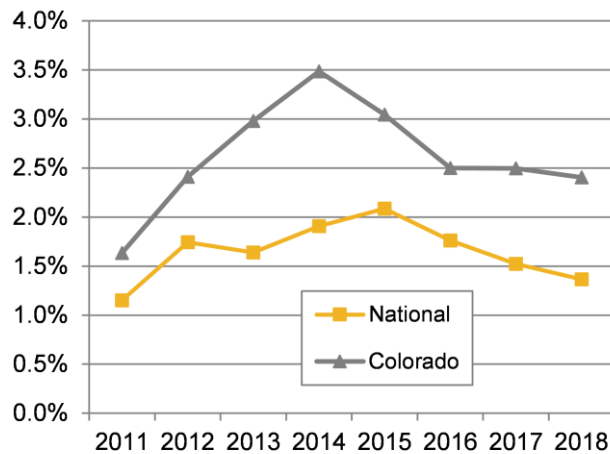
The 2010 US Census report estimated Aurora's population at 325,000. From 2010 forward, the City's population estimates continued to rise. Growth of 2.3 percent was seen in 2014, similar to increases experienced around the Denver Metro area. In 2015 and 2016, however, growth rates slowed to 0.9 percent and 1.2 percent respectively. 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 closer to the metro area level, increasing 2.5 percent in 2017 and 1.9 percent in 2018.

Employment

Seven years removed from the recession, the United States labor market continues to add jobs at a steady pace while approaching full employment. In May 2016, the national unemployment rate declined to 4.5 percent, its lowest level since 2007. Although unemployment is now at a nine-year low, the broader underemployment rate, which includes discouraged employment seekers and those working part-time but wish to work full-time, reveals continued weaknesses in the labor market. Following 2.1 percent growth in 2015, employment gains have slowed to a 1.8 percent pace through the first half of 2016. While low oil and commodity prices have continued to shed jobs in the mining and logging industry, job growth has occurred in most other industries. Steady job growth and a limited supply of workers has made it more difficult for businesses to retain and recruit skilled personnel, which in turn, is translating into increased wage pressure. However, actual wage increases have remained below the growth rates seen during more recent expansions, as low inflation in addition other factors limit wage growth. Slower job growth of 1.5 percent and 1.4 percent is projected for 2017 and 2018 respectively, which will keep the national unemployment rate stable.

With stronger annual job growth and lower unemployment rates, Colorado's labor market has recovered faster than the national market. The contraction in the oil and gas industry has led to significant job losses in related fields, though the state's diverse economy has helped maintain

Figure 4. Employment (% change)

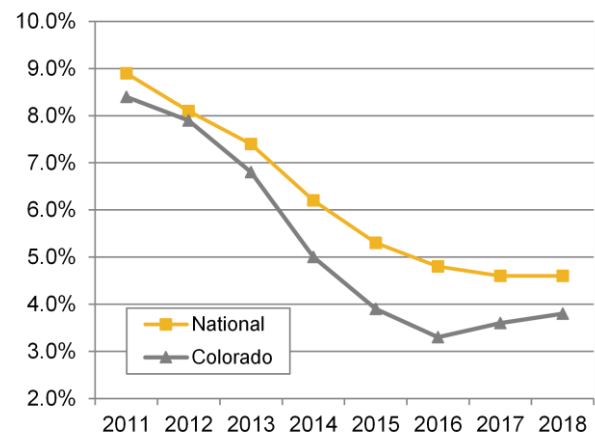


healthy overall job growth of 3.0 percent in 2015 and 2.7 percent through June 2016. Overall growth has brought state unemployment down to an average 3.5 percent, a rate that ranks among the lowest nationally. Concurrently, the gap between the unemployment and the broader underemployment rate, as described on the previous page, has narrowed to a level indicative of full employment. Consistent with trends nationwide, the pace of employment gains in Colorado has slowed in 2016. According to Colorado Legislative Council, part of the slowdown may be attributable to labor shortages as opposed to decreasing demand. Industries

recording the largest gains in 2016 include education and health services, health care and social assistance, and professional and business services. Colorado job growth is projected to continue outpacing the nation through the forecast period, increasing 2.5 percent in both 2016 and 2017 and 2.4 percent in 2017. The state's unemployment rate is expected to increase slightly as the state's healthy economy continues to attract migrants.

The Denver Metro area has seen stronger job growth than both the nation and the state since 2011, resulting in an average unemployment rate of 3.7 percent in 2015 and 3.3 percent through June 2016. Historically, unemployment in Aurora has been above the regional average. This gap increased during the recession, as a high percentage of Aurora citizens were employed in the construction and financial/real estate industries, both of which suffered substantially throughout the downturn. While the gap remains, Aurora has benefited from having more job growth than the metro area. This has pushed Aurora's unemployment rate down to 3.7 percent year-to-date as of June, representing the smallest difference between Aurora and the metro area since 2000. The landscape of Aurora's employment opportunities has changed over the last decade, thanks to Aurora's new businesses and development at Fitzsimons, the latter of which is expanding each year and bringing higher income jobs to Aurora. As the economy continues to experience modest growth and state employment gains are expected to

Figure 5. Unemployment Rate



continue to outperform the nation as a whole, the local unemployment rate is anticipated to remain below national figures throughout the forecast period.

Income

Labor market improvements and accommodating legislation have driven national personal income growth since the end of the recession, though its pace remains well below historical averages. Increases of 6.2 percent in 2011 and 5.0 percent in 2012 were followed by a slower 1.1 percent growth in 2013. In 2011, the U.S. government enacted a temporary payroll tax reduction to stimulate the economy. As this expired at the beginning of 2013, some businesses responded by shifting taxable employee pay for bonuses back to 2012, a time when tax cuts were still in place. Personal income growth remained steady in 2014 and 2015, increasing by 4.4 percent and 4.5 percent respectively. After adjusting for inflation, personal income per capita remained fairly stable between 2010 and 2013. Growth has seen an uptick since 2014, thanks to wage increases caused by tight labor supply. Through the forecast period, personal income is expected to continue its rise, due to the addition of jobs and gradually increasing interest rates, which will bring higher returns on household investments. Personal income is expected to increase by 4.5 percent in 2016, followed by 5.3 percent growth in 2017. Wages and salaries, the largest component of personal income, follows a similar pattern and is projected to grow 4.6 percent in 2016 and 5.0 percent in 2017.

Figure 6. Personal Income (% change)

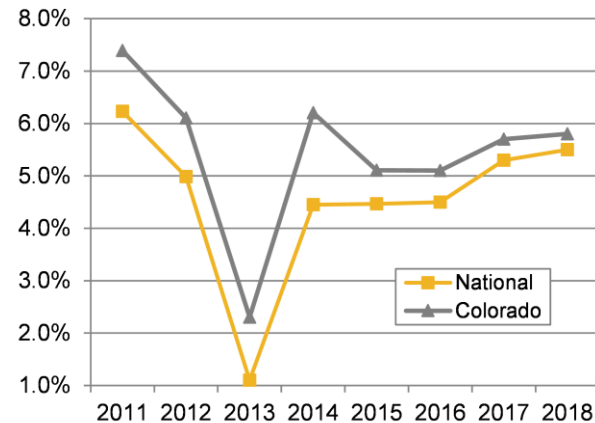
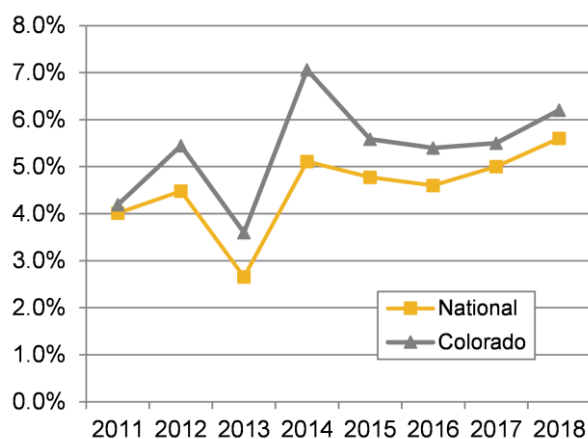


Figure 7. Wage and Salary Income (% change)



Both Colorado personal income and wage and salary growth have performed above national averages throughout the current expansion, boosted by stronger job growth and lower unemployment. State personal income growth ranked seventh nationwide in 2015, rising by 5.1 percent and driven by the professional, scientific and technical services, health care and social assistance, and finance and insurance industries. While remaining strong, growth is down from the rate of 6.2 percent seen in 2014, the result of decelerating employment gains associated in part with the contraction in the oil and

gas industry. Moderate job growth will continue to bolster increases in personal income through

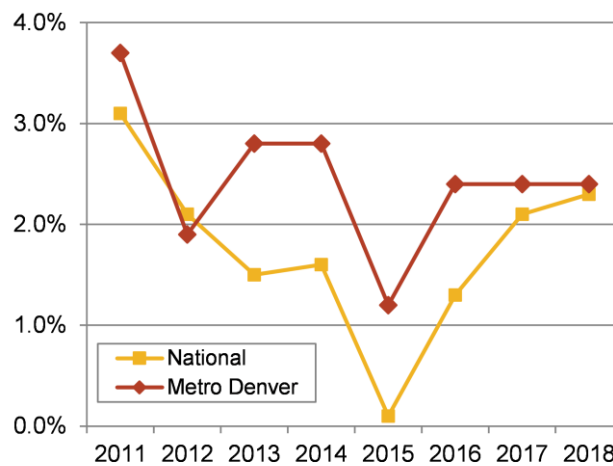
the forecast period, increasing 5.1 percent in 2016 and 5.7 percent in 2017. Wage and salary growth is expected to remain stable, increasing 5.4 percent in 2016 and 5.5 percent in 2017.

Personal income in the Denver Metro area mirrors statewide growth, growing 4.1 percent in 2015, down from an 8.8 percent rate in 2014. Aurora's employment picture has changed in the recent past. While a high number of City residents have typically worked in highly competitive and lower paying industries, most of the City's recent job and wage growth has been seen in professional and business services, government, and other higher paying industries. Gains have included new employment opportunities in the health care sector, the result of major development at Fitzsimons. Concurrently, lower paying discretionary industries have benefited from economic momentum. Robust employment growth in various sectors has helped the City mirror Denver Metro and state personal income growth. Aurora employment, and the personal income that has resulted, should continue growing at a modest pace through the forecast period. This expectation is due mostly to Fitzsimons development and continued favorable economic conditions in Colorado, which are encouraging new business development and the expansion of existing stores.

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. Nationally, inflation has remained well below the 2 percent target for more than three years, even in the face of improved economic conditions. In fact, the U.S. narrowly avoided deflation in 2015 with a minimal 0.1 percent increase in the general level of prices. Natural gas and oil prices began falling in the fourth quarter of 2014, resulting in lower prices for gasoline and energy services. These lower prices subdued inflation all through 2015 and have continued to do so in 2016. Sluggish global economic growth and a strong U.S. dollar have also contributed to weak inflationary pressure. Imported goods have become cheaper as the dollar has appreciated, thereby increasing the pressure on U.S. businesses to reduce prices. Gradually increasing energy and gas prices are expected to strengthen inflation through the second half of 2016 and into 2017, resulting in 1.3 percent growth in 2016 before returning to the Federal Reserve's 2 percent target in 2017 and 2018.

Figure 8. Inflation (CPI) (% change)



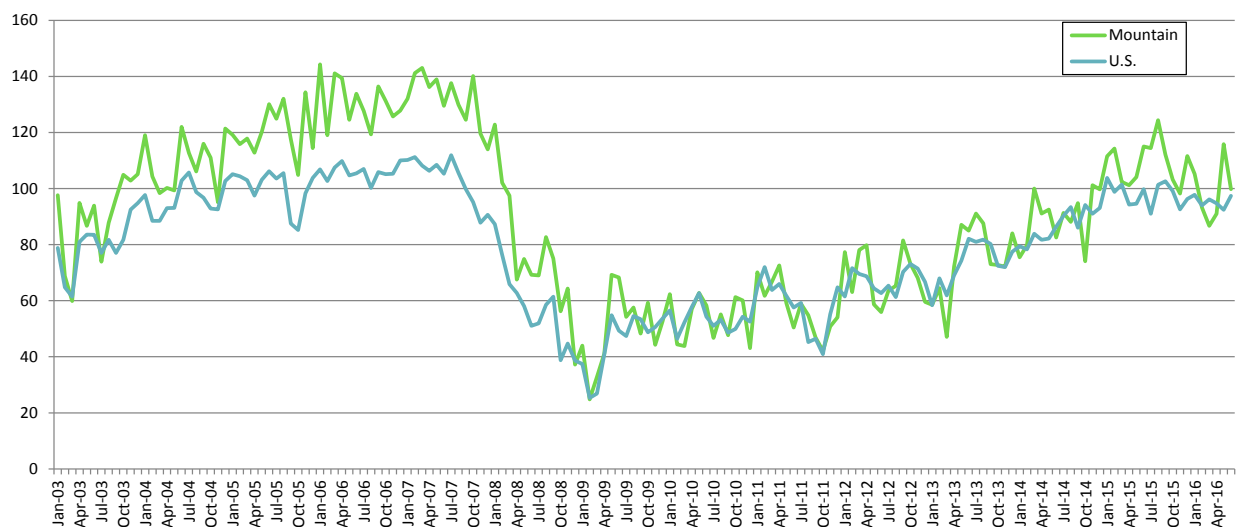
Increases in the Consumer Price Index for the Denver-Boulder-Greeley area have exceeded national rates since 2013, due largely to stronger increases in housing costs. As experienced

nationwide, significant decreases in the price of gasoline and energy services held inflation under the 2 percent target in 2015. Through June 2016, however, the rate of inflation in the metro area has increased by 3.0 percent. This is primarily the result of a 7.6 percent increase in costs for shelter. While energy prices have continued to decline by 10.4 percent compared to the first six months of 2015, the Bureau of Labor Statistics reports that housing costs haven't increased this sharply since the 1980s. Economists believe local inflation will continue outpacing rates nationwide as increases in housing costs are expected to rise at a faster rate locally, resulting in inflation of 2.4 percent both in 2016 and 2017. The metro area inflation rate is assumed to be the rate Aurora's citizens will experience.

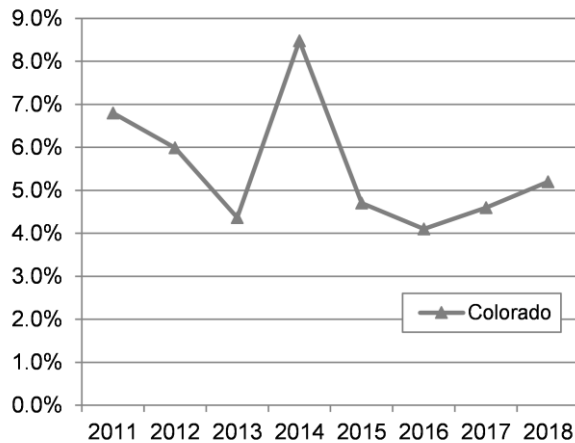
Consumer Spending and Retail Sales

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 and subsequent improvements in household income typically increase consumer confidence and spending as witnessed in the years following the recession. However, consumer confidence in the nation has remained rather stable since the fall of 2014. Stock market turbulence, adverse developments in the oil and gas industry, and heightened political uncertainty related to the presidential election have likely weighed on consumers, despite continued job growth. In June 2016, the national Consumer Confidence Index stood at 97.4, a slight decrease from the 99.8 seen in June 2015. The Mountain Region Index continued to climb until August 2015, reflecting the state's stronger economic performance, and has experienced a 19.8 percent decline in the time since. Although consumer confidence is now lower than in 2015, it matches levels consistent with economic expansions.

Figure 9. Consumer Confidence Index



Source: The Conference Board

Figure 10. Colorado Retail Sales (% change)

Rising consumer confidence typically coincides with increasing consumer spending, which accounts for more than two-thirds of economic growth in the United States. Both consumer confidence and Colorado retail sales steadily increased after the recession. Following several years of growth at no less than 6.0 percent, retail sales increased by 4.4 percent in 2013 as the expiration of payroll tax reductions and federal spending cuts likely restrained stronger economic growth. In 2014, significant employment and income gains pushed state retail sales 8.5 percent over the prior year. Slower growth of 4.7 percent

was seen in 2015 when falling oil prices brought about significant sales decreases at gas stations. Savings on gas were expected to translate into stronger discretionary consumer spending. Instead, consumers have chosen to save more of the extra income. Continued improvements in the labor market have sustained consumer spending through the first half of 2016, though unfavorable stock market developments as well as the contracting oil and gas industry have proven unsettling to consumers. In addition, household savings rates increased, decreasing growth in consumer spending even further. Modest growth of 4.1 percent is projected for 2016 before rebounding gas prices and job growth will accelerate retail sales by 4.6 percent in 2017 and 5.2 percent in 2018.

Growth rates in retail sales for the Denver Metro region typically remain at or above state growth. In 2015, employment and income growth pushed retail sales in the metro area up 5.5 percent over 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 experienced significant growth between 2012 and 2015, averaging 6.8 percent annually after adjusting for revenue from retail marijuana sales. The positive trend slowed in the latter part of 2015 and abruptly came to a halt in December 2015, when sales tax grew by only 0.2 percent. While stock

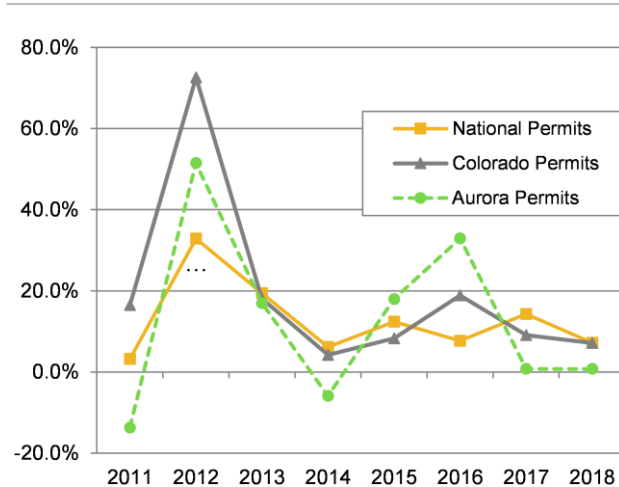
Table 1. Aurora Taxable Sales by Category
(June year-to-date – 2016 compared to 2015)

Category	% Change	Contribution to Total Sales Tax
Total Reported Sales Tax (excl. marijuana)	3.5%	
General merchandise stores	1.5%	15.1%
Eating and drinking places	4.8%	14.2%
Electronic, Telecom and appliance stores	-1.0%	8.0%
Utilities	-9.4%	6.4%
Building materials and garden equipment	5.7%	5.9%
All other Top Taxpayers	8.5%	5.9%
Motor vehicle and parts dealers	3.2%	5.2%
Beer, wine, and liquor stores	12.1%	2.8%
Grocery stores	5.4%	2.6%
Clothing and clothing accessories	3.8%	2.5%
Sporting goods, hobby, book & music	5.2%	1.8%
Furniture and home furnishings	3.4%	1.3%
Non Top Taxpayers	6.0%	30.3%

market volatility likely contributed to the year-end reluctance in consumer spending, a shift from holiday shopping in brick-and-mortar stores to non-taxed online purchasing may have also restrained stronger revenue growth. Consumer caution and a maturing economy have resulted in continued modest revenue growth through the first half of 2016, with taxable sales up 3.5 percent (excluding marijuana). Sales tax collections from the City's top taxpayers have grown by 2.5 percent, with most industries experiencing increases over 2015. Some of the growth year-to-date stems from online sales as the City began collecting sales tax revenue from online retailer Amazon in March 2016. Collections generated by utility sales, however, have been impacted by low natural gas prices and mild winter weather in early 2016, resulting in a 9.4 percent decline compared to the first half of 2015. In addition, revenue from auto sales has started to decelerate after several years of strong growth. Excluding a significant one-time refund, which is expected to occur during the second half of 2016, the year-end projection assumes slow growth of 3.9 percent in 2016, followed by 2.4 percent in 2017. This is consistent with prior maturing economic markets. The City does not project a recession in its five year forecast.

Housing Market and Construction

Figure 11. Housing Construction



The number of residential housing permits issued in the United States has experienced year-over-year growth since 2010. Steady job growth and low mortgage rates have encouraged residents to purchase homes. In 2015, 1.2 million new residential housing permits were issued across the U.S., representing a 12.4 percent increase over 2014. While increasing, housing construction in 2015 remained 42.8 percent below its pre-recession high of 2.1 million new homes. Furthermore, the housing market recovery has been uneven throughout the nation and average home prices in many major metro areas have yet to surpass pre-recession peaks. Continued

improvements in the labor market and an increasing number of household formations are projected to push 2016 residential housing permits 7.7 percent over last year, followed by increases of 14.3 percent in 2017 and 7.2 percent in 2018.

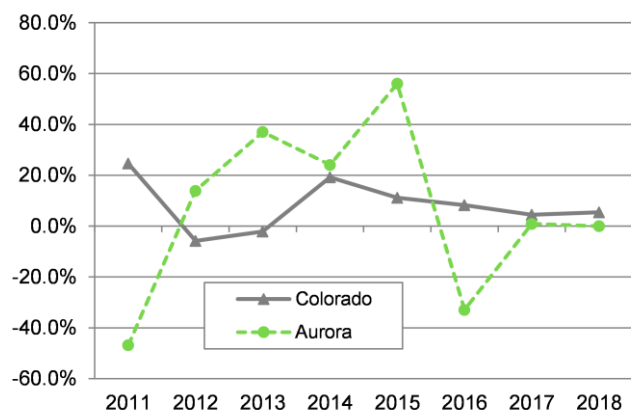
Colorado's real estate market continues to outperform the nation, fueled by low unemployment, affordable interest rates, and population growth that is more than twice the national average. A lack of housing inventory along with increasing material costs have remained a challenge for homebuyers across the state as they are facing robust competition and rising home prices. According to the Colorado Association of Realtors, Colorado's median single-family home price reached \$345,000 in June 2016, up 8.8 percent from June 2015. 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 April 2016. Following four years of double-digit growth rates, the number of new housing permits issued increased 4.2 percent in

2014 and 8.3 percent in 2015. Significant labor shortage in the construction sector has continued to represent a constraining factor for stronger growth and, at the same time, has boosted home prices even further. As above national averages migration figures continue to drive demand for housing and vacancy rates remain low, new residential construction permits are expected to return to double-digit growth rates in 2016, growing by 18.9 percent, followed by increases of 9.1 percent in 2017 and 7.1 percent in 2018.

The Denver Metro area continues to rank among the top three major U.S. metropolitan areas for home price increases. According to the Case-Shiller home price index, residential real estate values have experienced near double-digit growth rates since 2012. The upward trend has continued with home values in June 2016 up 9.2 percent over June 2015. While representing a challenge for homebuyers, increasing home prices have helped homeowners regain equity and refinance to lower monthly payments, keeping foreclosure rates low. Although the strongest demand in new residential housing continues to be concentrated in high-income urban areas, Aurora residential building permits have improved significantly since bottoming out in 2009. In 2015, the City issued 978 residential building permits, an 18.0 percent increase over 2014. Growth in population and personal income along with increased demand for multi-family housing construction near new light rail stations has helped increase the number of permits issued by 30.4 percent through June 2016 compared to the same months in 2015. Year-end estimates assume the issuance of 1,300 permits, a 32.9 percent increase over 2015. Constrained by a lingering labor shortage, the local real estate market is expected to stabilize in 2017 and 2018, with projected growth of 0.8 percent in both years.

Commercial Market and Construction

Figure 12. Nonresidential Building (% change)



The value of nonresidential construction permits in Colorado increased 24.7 percent in 2011, brought on mostly by large-scale healthcare construction projects. This was followed by two years of decline before the expansion continued in 2014 and 2015, when the value of new construction increased by 19.2 percent and 11.1 percent respectively. Demand for office space, hospitals, hotels and warehouses have been the main drivers of nonresidential construction growth in 2016. Major projects include continued development around Union Station, Google's expansion

of its campuses in Boulder, and the Gaylord Rockies Hotel and Convention Center in Aurora, a 1,500-room hotel with a construction value of approximately \$800 million. High-value projects as well as continued demand for retail space will push the value of nonresidential construction statewide up 8.3 percent over 2015, followed by 4.5 percent growth in 2017.

Commercial construction activity in Aurora improved each year following a recession low point of \$53.8 million in 2011. In 2015, a healthy mix of new industrial, retail, and restaurant/hotel construction resulted in a strong 56.1 percent increase over 2014, equating to a value of \$162.6

million for commercial permits issued. Aurora construction activity remains solid as the economy continues to expand, though year-end projections for 2016 assume the value of commercial permits will fall behind 2015 and return to 2014 levels. Major local projects in 2016 include the construction of two large warehouses and the Moorhead Recreation Center renovation and expansion. A healthy local economy is expected to drive continued construction activity through the forecast period. Following a projected 32.9 percent decline in 2016, the value of commercial permits issued in Aurora is expected to stabilize through the forecast period. Growth in 2017 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 Convention Center.

AURORA REVENUE PROJECTIONS

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 and marijuana taxes) has increased \$7.3 million (4.9 percent) over 2015 through the first half of 2016. Collections of sales and property taxes account for 83.1 percent of this favorable variance. Based on recent revenue collections, current economic conditions, and future expectations, the revised full-year projection for 2016 incorporates a \$12.4 million (4.2 percent) increase over 2015.

Sales tax revenues through June 2016 are 3.5 percent, or \$2.8 million higher than 2015 year-to-date collections, falling short of budget by \$553,400 (0.7 percent). This budget shortfall can be attributed primarily to unexpectedly low energy prices, which have resulted in a significant decrease in utility sales tax revenue. At the same time, consumer spending has seen a stronger than anticipated decline in the midst of volatile stock markets and increasing economic uncertainties. Nevertheless, low unemployment rates and upward pressure on wages are expected to keep household consumption at a healthy level through the second half of 2016. Additionally, the City started collecting sales tax revenue from online retailer Amazon in March of 2016. This new revenue source is projected to offset decreased revenue collections from utility sales.

The 2016 revenue estimate for auto use tax collections assumed growth in collections would plateau, as history suggests. Alternatively, growth has continued in 2016, supported by healthy household incomes, sustained low interest rates, and increased demand for high-priced trucks and SUVs. Through June 2016, auto use tax revenues have surpassed 2015 by \$669,500 (7.8 percent). Following a six-year period of growth, however, national forecasts suggest growth in auto sales will slow through the second half of 2016.

Capital-related use tax collections through June 2016 are \$772,300 (7.1 percent) higher than 2015. As expected, building permit revenues for existing structure improvements have substantially decreased as damage done by three significant 2014 hailstorms has been fully repaired. This revenue decline has been more than offset by strong growth in single-family housing construction and the issuance of building permits for multi-family housing projects. As the number of permits in the queue suggests, capital-related use tax revenue growth is expected

to remain strong through the second half of 2016.

Fines and forfeitures revenue has fallen behind 2015 by \$602,300 (20.2 percent). In 2015, Police shifted staff resources to focus on lessening the number of road fatalities. This has caused a significant decline in the number of traffic tickets issued and subsequently, has led to a strong decrease in fines and forfeitures revenue. Collections are projected to stabilize in the fall of 2016 after a full year of this new strategy.

Contrary to expectations, natural gas prices have continued to decrease in 2016, driving down energy costs and lowering franchise fees and taxes revenue for the City. In addition, mild winter weather early in the year kept natural gas usage low. This has resulted in a year-to-date \$338,100 (6.2 percent) decrease in franchise fee collections compared to 2015. Recent collections suggest that revenue will stabilize during the second half of the year. This is primarily due to increased energy usage associated with a hot summer and growth in telephone and cable service revenue, offsetting some of the negative impact experienced from unusually low natural gas prices.

Certified assessments from Arapahoe, Adams, and Douglas County, which were finalized in December 2015, have revealed a strong 20.3 percent, or \$5.2 million, increase in property tax revenue over 2015. City properties have been re-evaluated based on the first years of quickly rising property values, post-recession.

2017 Revenue Estimate

General Fund revenue, excluding marijuana taxes and transfers in, is estimated to grow at a slow rate of 1.8 percent, or \$5.6 million in 2017. Sales tax revenue accounts for \$4.9 million of this increase while \$437,700 will be generated by growth in other intergovernmental revenue, partially offset by a subsiding of auto use tax and capital-related use tax collections. All other operating revenues are forecast to increase \$1.9 million. The following summarizes an account of the major changes by five broad operating revenue categories:

- **Sales Tax.** The sales tax revenue estimate for 2017 is 2.9 percent or \$4.9 million higher than 2016 projected revenues, due in part to a significant estimated refund of \$880,000 in 2016. Excluding this refund, sales tax revenue is expected to grow by 2.4 percent, or \$4.1 million. This estimate is reflective of a maturing economy, where slowing job growth combined with some upward wage pressure will result in modest household consumption growth.
- **Auto Use Tax.** Following seven consecutive years of growth, the 2017 forecast for auto use tax collections calls for a \$949,300 (5.0 percent) year-over-year decline. This forecast reflects national predictions of auto sales and local historical growth patterns.
- **Capital-Related Use Tax.** Capital-related use tax revenue is forecast to experience a slight drop of 3.0 percent, or \$701,600 in 2017. This estimate is based on the assumption that strong revenue collections seen in multi-family housing construction in 2016 will not recur at this level in 2017.
- **Other Intergovernmental.** The other intergovernmental revenue estimate for 2017 is \$437,700 (51.2 percent) higher than the 2016 projection, driven by reimbursements from RTD for maintenance at areas along the Aurora Line.

- **Other Operating Revenue.** The 2017 budget estimate for the total of all other operating sources of revenue is projected to grow 1.9 percent, or \$1.9 million over 2016. This growth is predominately driven by growth in property tax revenue, slowly recovering franchise fees and taxes revenue, and increases in external charges for services, the latter of which is associated with an anticipated increase in visitors at the Aurora Reservoir.

Key Revenue Sources

Seven key revenue sources comprise 88 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 2015 through 2017.

Table 2. Sources of Funds

Sources of Funds	2015 Actual	2016 Projection	2017 Adopted	2015-2016 Change	2016-2017 Change
Sales Tax	\$ 162,715,412	\$ 168,202,435	\$ 173,151,966	3.4%	2.9%
Property Tax	25,463,632	30,632,749	30,939,076	20.3%	1.0%
Franchise Fees/Taxes	14,212,992	13,772,389	14,034,064	-3.1%	1.9%
Auto Use Tax	18,238,347	18,986,120	18,036,814	4.1%	-5.0%
Capital-Related Use Tax	21,653,110	23,385,359	22,683,798	8.0%	-3.0%
Highway User's Fees/Taxes	11,405,570	11,576,653	11,727,149	1.5%	1.3%
Lodger's Tax	7,233,358	7,414,192	7,599,547	2.5%	2.5%
All Other Operating Revenue	37,389,247	36,735,340	38,160,281	-1.7%	3.9%
General Fund Revenue (excl. mj)	\$ 298,311,668	\$ 310,705,237	\$ 316,332,695	4.2%	1.8%
Marijuana Sales and Excise Taxes	2,855,007	5,382,685	-	88.5%	-100.0%
Transfers in	1,290,173	1,667,007	1,672,925	29.2%	0.4%
Total General Fund Sources (including transfers and marijuana)	\$ 302,456,848	\$ 317,754,929	\$ 318,005,620	5.1%	0.1%

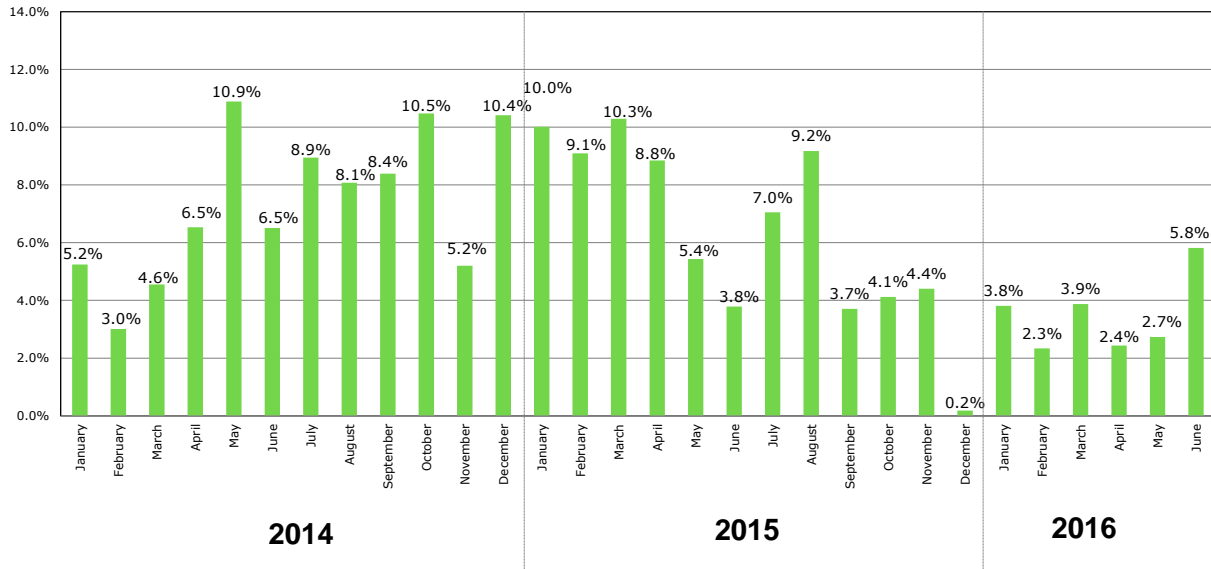
Sales Tax

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 54 percent of total General Fund sources. 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 2015, sales tax collections ended the year \$9.7 million (6.3 percent) higher than 2014. Significant increases in sales tax collections were experienced in most industry categories, reflecting improvements in the labor market and positive judgments about the local economy. A significant portion of the additional revenue was credited to cyclical revenue sources to include collections from auto sales, building materials, and businesses in the technology and construction industries. Sales tax receipts through the first half of 2016 are \$2.8 million (3.5 percent) higher than 2015, leading to a year-to-date shortfall of \$553,400 (0.7 percent) compared to the 2016

budget. Month-to-month sales tax collections have experienced positive growth rates since 2011, though the pace of growth has slowed since the fall of 2015 as shown by Figure 13. This slowdown is partially attributable to the stabilization of the economy following unsustainably high growth rates in 2014 and 2015. At the same time, revenue growth has likely been impacted by unsettling economic developments at the national and global level as well as diminished stock market expectations that have alienated consumers.

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



Sales tax revenue growth for the City has slowed in both the top taxpayers and the non-top taxpayers categories when compared to 2015 as shown in Table 3 on the following page. Within the top taxpayers, the single largest year-to-date variance can be seen in utility sales tax revenue, driven down \$549,700 (9.4 percent) by extremely low energy prices. Job growth and wage gains have sustained spending in most other industry categories. Eating and drinking places have posted a \$545,300 (4.8 percent) increase over 2015 while collections from online retailer Amazon have boosted growth within the “Other Top Taxpayer” category, increasing by \$387,200 (8.5 percent) over 2015. Over the first half of the year, non-top taxpayers are growing somewhat faster by 6.0 percent compared to the growth in the top taxpayers of 2.5 percent. As experienced in 2015, revenue growth generated by the non-top taxpayers has been driven by businesses in the technology industry but also by the opening of new businesses in Aurora. In addition, the increasing number of marijuana stores in the City has resulted in a \$1.2 million increase in marijuana sales tax revenue compared to 2015 year-to-date collections.

Table 3. Top Taxpayers by Industry Category

Industry Category (\$ in thousands)	2016 YTD June	2015 YTD June	\$ Variance	% Change
Eating & Drinking Places	\$ 11,852.2	\$ 11,306.9	\$ 545.3	4.8%
Discount Stores	10,000.7	9,787.2	213.4	2.2%
Utilities	5,306.1	5,855.8	(549.7)	(9.4%)
Telecommunication/Cellular	5,086.9	5,352.9	(266.0)	(5.0%)
Building Materials	4,954.5	4,689.4	265.1	5.7%
Auto Dealers and Parts	4,335.4	4,200.1	135.3	3.2%
Department Stores	2,573.3	2,604.6	(31.3)	(1.2%)
Beer, Wine, and Liquor Stores	2,319.0	2,069.3	249.7	12.1%
Grocery Stores	2,195.8	2,083.0	112.8	5.4%
Clothing and Clothing Accessories	2,112.9	2,036.0	76.9	3.8%
Electronics/Computers	1,565.2	1,365.5	199.6	14.6%
Sport Goods, Hobby, Books, Music	1,518.4	1,443.3	75.1	5.2%
Furniture and Home Furnishings	1,074.9	1,039.9	35.0	3.4%
Other Top Taxpayers	4,924.4	4,537.2	387.2	8.5%
TOTAL TOP TAXPAYERS (excl. marij.)	\$ 59,819.6	\$ 58,371.2	\$ 1,448.4	2.5%
Total of All Other Taxpayers	25,307.7	23,883.3	1,424.4	6.0%
Less Sales Tax Incentives	1,596.9	1,554.6	42.3	2.7%
TOTAL SALES TAX (excl. mj)	\$ 83,530.5	\$ 80,699.9	\$ 2,830.6	3.5%
Marijuana Stores (5.75% sales tax)	1,939.8	716.9	1,222.9	170.6%
TOTAL REPORTED SALES TAX	\$ 85,470.2	\$ 81,416.7	\$ 4,053.5	5.0%

The OBFP expects that over the remainder of 2016 sales tax growth will continue a positive trend, averaging 4.3 percent. To arrive at this estimate, total sales tax collections were divided into four components and projected independently. Sales tax collected from utilities, auto sales, and non-top taxpayers 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 on the following page shows the 2016 projection by each component.

Baseline sales are expected to increase by 8.0 percent over the second half of 2016, a rate significantly higher than the 3.9 percent increase seen in the first half of the year. Collections from online retailer Amazon account for the majority of this increase as the first half of 2016 included only four months of revenue. In addition, online holiday shopping is expected to boost December 2016 revenue collections.

Auto sales have continued to increase through June 2016, with 3.2 percent growth over 2015, and are projected to slow over the rest of the year, resulting in total year-end growth for the auto component of 2.4 percent over 2015. See the auto use tax discussion on page 19 for more details regarding auto industry assumptions.

The non-top taxpayers component has increased 6.0 percent over the first six months of 2016, reflecting continued demand for technology related products as well as general revenue growth from existing and new Aurora businesses. Sales tax revenue collections from non-top taxpayers are projected to slow in the second half of the year as the economy stabilizes and demand for technology related products winds down. Year-end projections for non-top taxpayers equate to a

2.0 percent increase compared to 2015.

As declines in natural gas prices have continued in 2016, utility sales tax collections have decreased by 9.4 percent in the first half of 2016 compared to the same months in 2015. Mild winter temperatures early in the year also contributed to this decline. Sales tax revenue from utilities is projected to stabilize through the second half of 2016 due to increased usage associated with a hot summer and stabilizing energy prices in the latter part of the year, partially offsetting the decline seen through June.

Table 4. 2016 Sales Tax Projection Components

Year	Baseline	Auto	Non-Top Taxpayers	Utilities	Total
1st Half 2015	\$ 48,315.2	\$ 4,200.1	\$ 22,328.7	\$ 5,855.8	\$ 80,699.9
2nd Half 2015	49,736.6	4,833.5	22,462.4	4,983.2	82,015.6
Total 2015	\$ 98,051.8	\$ 9,033.6	\$ 44,791.0	\$ 10,839.0	\$ 162,715.4
1st Half 2016	\$ 50,178.1	\$ 4,335.4	\$ 23,710.8	\$ 5,306.1	\$ 83,530.5
2nd Half 2016	53,715.6	4,915.0	21,973.8	4,947.6	85,552.0
Total 2016	\$ 103,893.7	\$ 9,250.4	\$ 45,684.7	\$ 10,253.7	\$ 169,082.4
1st Half % Chg	3.9%	3.2%	6.2%	-9.4%	3.5%
2nd Half % Chg	8.0%	1.7%	-2.2%	-0.7%	4.3%
Total 2016 % Chg	6.0%	2.4%	2.0%	-5.4%	3.9%
Total 2017 % Chg	3.3%	-5.0%	2.0%	1.9%	2.4%

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

For 2017, when excluding the 2016 refund, steady levels of growth will lead to an estimated 2.4 percent growth over 2016, a rate of growth equal to the local projected inflation rate. As seen in Table 4, the estimate by component is as follows:

- Baseline taxable sales will increase 3.3 percent, driven by growth in personal income as well as by two additional months of Amazon sales tax collections compared to the ten months of revenue collected in 2016.
- Auto sales tax collections will decrease 5.0 percent, due to a fulfillment of pent-up demand, slowly increasing interest rates, and an increase in used car supply leading to reduced vehicle prices;
- Collections from non-top taxpayers are expected to increase 2.0 percent, reflecting a stabilized economy.
- Sales tax revenue generated by utilities will increase 1.9 percent, driven by slowly increasing natural gas prices, an increase in the natural gas base rate, and a growing population.

Future years include a slight correction in 2018 at 1.6 percent, followed by modest sales tax growth rates of 3.1 percent in 2019 and 3.3 percent in both 2020 and 2021. These projections are based on the current assumption that the economy is maturing and revenue growth will slow due in part to increasing economic and political uncertainties. The projection data assumes that the local economy will slow, but not go into recessionary period over the five-year forecast period.

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 ten percent of total General Fund sources. 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. Aurora's primary revenue stream still affected by TABOR is property tax.

For 2016, the general levy is set at 8.605 mills. Property tax collections in any particular year are the result of certified county valuations that are finalized at the prior year-end. While the previous two assessment cycles saw declining residential property values, the Denver Metro area's real estate market and residential property values have risen sharply over the past four years. Certified assessments in 2015 incorporate the first two years of these significant home value increases following the Great Recession, resulting in a substantial rise in property tax revenue. Through the first half of 2016, property tax revenues are \$3.2 million (16.9 percent) higher than 2015. Based on the 2015 certified assessments reported from the Arapahoe, Adams and Douglas counties, 2016 collections are expected to finish the year \$5.2 million higher than 2015, a 20.3 percent increase. A 1.0 percent increase in property tax collections is expected for 2017 over 2016, accounting for an increase in base properties. According to the Case Shiller Home Price Index, home prices in the Denver Metro area have continued to grow substantially over the past two years. These two years represent the time frame that will be used to estimate property values for the 2017 certified assessments, collected in 2018. Thus, the forecast for 2018 includes a significant property tax revenue increase for the City, estimated at 12.0 percent.

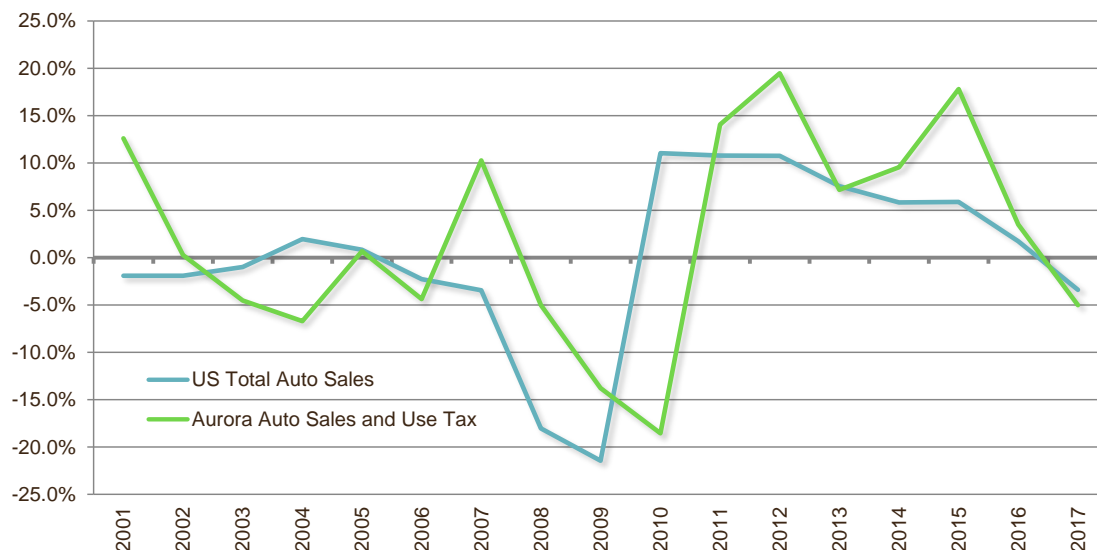
Automobile Use Tax

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 six percent of total General Fund sources. Sales of new and used vehicles to Aurora residents purchased within the City 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 15.2 percent annually over the past five years. Collections over the first six months of 2016 exceed 2015 year-to-date revenues by \$669,500, or 7.8 percent. While the pace of growth has slowed compared to previous years, employment gains, low gas prices and strong demand for higher-priced trucks and SUVs have continued to drive up auto sales, and subsequently auto use tax revenue. However, this increase is expected to diminish over the second half of the year as national projections indicate an imminent slowdown in auto sales for 2016. The 2016 year-end projection for auto use tax revenue equates to a 4.1 percent increase over 2015.

The relationship between total Aurora auto-related revenue and total U.S. car sales, as seen in Figure 14 on the following page, is considered in estimating auto revenue projections. Total Aurora auto-related revenue includes sales tax and auto use tax and typically trends with total nationwide auto sales. Many experts agree that auto sales nationwide will peak in 2016 before decreasing in 2017. The recent plateauing of year-over-year sales growth and rising dealer incentives are indicative of an imminent slowdown. Following a seven-year growth period and two consecutive years of record sales, pent-up demand from the Great Recession is expected to be fulfilled. Furthermore, with low interest rates having become the new norm, slow increases in interest rates pose a continued risk to the demand for vehicles. Along with subsiding demand, an increase in used auto supply associated with an exceptionally large number of leased vehicles that will return to the market are forecast to put additional downward pressure on used vehicle prices. In addition, gas prices are forecast to increase and may 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 decline in 2017 and 2018, likely to be followed by moderate increases in 2019 and 2020 as historical data suggests.

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



US Total Auto Sales data source: National Automobile Dealers Association (NADA)

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 sources. 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.

While home price appreciation nationwide has slowed, sustained demand for housing in the Denver Metro area has continued to boost local home prices. According to the Case Shiller Home Price Index, Denver Metro residential real estate prices are up 9.2 percent in June 2016 over the same month in 2015, a pace of growth similar to prior years. Simultaneously, rent costs have continued to rise. These housing conditions combined with a strong labor market and sustained low interest rates have made homeownership a viable option and have supported growth in residential building activity in Aurora.

Through June 2016, capital-related use tax revenue has grown by \$772,300 (7.1 percent) over the same period last year. This increase is driven by several multi-family housing projects, including the Forum at Fitzsimons, and a strong 23.4 percent increase in the value of permits issued for new single family housing construction. Concurrently, commercial construction activity has gained some momentum compared to 2015. Growth has been offset in part by decreases in the value of permits issued for existing structure improvements, as expected. In 2015, roofing replacements rose sharply in response to three significant hailstorms in 2014. As repairs have been completed, demand for roofing permits and subsequently, revenue from existing structure permits has subsided and has returned to normal levels. Looking forward, capital-related use tax revenue is expected to remain strong through 2016, driven by continued growth in residential construction projects. The 2016 year-end projection includes an 8.0 percent increase in capital-related use tax.

For 2017, economists expect construction activity in the state to grow, driven by a healthy labor market and above-average population growth. As demand has been particularly strong for inexpensive residential property, construction in more affordable areas such as Aurora is likely to remain strong. Nevertheless, the 2017 budget estimate for capital-related use tax revenue equates to a slight decrease of 3.0 percent compared to 2016. While collections are expected to be supported by new development along the RTD Aurora Line light rail, major revenue collections associated with multi-family projects in 2016 are not expected to recur at this high level in 2017. Future years are forecast to see moderate capital-related use tax growth rates of 2.0 percent in 2018 and 1.0 percent in 2019, which assumes that commercial construction surrounding Gaylord Rockies Resort and Convention Center will offset an anticipated slowdown in development around light rail stations.

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 four percent of General Fund sources. 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, falling natural gas prices in 2015 led to lower energy prices and ultimately, decreased revenue for the City. Through

June 2016, franchise fees and taxes are below 2015 year-to-date collections by \$338,100 (6.2 percent). This constitutes the second year of significant declines in this revenue category, brought on by extremely low energy prices. In addition, mild winter weather in the beginning of the year kept natural gas usage low. While Xcel Energy has announced to maintain prices below 2015 levels through the fall, a hot start into the summer months and subsequent increases in electricity usage indicate a stabilization of franchise fees and taxes revenue from utilities during the second half of 2016. Additionally, revenue from telephone and cable services are expected to grow at a five-year average of 0.6 percent and 2.4 percent respectively, partially offsetting the decline in revenues from utilities. This is expected to result in a 3.1 percent decrease in franchise fees and taxes in 2016. For 2017, the OBFP estimates that franchise fees and taxes revenue will be 1.9 percent higher than 2016. This estimate is based on increases in energy rates, modest growth in natural gas prices, and an increase in usage associated with a growing population. Future years are forecast to grow at 2.4 percent, slightly below the 10 year average.

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 comprises four percent of the General Fund sources.

With low gas prices and a strengthened economy leading to increased demand for fuel, highway user's taxes and fees grew by 6.2 percent in 2015. Through June 2016, highway user's taxes and fees are \$177,700 or 4.0 percent higher than the same period in 2015. This is reflective of increased fuel usage as gas prices have remained low and continued job growth has led to improved household balance sheets. Simultaneously, continuously strong vehicle sales growth through the first half of 2016 and high demand for higher-priced trucks and SUVs have increased collections of license and registration fees. Highway Users Tax revenue is expected to slow through the second half of 2016. Recovering oil prices are likely to prompt gas prices to increase while saturated demand in vehicle purchases is expected to lead to a slowing of new vehicle registrations. Nevertheless, population growth and healthy income levels are expected to support continued revenue growth of 1.5 percent in 2016 and 1.3 percent in 2017. Minimal growth of 0.5 percent is anticipated for years beyond 2017.

Lodger's Tax

Lodger's tax comprises two 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 2015, lodger's tax revenue continued its strong growth, increasing 17.2 percent over 2014, due to favorable economic conditions as well as Visit Aurora's efforts to boost lodging in the City. The first few month's collections in 2016 were down, likely due to a significant number of rooms under renovation combined with growing competition from new hotels, incentivized or outside of Aurora. Nonetheless, collections over the first half of 2016 exceed 2015 year-to-date revenues by \$130,500 (4.2 percent). This increase is driven in part by increasing occupancy at Woolley's, Aurora's four-star hotel at DIA, which opened in May 2014. Additionally, Visit Aurora has assisted hotel managers with increasing their occupancy rates. The City does not receive lodger's tax revenue from the Hyatt hotel and conference center which opened in early 2016 and is part of an Urban Renewal Area. Slow revenue growth is projected through the second half of 2016, with lodgers tax collections ending the year 2.5 percent higher than 2015. For 2017 and 2018, the OBFP estimates growth rates of 2.5 percent and 2.4 percent respectively. These estimates assume Woolley's will continue to increase guest occupancy until 2018, when it reaches levels typical of hotels in this area. More 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.

Audit revenue collections through June are \$696,200 (32.6 percent) lower than 2015 year-to-date revenues. The completion of large audits in the beginning of 2015 resulted in unusually high audit revenue proceeds which were not sustainable or expected in 2016. However, the addition of two auditors in 2016 has offset what would be even higher revenue declines and 2016 revenue collections are projected to end the year \$900,700 or 25.4 percent below 2015. The 2017 budget estimate includes moderate growth of 6.6 percent as new staff will be fully trained.

Intergovernmental revenues are \$127,300 (12.0 percent) higher than during the same time frame in 2015. This increase is entirely timing related, as the impact of extremely low oil prices will become evident in the state's 2016 severance tax and federal mineral lease revenue share. These revenue sources, which the City typically receives in September, are projected to fall by \$252,700 or 59.0 percent. In addition, significant one-time revenue proceeds related to reimbursements for wildfire support in the second half of 2015 are not expected to recur at this level in 2016. For these reasons and despite the current increase over the prior year, 2016 is

projected to show a 13.1 percent decline in intergovernmental revenues. Looking to 2017, the City is expecting a \$391,000 reimbursement from RTD for maintenance along the Aurora Line performed by the Parks, Recreation and Open Space department, which should contribute significantly to revenue growth in this category.

In 2016, fines and forfeitures collections has continued its decline that started in the fall of 2015 when a change in Police operations shifted staff resources to focus on reducing the number of road fatalities. This has resulted in significantly fewer traffic ticket filings issued and subsequently, brought about a strong decline of \$602,300 (20.2 percent) in fines and forfeitures collections through June 2016. This trend will continue until revenues stabilize at this lower level in the fall of 2016. Nonetheless, total 2016 fines and forfeitures revenues are projected to only decrease by \$229,000 (4.5 percent) when compared to 2015. This is solely due to a significant year-end accounting adjustment in 2015 that will not repeat in 2016, largely offsetting the anticipated decrease in revenue from traffic filings. The forecast for 2017 assumes moderate growth of 3.0 percent, followed by minimal growth of 0.5 percent in the out-years.

External charges for services through June 2016 are \$594,700 (21.2 percent) higher than 2015 year-to-date collections. This increase is largely the result of the new contract for private ambulance services in the City and is also driven by the closure of the Abatement Fund as abatement-related revenues are now deposited in the General Fund. Growth in this revenue category is projected to slow in the second half of 2016 after a full year of collections from the new ambulance contract. Total 2016 external charges for services revenues are projected to exceed 2015 by \$596,800 (10.2 percent). This is expected to be followed by a \$165,400 (2.6 percent) increase in 2017, which incorporates an anticipated increase in visitors at the Aurora Reservoir due to significantly improved amenities.

Miscellaneous revenue collections on Attachment A are expected to drop in 2016 and 2017. This revenue source is made up of miscellaneous one-time receipts and as a result, fluctuations occur from year to year. In 2015, the City saw unusually high one-time collections associated with the mineral lease signed with ConocoPhillips. While similarly high one-time collections are not projected for 2016, revenue through June has been boosted by fleet auction proceeds and the buyout of the formerly shared Denver Fire training facility that occurred when the Aurora Fire department moved to the City of Aurora Public Safety Training Center (CAPSTC). Accordingly, revenue collections are projected to fall by 22.4 percent in 2016 when compared to 2015 collections, followed by a 21.3 percent decline in 2017 as no significant revenue sources are known at this point. Looking to 2018, the OFBP estimates a 6.7 percent decrease related to the full repayment of the golf loan, which will occur in 2017.

Through June 2016, 18 marijuana retail stores have generated City sales tax revenue of \$2.0 million, of which \$88,200 have been set aside for the Police staffing mandate. In addition, the state sales tax share has added \$517,100 to the revenue results while excise tax collections from three cultivation facilities have generated \$206,300 of the total marijuana revenue collections year-to-date. The 2016 projection assumes 21 stores and five cultivation facilities will be open by the end of 2016, resulting in total year-end collections of \$5.4 million. Beginning in 2017, marijuana sales and excise taxes will be collected in a separate Marijuana Revenue Fund. The 0.25 percent sales tax dedicated to public safety will remain in the General Fund.

A complete list of General Fund actual and projected revenue, 2013 through 2021, can be found in Revenue Attachment A.

General Fund Sources of Revenue and Percent Changes

General Fund Total Dollars	2013 Actual	2014 Actual	2015 Actual	2016 Projection	2017 Adopted	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
General Sales Tax	\$ 142,501,648	\$ 153,014,607	\$ 162,715,412	\$ 168,202,435	\$ 173,151,966	\$ 175,921,884	\$ 181,462,867	\$ 187,446,865	\$ 193,643,858
Property Tax	25,113,853	25,213,420	25,463,632	30,632,749	30,939,076	34,651,765	34,998,283	36,048,231	36,408,713
Franchise Fees & Taxes	14,187,443	14,611,949	14,212,992	13,772,389	14,034,064	14,370,882	14,715,783	15,068,962	15,430,617
Use Tax - Auto	13,568,059	15,027,985	18,238,347	18,986,120	18,036,814	17,495,710	17,845,624	18,202,537	18,566,587
Capital-Related Use Tax	15,862,503	19,428,680	21,653,110	23,385,359	22,683,798	23,137,474	23,368,848	23,368,848	23,368,848
Occupational Privilege Tax	4,036,279	4,213,345	4,745,307	4,830,723	4,927,337	5,025,884	5,111,324	5,198,217	5,286,587
Lodgers Tax	5,149,066	6,173,287	7,233,358	7,414,192	7,599,547	7,781,936	7,937,575	8,096,327	8,258,254
Specific Ownership Tax	2,145,332	2,267,958	2,085,312	2,241,711	2,252,920	2,264,185	2,275,506	2,286,884	2,298,318
Other Taxes	311,904	364,290	385,843	393,560	401,431	405,445	413,554	425,961	438,740
Audit Revenue	2,369,470	2,666,232	3,545,976	2,645,262	2,818,620	2,944,179	3,072,004	3,212,164	3,276,407
Taxes & Related Payments Sub-Total	\$ 225,245,557	\$ 242,981,752	\$ 260,279,291	\$ 272,504,500	\$ 276,845,573	\$ 283,999,344	\$ 291,201,368	\$ 299,354,996	\$ 306,976,930
General Fund Permits	\$ 510,408	\$ 975,541	\$ 1,092,524	\$ 1,147,150	\$ 1,170,093	\$ 1,193,495	\$ 1,217,365	\$ 1,217,365	\$ 1,217,365
Motor Vehicle Fees	945,964	1,024,914	1,067,893	1,083,911	1,100,170	1,116,673	1,133,423	1,150,424	1,167,680
Business Licenses	983,448	1,589,551	1,639,550	1,682,178	1,781,427	1,806,367	1,817,205	1,828,108	1,839,077
License & Permit Sub-Total	\$ 2,439,820	\$ 3,590,006	\$ 3,799,966	\$ 3,913,239	\$ 4,051,690	\$ 4,116,535	\$ 4,167,993	\$ 4,195,897	\$ 4,224,122
Highway Users Taxes & Fees	\$ 10,399,140	\$ 10,741,790	\$ 11,405,570	\$ 11,576,653	\$ 11,727,149	\$ 11,785,785	\$ 11,844,714	\$ 11,903,938	\$ 11,963,458
Cigarette Tax	640,225	632,377	642,587	636,161	629,799	623,501	617,266	611,093	604,982
County Road & Bridge	1,330,806	1,347,510	1,331,972	1,433,202	1,440,368	1,461,974	1,469,284	1,476,630	1,484,013
Other Intergovernmental Revenue	1,009,540	1,144,962	1,392,024	855,283	1,293,008	1,184,960	1,208,467	1,231,084	1,252,800
Intergovernmental Sub-Total	\$ 13,379,711	\$ 13,866,639	\$ 14,772,152	\$ 14,501,299	\$ 15,090,324	\$ 15,056,220	\$ 15,139,731	\$ 15,222,745	\$ 15,305,253
Fines & Forfeitures	\$ 6,081,941	\$ 6,040,711	\$ 5,088,514	\$ 4,859,531	\$ 5,005,317	\$ 5,030,344	\$ 5,055,496	\$ 5,080,773	\$ 5,106,177
Internal Charges	4,968,799	5,707,532	5,707,602	6,072,889	6,548,600	6,745,058	6,947,410	7,155,832	7,370,507
External Charges	5,393,782	5,810,714	5,837,879	6,434,666	6,600,083	6,589,649	6,688,494	6,788,821	6,890,653
Interest	743,869	694,202	911,467	932,431	1,021,012	1,157,828	1,389,394	1,621,423	1,853,286
Miscellaneous	1,783,680	1,177,863	1,914,797	1,486,682	1,170,096	1,091,844	1,091,844	1,091,844	1,091,844
Other Sub-Total	\$ 18,972,071	\$ 19,431,022	\$ 19,460,259	\$ 19,786,199	\$ 20,345,108	\$ 20,614,723	\$ 21,172,638	\$ 21,738,693	\$ 22,312,467
Total General Fund Revenues (excluding marijuana)	\$ 260,037,159	\$ 279,869,419	\$ 298,311,668	\$ 310,705,237	\$ 316,332,695	\$ 323,786,822	\$ 331,681,730	\$ 340,512,331	\$ 348,818,772
Marijuana Sales and Excise Taxes*	\$ -	\$ 46,971	\$ 2,855,007	\$ 5,382,685	\$ -	\$ -	\$ -	\$ -	\$ -
Total General Fund Revenues (including marijuana)	\$ 260,037,159	\$ 279,916,390	\$ 301,166,675	\$ 316,087,922	\$ 316,332,695	\$ 323,786,822	\$ 331,681,730	\$ 340,512,331	\$ 348,818,772
Funds from Restricted Assets	\$ -	\$ (2,120,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers In (from other funds)	\$ 1,160,750	\$ 1,166,862	\$ 1,290,173	\$ 1,667,007	\$ 1,672,925	\$ 1,618,836	\$ 1,651,213	\$ 1,684,237	\$ 1,717,922
Total General Fund Sources	\$ 261,197,909	\$ 278,963,252	\$ 302,456,848	\$ 317,754,929	\$ 318,005,620	\$ 325,405,658	\$ 333,332,943	\$ 342,196,568	\$ 350,536,694

* Beginning in 2017, marijuana sales and excise taxes will be collected in a separate marijuana fund

Note: General Sales Tax includes the 0.25 percent for the Police staffing mandate generated by marijuana sales tax revenue

General Fund Sources of Revenue and Percent Changes

General Fund Percent Change	2013 Actual	2014 Actual	2015 Actual	2016 Projection	2017 Adopted	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
General Sales Tax	5.5%	7.4%	6.3%	3.4%	2.9%	1.6%	3.1%	3.3%	3.3%
Property Tax	1.3%	0.4%	1.0%	20.3%	1.0%	12.0%	1.0%	3.0%	1.0%
Franchise Fees & Taxes	7.5%	3.0%	-2.7%	-3.1%	1.9%	2.4%	2.4%	2.4%	2.4%
Use Tax - Auto	6.7%	10.8%	21.4%	4.1%	-5.0%	-3.0%	2.0%	2.0%	2.0%
Capital-Related Use Tax	8.5%	22.5%	11.4%	8.0%	-3.0%	2.0%	1.0%	0.0%	0.0%
Occupational Privilege Tax	1.4%	4.4%	12.6%	1.8%	2.0%	2.0%	1.7%	1.7%	1.7%
Lodgers Tax	7.2%	19.9%	17.2%	2.5%	2.5%	2.4%	2.0%	2.0%	2.0%
Specific Ownership Tax	4.2%	5.7%	-8.1%	7.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Other Taxes	-6.8%	16.8%	5.9%	2.0%	2.0%	1.0%	2.0%	3.0%	3.0%
Audit Revenue	-5.7%	12.5%	33.0%	-25.4%	6.6%	4.5%	4.3%	4.6%	2.0%
Taxes & Related Payments Sub-Total	5.2%	7.9%	7.1%	4.7%	1.6%	2.6%	2.5%	2.8%	2.5%
General Fund Permits	13.2%	91.1%	12.0%	5.0%	2.0%	2.0%	2.0%	0.0%	0.0%
Motor Vehicle Fees	-0.2%	8.3%	4.2%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Business Licenses	3.5%	61.6%	3.1%	2.6%	5.9%	1.4%	0.6%	0.6%	0.6%
License & Permit Sub-Total	3.9%	47.1%	5.8%	3.0%	3.5%	1.6%	1.3%	0.7%	0.7%
Highway Users Taxes & Fees	1.2%	3.3%	6.2%	1.5%	1.3%	0.5%	0.5%	0.5%	0.5%
Cigarette Tax	-1.7%	-1.2%	1.6%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%
County Road & Bridge	0.6%	1.3%	-1.2%	7.6%	0.5%	1.5%	0.5%	0.5%	0.5%
Other Intergovernmental Revenue	-16.7%	13.4%	21.6%	-38.6%	51.2%	-8.4%	2.0%	1.9%	1.8%
Intergovernmental Sub-Total	-0.6%	3.6%	6.5%	-1.8%	4.1%	-0.2%	0.6%	0.5%	0.5%
Fines & Forfeitures	3.7%	-0.7%	-15.8%	-4.5%	3.0%	0.5%	0.5%	0.5%	0.5%
Internal Charges	19.2%	14.9%	0.0%	6.4%	7.8%	3.0%	3.0%	3.0%	3.0%
External Charges	-1.5%	7.7%	0.5%	10.2%	2.6%	-0.2%	1.5%	1.5%	1.5%
Interest	5.3%	-6.7%	31.3%	2.3%	9.5%	13.4%	20.0%	16.7%	14.3%
Miscellaneous	5.2%	-34.0%	62.6%	-22.4%	-21.3%	-6.7%	0.0%	0.0%	0.0%
Other Sub-Total	5.9%	2.4%	0.2%	1.7%	2.8%	1.3%	2.7%	2.7%	2.6%
Total General Fund Revenues (excluding marijuana)	4.9%	7.6%	6.6%	4.2%	1.8%	2.4%	2.4%	2.7%	2.4%
Marijuana Sales and Excise Taxes*	N/A	N/A	5978.2%	88.5%	-100.0%	N/A	N/A	N/A	N/A
Total General Fund Revenues (including marijuana)	4.9%	7.6%	7.6%	5.0%	0.1%	2.4%	2.4%	2.7%	2.4%
Funds from Restricted Assets	N/A	N/A	-100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Transfers In (from other funds)	-1.4%	0.5%	10.6%	29.2%	0.4%	-3.2%	2.0%	2.0%	2.0%
Total General Fund Sources	4.9%	6.8%	8.4%	5.1%	0.1%	2.3%	2.4%	2.7%	2.4%

History & Forecast for Key Economic Indicators

Indicator	Actual					June 2016 Forecast		
	2011	2012	2013	2014	2015	2016	2017	2018
GDP (Billions)								
National inflation-adjusted GDP	15,020.6	15,354.6	15,583.3	15,961.7	16,348.9	16,610.4	16,909.4	17,264.5
% Change	1.6%	2.2%	1.5%	2.4%	2.4%	1.6%	1.8%	2.1%
Population (Thou.)								
National	311,700	314,100	316,400	318,900	321,400	324,100	326,700	329,400
% Change	0.8%	0.8%	0.7%	0.8%	0.8%	0.8%	0.8%	0.8%
Colorado	5,120	5,192	5,272	5,356	5,457	5,555	5,652	5,748
% Change	1.4%	1.4%	1.5%	1.6%	1.9%	1.8%	1.8%	1.7%
Metro Denver	2,548	2,595	2,645	2,700	2,757	2,810	2,862	2,911
% Change	1.8%	1.8%	2.0%	2.1%	2.1%	2.0%	1.9%	1.7%
Aurora	334	336	340	348	351	355	364	371
% Change	2.7%	0.5%	1.4%	2.3%	0.9%	1.2%	2.5%	1.9%
Employment (Thou.)								
National	131,900	134,200	136,400	139,000	141,900	144,400	146,600	148,600
% Change	1.2%	1.7%	1.6%	1.9%	2.1%	1.8%	1.5%	1.4%
Colorado	2,259	2,313	2,382	2,465	2,540	2,603	2,668	2,733
% Change	1.6%	2.4%	3.0%	3.5%	3.0%	2.5%	2.5%	2.4%
Unemployment Rate								
National	8.9%	8.1%	7.4%	6.2%	5.3%	4.8%	4.6%	4.6%
Colorado	8.4%	7.9%	6.8%	5.0%	3.9%	3.3%	3.6%	3.8%
Wage & Salary Income (Millions)								
National	6,633,200	6,930,300	7,114,400	7,477,800	7,834,900	8,195,300	8,605,100	9,087,000
% Change	4.0%	4.5%	2.7%	5.1%	4.8%	4.6%	5.0%	5.6%
Colorado	118,558	125,014	129,509	138,654	146,397	154,303	162,789	172,882
% Change	4.2%	5.4%	3.6%	7.1%	5.6%	5.4%	5.5%	6.2%
Personal Income (Millions)								
National	13,254,500	13,915,100	14,068,400	14,694,200	15,350,700	16,041,500	16,891,700	17,820,700
% Change	6.2%	5.0%	1.1%	4.4%	4.5%	4.5%	5.3%	5.5%
Colorado	227,052	240,905	246,448	261,735	275,107	289,138	305,619	323,344
% Change	7.4%	6.1%	2.3%	6.2%	5.1%	5.1%	5.7%	5.8%

History & Forecast for Key Economic Indicators

Indicator	Actual					June 2016 Forecast		
	2011	2012	2013	2014	2015	2016	2017	2018
CPI								
National	3.1%	2.1%	1.5%	1.6%	0.1%	1.3%	2.1%	2.3%
Denver-Boulder Inflation Rate	3.7%	1.9%	2.8%	2.8%	1.2%	2.4%	2.4%	2.4%
Retail Sales (Millions)								
Colorado	75,548	80,073	83,569	90,653	94,920	98,812	103,357	108,732
% Change	6.8%	6.0%	4.4%	8.5%	4.7%	4.1%	4.6%	5.2%
Housing Construction (Thou.)								
National Housing Permits	624	830	991	1,052	1,183	1,274	1,456	1,561
% Change	3.2%	32.9%	19.4%	6.2%	12.4%	7.7%	14.3%	7.2%
Colorado Permits	13.5	23.3	27.5	28.7	31.1	36.9	40.3	43.1
% Change	16.5%	72.6%	18.1%	4.2%	8.3%	18.9%	9.1%	7.1%
Aurora Permits	0.5	0.8	0.9	0.8	1.0	1.3	1.3	1.3
% Change	-13.7%	51.5%	17.0%	-5.9%	18.0%	32.9%	0.8%	0.8%
Nonresidential (Millions)								
Colorado Building Value	3,923.0	3,695.0	3,617.0	4,312.0	4,792.0	5,190.0	5,424.0	5,722.0
% Change	24.7%	-5.8%	-2.1%	19.2%	11.1%	8.3%	4.5%	5.5%
Aurora Nonresidential Permit Value	53.8	61.2	83.9	104.2	162.6	109.0	110.0	110.0
% Change	-46.9%	13.9%	37.0%	24.1%	56.1%	-32.9%	0.9%	0.0%

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



City of Aurora, Colorado

2017 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 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 2017 to 2021;
- Cost drivers impacting the projections;
- Summary and detail tables covering
 - General Fund budget data for the years 2015 through 2021;
 - 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 2017 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 \$3.2 million.

Revenue Outlook: The revenue forecast for the 2017 budget projects that General Fund revenue, excluding marijuana sales and excise taxes and transfers in, will increase 4.2 percent in 2016, and then grow 1.8 percent in 2017. Revenue projections do not include a recessionary period but do include a diminished trend in growth beginning in 2017. Future years anticipate a 2.4 percent increase annually, with the exception of 2020 at 2.7 percent. 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 2017 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 2019-2021 which are outside the Police and Fire contract agreement terms. The second scenario, titled "Compensation Increase", differs in that pay and insurance increases are included. While no increase in compensation and insurance is an unlikely scenario, the exclusion displays the impact of all other costs on the budget.

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 2017. Unless otherwise noted, all assumptions described in this section apply to the years 2018 through 2021.

COST DRIVERS

The "Compensation Increase" scenario contains:

- Pay and benefits in accordance with the Aurora Police Association (APA) and International Association of Fire Fighters (IAFF) collective bargaining agreements for 2017 and 2018.
- A salary increase of 2.5 percent for all employees in 2017 through 2021. In 2017 and 2018, 0.5 percent has also been set aside for pay adjustments required to implement the compensation study recommendations. Additionally, in 2017 and 2018, 0.5 percent per year has been set aside for one-time compensation. Overall pay and benefit increases for career service employees maintain financial parity with the APA and IAFF contracts.
- Health benefits for all employees will remain at the 2016 level for 2017 and 2018 and then increase 5.0 percent per year for 2019-2021.

The "No Compensation Increase" scenario has no pay or insurance increases from 2019-2021.

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 (approximately \$1.4 million) each year until it reaches 4.0 percent in 2018.
- The cost of risk management, fleet fuel, and maintenance increases by approximately 6.0 percent each year.
- The costs for utilities in total are estimated at 4.0 percent per year. This increase is more than recent trends but less than averages experienced in the past.
- An increase in Police staffing including eight additional Police Officers in 2019 and another eight in 2021.
- An annual increase for contract and mandated costs based on recent historical averages.
- Savings from a debt restructuring in 2009 began to expire in 2015 requiring an annual increase up to the full payment. An increase in the payment of \$200,000 is planned for 2018 and an additional \$468,300 in 2019 for building lease payments.
- The Gaylord Fire Station will be operational sometime in the second half of 2018. Funding has been included beginning in 2018 for utilities and other maintenance costs for the new facility.
- The City's increased liability starting in 2019 for the Old Hire Pension plan according to the most recent actuarial study.
- The New Recreation Center, funded with Marijuana tax revenue, will be operational sometime in the second half of 2018. Funding has been set aside beginning in 2018 for utilities and other maintenance costs for the new facility.
- Police and Fire step and grade increases are included for 2018 through 2021. This adjustment is for current levels of existing staff. Step and grade is included in the summary of additions for staff added in 2017.
- Increased costs in the other funds that require an additional transfer from the General Fund of \$525,000 each year in order to keep pace with compensation changes and other mandated costs.
- A shift of personnel related expenditures out of the General Fund to the Capital Projects Fund and the Development Review Fund for a total of \$300,000 in 2018 to help reduce the shortfall.
- 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 that started 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 or shortfall shown in the following table is the result of eliminating pay and benefit increases for 2019-2021 as presented in the “No Compensation Increase” outlook summary.

Item	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Surplus/(Shortfall)	(\$4,387,319)	(\$2,818,733)	\$1,686,921	\$4,869,733

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

Item	2018 Projected	2019 Projected	2020 Projected	2021 Projected
2.5% Compensation	\$0	\$4,688,249	\$9,493,682	\$14,419,295
5.0% Insurance	\$0	\$1,237,279	\$2,536,586	\$3,900,833

Because of the increases in compensation and insurance, the annual surplus shown above for 2020 and 2021 becomes a shortfall as shown in the table below.

Item	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Surplus/(Shortfall)	(\$4,387,319)	(\$8,744,261)	(\$10,343,347)	(\$13,450,395)

Due to the current economic climate, revenue projections assume diminished growth. Fiscal restraint will not be enough to offset the impact of slow revenue growth. Both scenarios develop a gap of \$4.4 million in 2018, which grows to \$13.5 million in 2021 when including compensation increases. Alternatively, the scenario without compensation increases generates an annual surplus beginning in 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 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 2017.

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 for 2018-2021. The tables include data for the 2015 actual, 2016 projection, the 2017 budget, and projections for 2018 through 2021. 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 listing of amendments to the 2017 budget; and potential future adjustments.

General Fund Financial Outlook Through 2021 - No Compensation Increase Summary

Description	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
SOURCES							
Revenues	301,166,675	316,087,922	315,840,467	323,591,458	331,481,002	340,306,052	348,606,735
Transfers	1,290,173	1,667,007	1,587,094	1,618,836	1,651,213	1,684,237	1,717,922
Amendments	-	-	578,059	195,265	200,626	206,166	211,895
Use of Funds Available	-	20,079,675	1,681,986	-	-	-	-
Marijuana Revenue	-	(304,662)	-	-	-	-	-
Revenue Adjustments	-	-	-	99	102	113	142
GRAND TOTAL SOURCES	\$302,456,848	\$337,529,942	\$319,687,606	\$325,405,658	\$333,332,943	\$342,196,568	\$350,536,694
USES							
BASE BUDGET							
Regular Civil Salary	65,063,509	81,302,910	85,893,338	88,470,121	88,470,121	88,470,121	88,470,121
Regular Career Salary	45,561,381	54,568,630	59,407,952	61,190,119	61,190,119	61,190,119	61,190,119
Salary Driven Benefits	45,287,101	28,237,073	27,935,189	28,772,884	28,772,884	28,772,884	28,772,884
Non Salary Related Benefits	21,836,810	23,207,634	24,219,464	24,219,464	24,219,464	24,219,464	24,219,464
Temporary Compensation	2,665,510	2,752,031	2,135,236	2,199,246	2,199,246	2,199,246	2,199,246
Overtime Compensation	6,320,894	5,027,745	4,080,161	4,202,520	4,202,520	4,202,520	4,202,520
Special Pay	4,528,393	4,236,577	4,329,897	4,047,649	4,047,649	4,047,649	4,047,649
Allocated Admin-Personal Services	(2,894,636)	(3,073,315)	(2,942,964)	(3,031,249)	(3,031,249)	(3,031,249)	(3,031,249)
Subtotal Personal Services	\$188,368,962	\$196,259,285	\$205,058,273	\$210,070,754	\$210,070,754	\$210,070,754	\$210,070,754
Supplies and Services	30,007,209	32,726,607	28,458,927	28,458,960	28,458,994	28,459,032	28,459,071
Utilities	9,671,030	10,838,190	11,427,104	11,884,172	12,359,535	12,853,921	13,368,077
Interfund Charges	13,617,715	13,830,135	14,330,683	15,190,412	16,101,831	17,067,944	18,092,031
Debt Related	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Capital Related	3,894,227	3,271,859	2,525,718	2,525,718	2,525,718	2,525,718	2,525,718
Operating Transfer Out	53,587,929	78,603,866	51,636,309	53,423,221	53,929,872	54,266,083	54,580,733
Subtotal Non Personal Services	\$110,778,110	\$141,270,657	\$110,378,741	\$113,482,483	\$115,375,950	\$117,172,698	\$119,025,630
TOTAL BASE BUDGET	\$299,147,072	\$337,529,942	\$315,437,014	\$323,553,237	\$325,446,704	\$327,243,452	\$329,096,384
AMENDMENTS							
Additions	-	-	2,562,992	2,468,987	2,666,223	3,122,986	3,377,190
Council Amendments	-	-	1,687,600	525,506	525,506	525,506	525,506
Future Adjustments	-	-	-	3,245,247	7,513,243	9,617,703	12,667,881
GRAND TOTAL USES	\$299,147,072	\$337,529,942	\$319,687,606	\$329,792,977	\$336,151,676	\$340,509,647	\$345,666,961
ANNUAL SURPLUS OR (SHORTFALL)	\$3,309,776	\$0	\$0	(\$4,387,319)	(\$2,818,733)	\$1,686,921	\$4,869,733

General Fund Financial Outlook Through 2021 - No Compensation Increase Summary

Description	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
FUND SUMMARY							
Beginning Funds Available	56,128,728	59,438,504	39,663,491	37,981,505	33,594,186	30,775,453	32,462,374
Use of Funds Available	-	(20,079,675)	(1,681,986)	-	-	-	-
Marijuana Revenue	-	304,662	-	-	-	-	-
Increase/(Decrease) in Ending Funds Available	3,309,776	-	-	(4,387,319)	(2,818,733)	1,686,921	4,869,733
Cumulative Funds Available or (Shortfall)	\$59,438,504	\$39,663,491	\$37,981,505	\$33,594,186	\$30,775,453	\$32,462,374	\$37,332,107

Estimated Future Percent Growth By Expenditure Class

Assumptions	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Regular Civil Salary	N/A	3.0%	0.0%	0.0%	0.0%
Regular Career Salary	N/A	3.0%	0.0%	0.0%	0.0%
Salary Driven Benefits	N/A	3.0%	0.0%	0.0%	0.0%
Non Salary Related Benefits	N/A	0.0%	0.0%	0.0%	0.0%
Temporary Compensation	N/A	3.0%	0.0%	0.0%	0.0%
Overtime Compensation	N/A	3.0%	0.0%	0.0%	0.0%
Special Pay	N/A	-6.5%	0.0%	0.0%	0.0%
Allocated Admin-Personal Services	N/A	3.0%	0.0%	0.0%	0.0%
Supplies and Services	N/A	0.0%	0.0%	0.0%	0.0%
Utilities	N/A	4.0%	4.0%	4.0%	4.0%
Interfund Charges	N/A	6.0%	6.0%	6.0%	6.0%
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 2021 - Compensation Increase Summary							
Description	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
SOURCES							
Revenues	301,166,675	316,087,922	315,840,467	323,591,458	331,481,002	340,306,052	348,606,735
Transfers	1,290,173	1,667,007	1,587,094	1,618,836	1,651,213	1,684,237	1,717,922
Amendments	-	-	578,059	195,265	200,626	206,166	211,895
Use of Funds Available	-	20,079,675	1,681,986	-	-	-	-
Marijuana Revenue	-	(304,662)	-	-	-	-	-
Revenue Adjustments	-	-	-	99	102	113	142
GRAND TOTAL SOURCES	\$302,456,848	\$337,529,942	\$319,687,606	\$325,405,658	\$333,332,943	\$342,196,568	\$350,536,694
USES							
BASE BUDGET							
Regular Civil Salary	65,063,509	81,302,910	85,893,338	88,470,121	90,681,872	92,948,918	95,272,642
Regular Career Salary	45,561,381	54,568,630	59,407,952	61,190,119	62,719,876	64,287,870	65,895,076
Salary Driven Benefits	45,287,101	28,237,073	27,935,189	28,772,884	29,492,207	30,229,509	30,985,257
Non Salary Related Benefits	21,836,810	23,207,634	24,219,464	24,219,464	25,430,292	26,701,824	28,036,906
Temporary Compensation	2,665,510	2,752,031	2,135,236	2,199,246	2,254,224	2,310,581	2,368,347
Overtime Compensation	6,320,894	5,027,745	4,080,161	4,202,520	4,307,585	4,415,276	4,525,655
Special Pay	4,528,393	4,236,577	4,329,897	4,047,649	4,148,846	4,252,554	4,358,880
Allocated Admin-Personal Services	(2,894,636)	(3,073,315)	(2,942,964)	(3,031,249)	(3,107,030)	(3,184,704)	(3,264,323)
Subtotal Personal Services	\$188,368,962	\$196,259,285	\$205,058,273	\$210,070,754	\$215,927,872	\$221,961,828	\$228,178,440
Supplies and Services	30,007,209	32,726,607	28,458,927	28,458,960	28,458,994	28,459,032	28,459,071
Utilities	9,671,030	10,838,190	11,427,104	11,884,172	12,359,535	12,853,921	13,368,077
Interfund Charges	13,617,715	13,830,135	14,330,683	15,190,412	16,101,831	17,067,944	18,092,031
Debt Related	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Capital Related	3,894,227	3,271,859	2,525,718	2,525,718	2,525,718	2,525,718	2,525,718
Operating Transfer Out	53,587,929	78,603,866	51,636,309	53,423,221	53,929,872	54,266,083	54,580,733
Subtotal Non Personal Services	\$110,778,110	\$141,270,657	\$110,378,741	\$113,482,483	\$115,375,950	\$117,172,698	\$119,025,630
TOTAL BASE BUDGET	\$299,147,072	\$337,529,942	\$315,437,014	\$323,553,237	\$331,303,822	\$339,134,526	\$347,204,070
AMENDMENTS							
Additions	-	-	2,562,992	2,468,987	2,722,503	3,237,537	3,552,082
Council Amendments	-	-	1,687,600	525,506	537,636	550,149	563,056
Future Adjustments	-	-	-	3,245,247	7,513,243	9,617,703	12,667,881
GRAND TOTAL USES	\$299,147,072	\$337,529,942	\$319,687,606	\$329,792,977	\$342,077,204	\$352,539,915	\$363,987,089
ANNUAL SURPLUS OR (SHORTFALL)	\$3,309,776	\$0	\$0	(\$4,387,319)	(\$8,744,261)	(\$10,343,347)	(\$13,450,395)

General Fund Financial Outlook Through 2021 - Compensation Increase Summary							
Description	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
FUND SUMMARY							
Beginning Funds Available	56,128,728	59,438,504	39,663,491	37,981,505	33,594,186	24,849,925	14,506,578
Use of Funds Available	-	(20,079,675)	(1,681,986)	-	-	-	-
Marijuana Revenue	-	304,662	-	-	-	-	-
Increase/(Decrease) in Ending Funds Available	3,309,776	-	-	(4,387,319)	(8,744,261)	(10,343,347)	(13,450,395)
Cumulative Funds Available or (Shortfall)	\$59,438,504	\$39,663,491	\$37,981,505	\$33,594,186	\$24,849,925	\$14,506,578	\$1,056,183

Estimated Future Percent Growth By Expenditure Class					
Assumptions	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Regular Civil Salary	N/A	3.0%	2.5%	2.5%	2.5%
Regular Career Salary	N/A	3.0%	2.5%	2.5%	2.5%
Salary Driven Benefits	N/A	3.0%	2.5%	2.5%	2.5%
Non Salary Related Benefits	N/A	0.0%	5.0%	5.0%	5.0%
Temporary Compensation	N/A	3.0%	2.5%	2.5%	2.5%
Overtime Compensation	N/A	3.0%	2.5%	2.5%	2.5%
Special Pay	N/A	-6.5%	2.5%	2.5%	2.5%
Allocated Admin-Personal Services	N/A	3.0%	2.5%	2.5%	2.5%
Supplies and Services	N/A	0.0%	0.0%	0.0%	0.0%
Utilities	N/A	4.0%	4.0%	4.0%	4.0%
Interfund Charges	N/A	6.0%	6.0%	6.0%	6.0%
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 2021 - Compensation Increase Summary

Estimated Future Percent Growth By Revenue Class

Assumptions	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Business License and Permits	N/A	1.40%	0.60%	0.60%	0.60%
Cigarette Tax	N/A	-1.00%	-1.00%	-1.00%	-1.00%
Construction Permits	N/A	2.00%	2.00%	0.00%	0.00%
County Road and Bridge Tax	N/A	1.50%	0.50%	0.50%	0.50%
External Charges for Services	N/A	1.30%	1.50%	1.50%	1.50%
Fines & Forfeitures	N/A	0.50%	0.50%	0.50%	0.50%
Franchise Taxes	N/A	2.40%	2.40%	2.40%	2.40%
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	10.42%	1.83%	1.69%	1.56%
Internal Charges for Services	N/A	3.00%	3.00%	3.00%	3.00%
Investment Income	N/A	13.40%	20.00%	16.70%	14.30%
Lodgers Tax	N/A	2.40%	2.00%	2.00%	2.00%
Miscellaneous Revenues	N/A	-6.69%	0.00%	0.00%	0.00%
Motor Vehicle Fees	N/A	1.50%	1.50%	1.50%	1.50%
Occupational Privilege Tax	N/A	2.00%	1.70%	1.70%	1.70%
Operating Transfers In	N/A	2.00%	2.00%	2.00%	2.00%
Other Taxes	N/A	1.00%	2.00%	3.00%	3.00%
Property Taxes	N/A	12.00%	1.00%	3.00%	1.00%
Sales Taxes	N/A	1.60%	3.15%	3.30%	3.31%
Specific Ownership Tax	N/A	0.50%	0.50%	0.50%	0.50%
Tax Audit Revenue	N/A	4.45%	4.34%	4.56%	2.00%
Use tax-Automobiles	N/A	-3.00%	2.00%	2.00%	2.00%
Use tax-Building Materials	N/A	2.00%	1.00%	0.00%	0.00%
Use tax-Other	N/A	2.00%	1.00%	0.00%	0.00%

General Fund Financial Outlook Through 2021 - Compensation Increase Department Detail								
Department Name		2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
City Attorney								
Regular Career Salary		3,591,661	4,351,671	4,599,598	4,737,585	4,856,025	4,977,425	5,101,861
Salary Driven Benefits		1,311,873	952,084	740,782	763,001	782,076	801,628	821,667
Non Salary Related Benefits		482,205	503,048	527,336	527,336	553,700	581,385	610,456
Temporary Compensation		124,090	90,330	10,143	10,447	10,708	10,976	11,250
Overtime Compensation		119	-	-	-	-	-	-
Special Pay		67,436	115,537	22,064	22,724	23,294	23,876	24,472
Supplies and Services		236,542	291,712	299,472	299,472	299,472	299,472	299,472
Interfund Charges		91,420	99,648	108,787	115,314	122,233	129,567	137,341
Subtotal		\$5,905,346	\$6,404,030	\$6,308,182	\$6,475,879	\$6,647,508	\$6,824,329	\$7,006,519
City Council								
Regular Career Salary		286,852	333,033	413,576	425,982	436,632	447,547	458,737
Salary Driven Benefits		35,599	34,819	36,318	37,405	38,340	39,298	40,281
Non Salary Related Benefits		111,712	112,345	120,527	120,527	126,553	132,880	139,524
Temporary Compensation		39	1,519	6,147	6,330	6,489	6,651	6,817
Special Pay		147,073	159,256	160,351	165,161	169,290	173,522	177,860
Supplies and Services		438,356	569,251	469,622	469,622	469,622	469,622	469,622
Interfund Charges		7,591	8,274	9,033	9,574	10,149	10,758	11,403
Additions		-	-	2,900	2,900	2,900	2,900	2,900
Council Amendments		-	-	7,000	-	-	-	-
Subtotal		\$1,027,222	\$1,218,497	\$1,225,474	\$1,237,501	\$1,259,975	\$1,283,178	\$1,307,144
Civil Service Commission								
Regular Career Salary		245,445	280,134	309,516	318,801	326,771	334,940	343,314
Salary Driven Benefits		84,870	58,502	46,863	48,266	49,473	50,710	51,977
Non Salary Related Benefits		48,222	50,850	51,868	51,868	54,460	57,184	60,042
Temporary Compensation		142,334	132,061	137,234	141,348	144,881	148,503	152,217
Overtime Compensation		-	-	288	296	304	311	319
Special Pay		10,001	10,151	16,809	17,312	17,745	18,187	18,642
Supplies and Services		267,337	289,397	281,847	281,847	281,847	281,847	281,847
Interfund Charges		2,613	2,848	3,109	3,295	3,493	3,702	3,925
Subtotal		\$800,822	\$823,943	\$847,534	\$863,033	\$878,974	\$895,384	\$912,283

General Fund Financial Outlook Through 2021 - Compensation Increase Department Detail

Department Name	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Communications							
Regular Career Salary	1,125,322	1,454,067	1,600,232	1,648,235	1,689,440	1,731,676	1,774,967
Salary Driven Benefits	368,151	291,959	245,120	252,456	258,769	265,238	271,869
Non Salary Related Benefits	212,869	248,366	266,579	266,579	279,901	293,895	308,591
Temporary Compensation	68,871	103,038	151,425	155,965	159,863	163,860	167,957
Overtime Compensation	6,296	3,754	3,473	3,577	3,665	3,757	3,851
Special Pay	33,449	35,681	27,772	28,600	29,315	30,047	30,800
Supplies and Services	835,218	1,020,310	953,747	953,747	953,747	953,747	953,747
Interfund Charges	20,367	22,959	22,963	24,338	25,798	27,346	28,986
Future Adjustments	-	-	-	-	(300,000)	(300,000)	(300,000)
Subtotal	\$2,670,543	\$3,180,134	\$3,271,311	\$3,333,497	\$3,100,498	\$3,169,566	\$3,240,768
Court Administration							
Regular Career Salary	4,329,813	5,165,435	5,773,701	5,946,909	6,095,582	6,247,971	6,404,171
Salary Driven Benefits	1,497,325	1,145,192	875,497	901,748	924,293	947,402	971,091
Non Salary Related Benefits	986,814	1,089,143	1,199,676	1,199,676	1,259,655	1,322,639	1,388,770
Temporary Compensation	169,009	154,220	86,589	89,186	91,415	93,699	96,043
Overtime Compensation	190,167	96,691	70,758	72,879	74,702	76,569	78,483
Special Pay	170,838	139,960	39,700	40,886	41,908	42,958	44,031
Supplies and Services	1,222,690	1,605,099	1,162,256	1,162,256	1,162,256	1,162,256	1,162,256
Interfund Charges	281,299	293,618	322,760	342,122	362,650	384,409	407,474
Capital Related	118	-	-	-	-	-	-
Subtotal	\$8,848,073	\$9,689,358	\$9,530,937	\$9,755,662	\$10,012,461	\$10,277,903	\$10,552,319
Finance							
Regular Civil Salary	81,474	7,311	-	-	-	-	-
Regular Career Salary	3,254,083	3,858,539	4,207,705	4,333,930	4,442,279	4,553,336	4,667,171
Salary Driven Benefits	1,047,266	811,095	634,435	653,441	669,783	686,525	703,684
Non Salary Related Benefits	633,988	636,800	693,758	693,758	728,435	764,856	803,103
Temporary Compensation	137,653	204,060	205,796	211,966	217,264	222,697	228,263
Overtime Compensation	34,568	23,365	2,096	2,156	2,210	2,265	2,322
Special Pay	41,550	16,372	10,195	10,497	10,759	11,027	11,303
Allocated Admin-Personal Services	(139,543)	(143,871)	101,813	104,867	107,489	110,177	112,930
Supplies and Services	1,205,382	2,155,109	1,515,086	1,515,086	1,515,086	1,515,086	1,515,086
Interfund Charges	41,632	44,963	49,291	52,246	55,380	58,704	62,226
Capital Related	336	-	-	-	-	-	-
Additions	-	-	304,662	-	-	-	-
Subtotal	\$6,338,389	\$7,613,743	\$7,724,837	\$7,577,947	\$7,748,685	\$7,924,673	\$8,106,088

General Fund Financial Outlook Through 2021 - Compensation Increase Department Detail

Department Name		2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Fire								
	Regular Civil Salary	21,520,145	25,613,753	27,900,541	28,737,554	29,455,992	30,192,392	30,947,201
	Regular Career Salary	676,015	684,830	938,192	966,335	990,495	1,015,257	1,040,639
	Salary Driven Benefits	9,627,050	7,302,713	6,967,351	7,176,348	7,355,762	7,539,650	7,728,144
	Non Salary Related Benefits	4,738,121	5,194,883	5,400,297	5,400,297	5,670,305	5,953,819	6,251,510
	Temporary Compensation	62,700	51,960	49,172	50,646	51,912	53,210	54,540
	Overtime Compensation	2,283,477	1,638,101	802,663	826,739	847,407	868,595	890,308
	Special Pay	1,130,377	995,115	1,009,697	1,039,975	1,065,973	1,092,626	1,119,939
	Allocated Admin-Personal Services	-	-	-	-	-	-	-
	Supplies and Services	1,682,636	1,810,236	1,354,013	1,354,013	1,354,013	1,354,013	1,354,013
	Utilities	214,497	222,253	241,058	250,699	260,726	271,156	282,002
	Interfund Charges	2,499,332	2,515,089	2,648,308	2,807,198	2,975,630	3,154,167	3,343,417
	Capital Related	136,300	247,401	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	337,226
	Additions	-	-	1,218,189	2,809,136	3,035,768	3,571,399	3,904,117
	Future Adjustments	-	-	-	154,354	801,292	986,585	1,143,547
	Subtotal	\$44,907,876	\$46,613,560	\$48,960,391	\$52,004,204	\$54,296,185	\$56,483,779	\$58,490,287
General Management								
	Regular Career Salary	1,398,098	1,784,747	1,913,285	1,970,678	2,019,946	2,070,443	2,122,207
	Salary Driven Benefits	482,526	409,118	322,644	332,305	340,608	349,129	357,851
	Non Salary Related Benefits	169,522	201,002	208,854	208,854	219,287	230,252	241,764
	Temporary Compensation	31,700	26,957	40,797	42,019	43,070	44,147	45,250
	Overtime Compensation	237	121	-	-	-	-	-
	Special Pay	42,615	38,300	34,655	35,692	36,582	37,495	38,433
	Supplies and Services	715,706	662,024	644,646	644,646	644,646	644,646	644,646
	Interfund Charges	45,349	51,268	52,707	55,866	59,217	62,769	66,536
	Additions	-	-	100,000	-	-	-	-
	Subtotal	\$2,885,753	\$3,173,537	\$3,317,588	\$3,290,060	\$3,363,356	\$3,438,881	\$3,516,687

General Fund Financial Outlook Through 2021 - Compensation Increase Department Detail

Department Name	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Information Technology							
Regular Career Salary	2,575,376	3,575,730	3,716,872	3,828,376	3,924,085	4,022,187	4,122,742
Salary Driven Benefits	896,016	509,762	562,506	579,370	593,853	608,701	623,919
Non Salary Related Benefits	391,290	467,130	489,286	489,286	513,744	539,434	566,407
Temporary Compensation	15,604	58,398	54,190	55,814	57,209	58,640	60,105
Overtime Compensation	10,772	14,739	20,976	21,602	22,143	22,696	23,263
Special Pay	167,282	152,105	128,896	132,753	136,072	139,475	142,961
Supplies and Services	4,417,347	4,326,130	4,573,580	4,573,580	4,573,580	4,573,580	4,573,580
Utilities	2,765	2,625	3,161	3,285	3,418	3,555	3,697
Interfund Charges	38,664	41,446	44,402	47,064	49,888	52,881	56,055
Capital Related	201,394	65,731	125,000	125,000	125,000	125,000	125,000
Additions	-	-	465,445	101,251	101,251	101,251	101,251
Subtotal	\$8,716,510	\$9,213,796	\$10,184,314	\$9,957,381	\$10,100,243	\$10,247,400	\$10,398,980
Internal Services							
Regular Career Salary	1,358,630	1,703,843	1,974,200	2,033,422	2,084,257	2,136,364	2,189,774
Salary Driven Benefits	430,004	329,792	297,590	306,502	314,162	322,014	330,071
Non Salary Related Benefits	232,025	253,911	286,040	286,040	300,336	315,354	331,119
Temporary Compensation	178,095	95,771	69,330	71,409	73,194	75,024	76,900
Overtime Compensation	731	3,290	-	-	-	-	-
Special Pay	93,123	149,626	136,657	140,754	144,272	147,878	151,577
Allocated Admin-Personal Services	(365,374)	(376,169)	(387,388)	(399,009)	(408,984)	(419,209)	(429,689)
Supplies and Services	458,274	648,851	213,158	213,158	213,158	213,158	213,158
Interfund Charges	101,385	95,151	75,452	79,977	84,775	89,862	95,254
Capital Related	2,359,185	1,964,895	2,230,900	2,230,900	2,230,900	2,230,900	2,230,900
Operating Transfer Out	1,391,641	2,059,044	2,059,043	2,059,043	2,059,043	2,059,043	2,059,043
Additions	-	-	90,000	-	-	-	-
Subtotal	\$6,237,719	\$6,928,005	\$7,044,982	\$7,022,196	\$7,095,113	\$7,170,388	\$7,248,107
Judicial							
Regular Career Salary	1,193,961	1,343,838	1,482,101	1,526,562	1,564,726	1,603,843	1,643,940
Salary Driven Benefits	421,902	306,419	227,274	234,086	239,936	245,934	252,084
Non Salary Related Benefits	178,210	193,688	197,246	197,246	207,105	217,461	228,332
Temporary Compensation	317,298	375,300	380,069	391,468	401,255	411,286	421,568
Overtime Compensation	24,002	22,851	-	-	-	-	-
Special Pay	6,102	98,942	1,357	1,397	1,432	1,468	1,505
Supplies and Services	71,680	144,602	206,996	206,996	206,996	206,996	206,996
Interfund Charges	20,162	21,977	23,992	25,431	26,957	28,574	30,289
Subtotal	\$2,233,317	\$2,507,617	\$2,519,035	\$2,583,186	\$2,648,407	\$2,715,562	\$2,784,714

General Fund Financial Outlook Through 2021 - Compensation Increase Department Detail

Department Name	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Library & Cultural Services							
Regular Civil Salary	-	8,977	-	-	-	-	-
Regular Career Salary	1,908,787	2,436,132	2,805,085	2,889,231	2,961,462	3,035,497	3,111,384
Salary Driven Benefits	752,340	522,958	422,849	435,507	446,398	457,553	468,994
Non Salary Related Benefits	425,101	476,264	512,839	512,839	538,472	565,394	593,663
Temporary Compensation	185,632	217,292	192,374	198,134	203,086	208,163	213,367
Overtime Compensation	9,707	10,910	-	-	-	-	-
Special Pay	23,924	30,154	11,745	12,091	12,397	12,705	13,023
Supplies and Services	1,334,927	1,747,189	1,307,093	1,307,093	1,307,093	1,307,093	1,307,093
Interfund Charges	54,006	53,124	56,557	59,949	63,546	67,358	71,400
Capital Related	-	200,300	-	-	-	-	-
Additions	-	-	297,550	305,134	313,788	322,725	331,958
Subtotal	\$4,694,424	\$5,703,300	\$5,606,092	\$5,719,978	\$5,846,242	\$5,976,488	\$6,110,882
Neighborhood Services							
Regular Career Salary	2,151,142	2,864,683	3,365,595	3,466,559	3,553,223	3,642,054	3,733,106
Salary Driven Benefits	742,353	586,584	512,299	527,648	540,840	554,362	568,220
Non Salary Related Benefits	423,832	544,229	626,292	626,292	657,598	690,479	725,002
Temporary Compensation	124,220	58,713	733	754	773	792	812
Overtime Compensation	27,548	10,183	18,386	18,934	19,409	19,892	20,391
Special Pay	185,890	69,507	38,642	39,795	40,790	41,811	42,853
Supplies and Services	845,435	2,587,882	839,102	839,135	839,169	839,207	839,246
Interfund Charges	160,091	197,490	189,912	201,301	213,379	226,183	239,754
Capital Related	64,021	-	-	-	-	-	-
Additions	-	-	107,400	52,600	52,600	52,600	52,600
Council Amendments	-	-	20,000	-	-	-	-
Subtotal	\$4,724,532	\$6,919,271	\$5,718,361	\$5,773,018	\$5,917,781	\$6,067,380	\$6,221,984

General Fund Financial Outlook Through 2021 - Compensation Increase Department Detail

Department Name	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Non-Departmental							
Regular Civil Salary	-	-	16,872	17,378	17,812	18,257	18,714
Regular Career Salary	-	750,000	(255,285)	(262,945)	(269,518)	(276,256)	(283,162)
Salary Driven Benefits	125,582	84,159	125,709	129,476	132,711	136,030	139,431
Non Salary Related Benefits	305	140,000	240,000	240,000	252,000	264,600	277,830
Temporary Compensation	29,856	30,000	-	-	-	-	-
Overtime Compensation	919,969	514,084	529,507	545,392	559,027	573,002	587,327
Special Pay	152,250	537,747	882,747	497,229	509,658	522,400	535,460
Supplies and Services	5,887,406	4,526,243	5,039,014	5,039,014	5,039,014	5,039,014	5,039,014
Utilities	615	147,000	808	840	873	908	945
Interfund Charges	220,675	212,413	302,549	320,701	339,943	360,339	381,960
Debt Related	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Capital Related	469,583	50,000	50,000	50,000	50,000	50,000	50,000
Operating Transfer Out	50,852,998	71,351,804	44,628,736	46,415,648	46,922,299	47,258,510	47,573,160
Additions	-	-	(1,530,244)	(1,790,641)	(1,803,442)	(1,865,086)	(1,925,729)
Council Amendments	-	-	950,000	-	-	-	-
Future Adjustments	-	-	-	1,615,417	3,001,389	4,318,558	5,621,878
Subtotal	\$58,659,239	\$80,343,450	\$52,980,413	\$54,817,509	\$56,751,766	\$58,400,276	\$60,016,828
Parks, Recreation & Open Space							
Regular Career Salary	3,471,608	4,525,938	4,675,975	4,816,247	4,936,653	5,060,069	5,186,573
Salary Driven Benefits	1,233,905	913,484	705,704	726,837	745,006	763,633	782,722
Non Salary Related Benefits	824,568	942,930	954,212	954,212	1,001,903	1,052,005	1,104,603
Temporary Compensation	566,951	533,643	568,395	585,439	600,074	615,076	630,456
Overtime Compensation	138,238	162,417	132,178	136,140	139,544	143,032	146,605
Special Pay	135,337	53,215	38,491	39,633	40,625	41,638	42,681
Allocated Admin-Personal Services	(53,000)	(53,000)	(53,000)	(54,590)	(55,954)	(57,353)	(58,787)
Supplies and Services	2,330,488	1,660,931	1,840,832	1,840,832	1,840,832	1,840,832	1,840,832
Utilities	2,616,007	3,314,957	3,165,838	3,292,464	3,424,160	3,561,129	3,703,573
Interfund Charges	1,497,991	1,565,200	1,492,175	1,581,684	1,676,586	1,777,180	1,883,814
Capital Related	267,693	126,669	263	263	263	263	263
Additions	-	-	451,028	223,986	229,254	234,695	240,325
Council Amendments	-	-	25,000	-	-	-	-
Future Adjustments	-	-	-	100,000	500,000	500,000	500,000
Subtotal	\$13,029,786	\$13,746,384	\$13,997,091	\$14,243,147	\$15,078,946	\$15,532,199	\$16,003,660

General Fund Financial Outlook Through 2021 - Compensation Increase Department Detail

Department Name	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Planning & Development Services							
Regular Career Salary	1,081,278	1,188,832	1,553,775	1,600,386	1,640,395	1,681,405	1,723,441
Salary Driven Benefits	403,528	246,409	237,801	244,922	251,046	257,321	263,756
Non Salary Related Benefits	222,556	187,945	222,513	222,513	233,633	245,317	257,582
Temporary Compensation	126,213	1,693	18,780	19,343	19,826	20,322	20,830
Overtime Compensation	15	801	-	-	-	-	-
Special Pay	46,811	48,979	9,567	9,851	10,098	10,351	10,609
Allocated Admin-Personal Services	(131,527)	(21,000)	(28,000)	(28,840)	(29,561)	(30,300)	(31,057)
Supplies and Services	1,527,541	1,339,172	956,678	956,678	956,678	956,678	956,678
Utilities	1,881	2,500	2,548	2,649	2,755	2,865	2,979
Interfund Charges	12,823	15,259	14,010	14,849	15,740	16,685	17,686
Operating Transfer Out	51,339	35,000	-	-	-	-	-
Additions	-	-	5,000	-	-	-	-
Council Amendments	-	-	100,000	100,000	100,000	100,000	100,000
Subtotal	\$3,342,458	\$3,045,590	\$3,092,672	\$3,142,351	\$3,200,610	\$3,260,644	\$3,322,504
Police							
Regular Civil Salary	43,461,890	55,672,869	57,975,925	59,715,189	61,208,068	62,738,269	64,306,727
Regular Career Salary	4,981,086	6,085,121	6,578,395	6,775,737	6,945,130	7,118,761	7,296,727
Salary Driven Benefits	21,544,224	11,185,607	12,887,382	13,273,918	13,605,764	13,945,907	14,294,562
Non Salary Related Benefits	9,047,996	9,595,252	9,719,273	9,719,273	10,205,203	10,715,469	11,251,238
Temporary Compensation	122,555	338,541	-	-	-	-	-
Overtime Compensation	2,253,388	2,378,628	2,186,483	2,252,062	2,308,362	2,366,074	2,425,224
Special Pay	1,685,080	1,299,944	1,632,435	1,681,350	1,723,389	1,766,461	1,810,637
Supplies and Services	3,527,145	3,801,709	3,393,596	3,393,596	3,393,596	3,393,596	3,393,596
Utilities	324	404	403	419	435	453	471
Interfund Charges	5,479,306	5,570,625	5,957,556	6,314,968	6,693,863	7,095,499	7,521,230
Capital Related	266,051	453,690	-	-	-	-	-
Operating Transfer Out	56,110	56,110	-	-	-	-	-
Additions	-	-	1,217,095	935,222	960,686	986,938	1,014,002
Council Amendments	-	-	585,000	425,506	437,636	450,149	463,056
Future Adjustments	-	-	-	1,005,476	2,948,962	3,344,624	4,712,577
Subtotal	\$92,425,155	\$96,438,500	\$102,133,543	\$105,492,716	\$110,431,094	\$113,922,200	\$118,490,047

General Fund Financial Outlook Through 2021 - Compensation Increase Department Detail								
Department Name	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected	
Public Defender								
Regular Career Salary	473,206	565,683	656,428	676,120	693,023	710,349	728,108	
Salary Driven Benefits	155,255	112,473	100,026	103,024	105,600	108,240	110,946	
Non Salary Related Benefits	78,208	93,561	106,468	106,468	111,790	117,379	123,249	
Temporary Compensation	9,546	38,507	-	-	-	-	-	
Overtime Compensation	420	380	-	-	-	-	-	
Special Pay	437	35,554	-	-	-	-	-	
Supplies and Services	60,143	93,588	75,131	75,131	75,131	75,131	75,131	
Interfund Charges	4,951	5,397	5,892	6,245	6,620	7,017	7,438	
Subtotal	\$782,166	\$945,143	\$943,945	\$966,988	\$992,164	\$1,018,116	\$1,044,872	
Public Safety Communications								
Regular Career Salary	3,008,655	1,033,272	1,235,932	1,273,009	1,304,835	1,337,456	1,370,893	
Salary Driven Benefits	994,438	223,547	196,462	202,354	207,412	212,598	217,913	
Non Salary Related Benefits	668,060	114,411	153,186	153,186	160,845	168,887	177,331	
Overtime Compensation	275,688	29,581	181,547	186,991	191,666	196,459	201,369	
Special Pay	81,998	18,577	51,660	53,207	54,537	55,901	57,298	
Supplies and Services	47,527	22,574	26,981	26,981	26,981	26,981	26,981	
Interfund Charges	134,752	147,928	160,453	170,078	180,283	191,100	202,567	
Capital Related	-	60,000	-	-	-	-	-	
Operating Transfer Out	845,415	4,711,380	4,598,984	4,598,984	4,598,984	4,598,984	4,598,984	
Subtotal	\$6,056,533	\$6,361,270	\$6,605,205	\$6,664,790	\$6,725,543	\$6,788,366	\$6,853,336	
Public Works								
Regular Career Salary	8,450,363	10,583,102	11,863,074	12,218,960	12,524,435	12,837,546	13,158,483	
Salary Driven Benefits	3,132,894	2,210,397	1,790,577	1,844,270	1,890,375	1,937,636	1,986,075	
Non Salary Related Benefits	1,961,206	2,161,876	2,243,214	2,243,214	2,355,367	2,473,135	2,596,790	
Temporary Compensation	253,144	240,028	164,062	168,978	173,205	177,535	181,972	
Overtime Compensation	145,552	117,849	131,806	135,752	139,146	142,624	146,193	
Special Pay	306,820	231,855	76,457	78,742	80,710	82,728	84,796	
Allocated Admin-Personal Services	(2,205,192)	(2,479,275)	(2,576,389)	(2,653,677)	(2,720,020)	(2,788,019)	(2,857,720)	
Supplies and Services	2,895,429	3,424,598	3,306,077	3,306,077	3,306,077	3,306,077	3,306,077	
Utilities	6,834,941	7,148,451	8,013,288	8,333,816	8,667,168	9,013,855	9,374,410	
Interfund Charges	2,903,306	2,865,458	2,790,775	2,958,212	3,135,701	3,323,844	3,523,276	
Capital Related	129,546	103,173	25,871	25,871	25,871	25,871	25,871	
Operating Transfer Out	53,200	53,302	12,320	12,320	12,320	12,320	12,320	
Additions	-	-	(166,033)	(170,601)	(170,302)	(169,885)	(169,342)	
Council Amendments	-	-	600	-	-	-	-	
Future Adjustments	-	-	-	370,000	561,600	767,936	989,879	
Subtotal	\$24,861,209	\$26,660,814	\$27,675,699	\$28,871,934	\$29,981,653	\$31,143,203	\$32,359,080	

General Fund Financial Outlook Through 2021 - Compensation Increase Department Detail

Department Name	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
GRAND TOTAL	\$299,147,072	\$337,529,942	\$319,687,606	\$329,792,977	\$342,077,204	\$352,539,915	\$363,987,089

General Fund Financial Outlook Through 2021 - Compensation Increase Summary of Proposed Additions

Department	Description	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
City Council	Ongoing funding for Aurora Health Access and Citizen's Academy.	2,900	2,900	2,900	2,900	2,900
Finance	One-Time Transfer of marijuana sales and excise taxes funds available balance from the General Fund to the new Marijuana Tax Revenue Fund in 2017.	304,662	-	-	-	-
Fire	20.0 FTE Firefighters per the Collective Bargaining Agreement to implement a 48-hour work schedule in July 2018; 5.0 FTE for Highpointe/Gaylord Fire Station.	1,218,189	2,809,136	3,035,768	3,571,399	3,904,117
General Management	One-time funding for a Police staffing study.	100,000	-	-	-	-
Information Technology	IT security enhancements: Sequel server upgrade to ensure new applications running capability and bring the City into compliance for disaster recovery licensed databases; Continuous monitoring and alerting system	465,445	101,251	101,251	101,251	101,251
Internal Services	RTD FlexPass employee transportation benefit; Human Resources outside services for employee relations investigations.	90,000	-	-	-	-
Library & Cultural Services	Tallyn's Reach Library will be funded entirely from the General Fund 2017 onward.	297,550	305,134	313,788	322,725	331,958
Neighborhood Services	Ongoing funds for the City's Clean-Up Day event; body-worn cameras for Code Enforcement Officers, Colfax clean-up pilot project; DNA test kits to conduct genetic testing for pitbulls offset by revenue.	107,400	52,600	52,600	52,600	52,600
Non-Departmental	Increase vacancy savings target; increase subsidy for Moorhead Recreation Center; one-time funds for public safety recruitment campaign for Police, Fire, and Public Safety Communications; transfer to Risk Fund to cover Respiratory Protection Compliance Physicals; one-time transfer in to General Fund of library district funding for Tallyn's Reach Library; debt service for new recreation center transferred to the new Marijuana Revenue Fund; transfer Parking and Mobility Program to the new Parking and Mobility Fund.	(1,530,244)	(1,790,641)	(1,803,442)	(1,865,086)	(1,925,729)
Parks, Recreation & Open Space	Aurora Line maintenance offset by revenue from RTD; Aurora Reservoir maintenance offset by revenue; Plains Conservation Center maintenance and operations of facilities.	451,028	223,986	229,254	234,695	240,325
Planning & Development Services	One-time funds for incentive program to reimburse small local business for job creation.	5,000	-	-	-	-
Police	9.0 FTE Patrol Officers and equipment; Narcotics building lease; transfer to Risk Fund to cover respiratory protection compliance physicals; move 1.0 FTE Police Sergeant from Gifts and Grants Funds to General Fund.	1,217,095	935,222	960,686	986,938	1,014,002
Public Works	Transfer Parking and Mobility Program from General Fund to new Parking and Mobility Fund; Ongoing funds to establish City of Aurora Public Safety Training Center (CAPSTC) facility budget; Public Works Patch Crew to ensure quality standards, offset by revenue from Aurora Water.	(166,033)	(170,601)	(170,302)	(169,885)	(169,342)
Total Proposed Additions		\$2,562,992	\$2,468,987	\$2,722,503	\$3,237,537	\$3,552,082

General Fund Financial Outlook Through 2021 - Compensation Increase Summary of Council Amendments

Department	Description	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
City Council	Ethiopian Radio Station one-time contribution.	7,000	-	-	-	-
Neighborhood Services	Additional one-time funding to enhance the Martin Luther King Celebration.	20,000	-	-	-	-
Non-Departmental	One-time transfer to the CPF for the Heritage Eagle Bend Intersection, the Tower Road Madian from Iliff to Girard, and for general improvements to medians.	950,000	-	-	-	-
Parks, Recreation & Open Space	One-time start-up funding for a new event referred to as Buskers, Brews, and BBQ; Colorado Freedom Memorial contribution.	25,000	-	-	-	-
Planning & Development Services	On-going additional funding for AEDC and Accelerate Colorado.	100,000	100,000	100,000	100,000	100,000
Police	Add 5.0 FTE Police Officers.	585,000	425,506	437,636	450,149	463,056
Public Works	One-time funding for two stops signs with one on Evanston Way at South Eagle Circle and the other on Evanston Way at Fraser Court.	600	-	-	-	-
Total Council Amendments		\$1,687,600	\$525,506	\$537,636	\$550,149	\$563,056

General Fund Financial Outlook Through 2021 - Compensation Increase Potential Future Adjustments

Description	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
REVENUE ADJUSTMENTS						
Revenue Rounding Adjustments	-	-	99	102	113	142
TOTAL REVENUE ADJUSTMENTS	\$0	\$0	\$99	\$102	\$113	\$142

FUTURE ADJUSTMENTS						
8 Police Officers in 2019 and Additional 8 in 2021	-	-	-	938,884	753,359	1,822,318
Adjustment to Align Police and Fire Pay to Rates Included in the Tentative Agreements	-	-	(830,784)	(851,553)	(872,842)	(894,663)
Contractual Increases / Mandated Costs for Maintaining Current Programs	-	-	700,000	1,400,000	2,100,000	2,800,000
Debt Service Restructure Savings - Step Up to Full Payment	-	-	200,000	668,294	669,269	669,769
Eliminate Funds for Branding Campaign after Five Years	-	-	-	(300,000)	(300,000)	(300,000)
Gaylord Fire Station Utilities and Other Maintenance Costs	-	-	200,000	208,000	216,320	224,972
Old Hire Pension Adjustment	-	-	-	658,435	658,435	658,435
One-Time Compensaton Reserve for Pay Adjustments Resulting from Implementation of New Pay Ranges	-	-	400,000	-	-	-
Operation and Maintenance for New Recreation Center	-	-	100,000	500,000	500,000	500,000
Police and Fire Step and Grade	-	-	1,687,614	3,004,488	3,792,257	4,270,034
Police Top Step Bonus per APA Collective Bargaining Agreement	-	-	303,000	-	-	-
Rec, Cultural, and E-911 Subsidy Increases for Personnel Costs	-	-	525,000	1,050,000	1,575,000	2,100,000
Shift Personnel Related Expenditures to Capital Projects Fund and Development Review Fund	-	-	(300,000)	(300,000)	(300,000)	(300,000)
Street Lighting Growth - New Development	-	-	170,000	353,600	551,616	764,907
Visit Aurora Transfer - New Methodology	-	-	90,417	183,095	274,289	352,109
TOTAL FUTURE ADJUSTMENTS	\$0	\$0	\$3,245,247	\$7,513,243	\$9,617,703	\$12,667,881



City of Aurora, Colorado

2017 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 2021.

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 2021. These take into account generalized growth rate assumptions for revenue and expenditure amounts.

Narrative

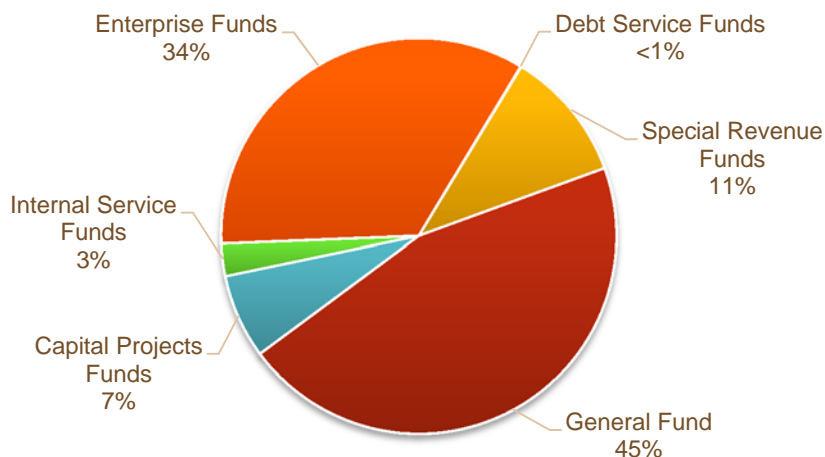
The final section of the document is the narrative. The narrative gives background information including the history and the purpose of the fund. Major changes to revenues, expenditures, and fund balance are discussed in some detail in this section. Information concerning the long-range outlook, including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

General Fund Policy Reserve TABOR Reserve	Enterprise Funds Golf Courses Wastewater Water	Special Revenue Funds Community Development Conservation Trust Cultural Services Designated Revenues Enhanced E-911 Gift & Grants Marijuana Revenue Open Space Parking and Mobility Parks Development Recreation
Debt Service Funds Debt Service (GO) Debt Service (SID) Surplus & Deficiency	Internal Service Funds Fleet Management Risk Management	
Capital Project Funds Capital Projects		

2017 Expenditures by Fund Type



2017 Expenditures Appropriations by Department and Fund Type

Department	General Fund	Capital Projects Fund	Internal Service Funds	Special Revenue Funds	Debt Service Funds	Enterprise Funds
Aurora Water	\$ -	\$ -	\$ -	\$ -	\$ -	\$229,769,341
City Attorney	6,308,182	-	-	-	-	2,103,807
City Council	1,225,474	-	-	-	-	-
Civil Service Commission	847,534	-	-	-	-	-
Communications	3,271,311	-	-	335,615	-	-
Court Administration	9,530,937	-	-	-	-	-
Finance	7,724,837	155,006	-	-	-	-
Fire	48,960,391	2,000,000	-	118,994	-	-
General Management	3,317,588	-	-	749,262	-	-
Information Technology	10,184,314	696,000	-	5,201,095	-	-
Internal Services	7,044,982	410,635	18,508,663	-	-	-
Judicial	2,519,035	-	-	335,214	-	-
Library & Cultural Services	5,606,092	-	-	3,061,758	-	-
Neighborhood Services	5,718,361	-	-	6,509,941	-	-
Non-Departmental	52,980,413	1,853,122	32,152	10,367,491	334,485	331,251
Parks, Recreation, & Open Space	13,997,091	2,947,325	-	23,609,146	-	8,567,216
Planning & Development Services	3,092,672	-	-	2,727,037	-	-
Police	102,133,543	-	-	7,397,939	-	-
Public Defender	943,945	-	-	-	-	-
Public Safety Communications	6,605,205	-	-	5,212,347	-	-
Public Works	27,675,699	40,348,299	-	9,739,967	-	-
Grand Total	\$319,687,606	\$ 48,410,387	\$ 18,540,815	\$ 75,365,806	\$ 334,485	\$240,771,615

General Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Taxes	\$ 243,023,832	\$ 262,599,347	\$ 273,968,137	\$ 276,865,631	\$ 276,845,574
Intergovernmental	13,871,528	15,307,101	15,233,054	15,522,853	15,090,324
Licenses and Permits	3,590,005	3,799,965	3,837,181	3,913,239	4,051,690
Charges for Services	11,518,242	11,545,481	12,890,339	12,507,555	13,148,683
Fines and Forfeitures	6,040,712	5,088,516	6,192,333	4,859,531	5,005,317
Investment Income	694,203	911,466	833,115	932,431	1,021,012
Other Revenues	(942,132)	1,914,799	1,124,862	1,486,682	1,170,095
Less Unspent Marijuana Revenue	-	-	(123,705)	(304,662)	-
Subtotal Revs Before Transfers In	\$ 277,796,390	\$ 301,166,675	\$ 313,955,316	\$ 315,783,260	\$ 316,332,695
Transfers In (from other funds)	1,166,862	1,290,173	1,628,575	1,667,007	1,672,925
Total Sources Before Decrease in FA	\$ 278,963,252	\$ 302,456,848	\$ 315,583,891	\$ 317,450,267	\$ 318,005,620
From Decrease in Funds Available	-	-	8,816,815	20,079,675	1,681,986
Total Sources	\$ 278,963,252	\$ 302,456,848	\$ 324,400,706	\$ 337,529,942	\$ 319,687,606
USES OF FUNDS					
Expenditures					
Personal Services	\$ 181,632,892	\$ 191,263,598	\$ 200,721,306	\$ 199,332,600	\$ 210,699,773
Allocated Expenses	(3,414,635)	(3,546,069)	(3,410,182)	(3,751,542)	(4,211,075)
Supplies & Services	23,510,480	30,658,642	30,018,178	33,404,834	30,601,904
Utilities	9,989,430	9,671,030	12,263,642	10,838,190	11,439,104
Interfund Charges	12,497,586	13,617,715	13,785,402	13,830,135	14,338,251
Debt Related	3,000	-	2,000,000	2,000,000	-
Capital Related	3,569,849	3,894,227	3,490,008	3,271,859	3,058,922
Subtotal Exps Before Transfers Out	\$ 227,788,602	\$ 245,559,143	\$ 258,868,354	\$ 258,926,076	\$ 265,926,879
Transfers Out (to other funds)	46,248,010	53,587,929	65,532,352	78,603,866	53,760,727
Total Uses Before Increase in FA	\$ 274,036,612	\$ 299,147,072	\$ 324,400,706	\$ 337,529,942	\$ 319,687,606
To Increase Funds Available	4,926,640	3,309,776	-	-	-
Total Uses	\$ 278,963,252	\$ 302,456,848	\$ 324,400,706	\$ 337,529,942	\$ 319,687,606
FUNDS AVAILABLE					
Beginning Funds Available	\$ 51,202,088	\$ 56,128,728	\$ 54,672,523	\$ 59,438,504	\$ 39,663,491
Net Changes in Funds Available	4,926,640	3,309,776	(8,816,815)	(20,079,675)	(1,681,986)
Add Back Unspent Marijuana Revenue	-	-	123,705	304,662	-
Total Ending Funds (Budgetary Basis)	\$ 56,128,728	\$ 59,438,504	\$ 45,979,413	\$ 39,663,491	\$ 37,981,505
Components of Funds Available					
Restricted for TABOR Reserve	\$ 7,909,349	\$ 8,323,923	\$ 8,554,565	\$ 496,627	\$ 816,627
Committed for Policy Reserve	22,547,520	24,488,545	26,999,074	27,398,798	27,362,940
Unassigned but Held for Marijuana Reserve	-	-	123,705	304,662	-
Unassigned but Held for Operating Reserve	25,671,859	26,626,036	10,302,069	11,463,404	9,801,938

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. Starting in 2017, the marijuana-related sales and excise tax revenue and expenditures and the parking-related revenue and expenditures will be housed in separate funds.

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 fifth straight year of month-over-month growth with a portion of the increase due to marijuana sales. As part of the 2016 Adopted Budget, Council used approximately \$8.0 million in set-aside marijuana funds, but held \$123,700 for future expenses. This unspent marijuana revenue is expected to grow to \$304,700 by the end of 2016. This shows on the fund summary as a reduction to revenue in 2016, but is added back to be included in ending funds available. Revenue, excluding transfers in, increased \$23.4 million (8.4 percent) from 2014 to 2015, driven almost completely by an increase in taxes collected. The \$14.6 million (4.9 percent) projected increase in revenue in 2016 is primarily due to increases in tax collections as well, especially sales tax, and nearly \$2.5 million in marijuana taxes. Future revenue growth rates are projected to be less than rates experienced over the last few years, since it is difficult to achieve the high growth rates experienced throughout the economic recovery. Excluding transfers in, revenue in 2017 is assumed to be fairly stable, as the elimination of \$5.4 million in marijuana revenue is offset by the addition of \$6.2 million in other revenue increases, primarily taxes. Transfers in are projected to increase 376,800 (29.2 percent) from 2015 to 2016 due primarily to the closure of the Abatement Fund and the subsequent movement of funds available to the General Fund. The 2017 transfers amount is basically unchanged. 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 two-thirds of total General Fund spending. The \$8.1 million (4.2 percent) growth in personal services costs from 2015 to 2016 included a 2.25 percent pay increase, a 5.0 percent health insurance increase, and the addition of 68.35 FTE. Funds for additional police staffing/academies were also added. The additional FTE are offset with the movement of 63.0 dispatchers to the E-911 Fund. For 2017, a \$11.4 million (5.7 percent) increase is planned, including pay increases consistent with recent fire and police negotiations, a \$2.3 million (48.1 percent) increase in old-hire pension costs, 25.0 additional firefighters, including 20.0 associated with collective bargaining, 15.0 additional police officers, and eight Public Works patch crew employees (with the additional expenses allocated out to the Water Fund).

Supplies and services costs are projected to end 2016 \$3.4 million more than originally budgeted, due primarily to timing-related one-time expenditures that were not known when the 2016 budget was built, such as the spring supplementals for technology equipment in Finance and Court Administration. These one-time items not recurring cause the \$2.8 million decrease in 2017. Utility costs are expected to increase \$1.2 million (12.1 percent) in 2016 followed by a \$600,900 (5.5 percent) increase in 2017 due primarily to street light and water costs. Both years are less than the 2016 Original Budget. Interfund charges and capital related charges are expected to remain relatively static through 2017. Debt is budgeted at \$2.0 million for the debt service on a new recreation center in 2016, using marijuana funds as the source. This budget will be lapsed and moved to the new Marijuana Tax Revenue Fund in 2017. Transfers out to other funds are expected to increase \$25.0 million in 2016, but decrease \$24.8 million in 2017, due primarily to additional one-time transfers to the Capital Projects Fund (CPF) and the transfer of funds to the Aurora Urban Renewal Authority for Regatta Plaza redevelopment occurring in 2016, but not expected to recur in 2017.

The total 2017 General Fund budget is \$4.7 million (1.5 percent) less than the 2016 Original Budget. This is due to one-time costs in 2016 not recurring, and a relatively small amount of new amendments. The detail behind these amendments can be found in the department pages or Attachment 8 in the Executive Summary.

Ending Funds Available

In 2017, ending funds available is expected to drop to \$38.0 million, \$18.1 million (32.3 percent) less than 2014 ending funds available. A portion of funds available will go to fund increases in the TABOR and Policy Reserve components of funds available. In 2016, the majority of TABOR funds will be replaced with an asset, which will cause a \$7.8 million (94.0 percent) decrease in TABOR as the funds will be used as a loan for the Regatta Plaza rehab project. As noted before, \$304,700 in marijuana funds will remain in the marijuana reserve through 2016. In 2017, the funds will be transferred to the Marijuana Tax Revenue Fund. For 2017, the operating reserve will be 3.1 percent of expenditures, but is expected to drop to the one to three percent requirement in the next year. In looking at the five-year pro forma, 2018 and beyond have projected shortfalls. The detail behind the future year projections can be found in the Financial Outlook section.

Capital Projects Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	\$ 2,797,427	\$ 3,282,606	\$ 1,354,929	\$ 8,021,137	\$ 5,392,867
Investment Income	289,644	337,885	352,000	352,000	387,500
Charges for Services	1,077,326	1,736,857	1,324,885	2,482,500	1,357,210
Licenses and Permits	350,898	339,199	350,000	350,000	350,000
Other Revenues	609,440	2,390,745	726,033	752,283	126,033
Subtotal Revs Before Transfers In	\$ 5,124,735	\$ 8,087,292	\$ 4,107,847	\$ 11,957,920	\$ 7,613,610
Transfers In (from other funds)	31,438,343	37,297,784	44,493,170	48,971,414	34,681,473
Total Sources Before Decrease in FA	\$ 36,563,078	\$ 45,385,076	\$ 48,601,017	\$ 60,929,334	\$ 42,295,083
From Decrease in Funds Available	8,396,517	-	-	-	6,115,304
Total Sources	\$ 44,959,595	\$ 45,385,076	\$ 48,601,017	\$ 60,929,334	\$ 48,410,387
USES OF FUNDS					
Expenditures					
Capital Projects (Continuing Appropriations)	\$ 44,959,595	\$ 42,111,029	\$ 41,803,857	\$ 52,196,040	\$ 48,410,387
Subtotal Exps Before Transfers Out	\$ 44,959,595	\$ 42,111,029	\$ 41,803,857	\$ 52,196,040	\$ 48,410,387
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ 44,959,595	\$ 42,111,029	\$ 41,803,857	\$ 52,196,040	\$ 48,410,387
To Increase Funds Available	-	3,274,047	6,797,160	8,733,294	-
Total Uses	\$ 44,959,595	\$ 45,385,076	\$ 48,601,017	\$ 60,929,334	\$ 48,410,387
FUNDS AVAILABLE					
Beginning Funds Available	\$ 18,360,177	\$ 9,963,660	\$ 13,016,046	\$ 13,237,707	\$ 21,971,001
Net Changes in Funds Available	(8,396,517)	3,274,047	6,797,160	8,733,294	(6,115,304)
Total Ending Funds (Budgetary Basis)	\$ 9,963,660	\$ 13,237,707	\$ 19,813,206	\$ 21,971,001	\$ 15,855,697
Components of Funds Available					
Committed for Specific Projects	\$ 6,182,631	\$ 9,668,107	\$ 17,517,510	\$ 18,263,541	\$ 11,123,128
Restricted for Specific Projects	3,764,563	3,542,867	2,215,736	3,650,871	4,712,513
Assigned for Five Year Capital Needs	16,466	26,733	79,960	56,589	20,056

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 often sent to the CPF for specific purposes, with the primary reason being for 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 and DNA equipment in 2016. One-time funds for Westerly Creek lighting and traffic calming, as well as General and Marijuana Funds added by Council at the October Budget Workshop for concrete and asphalt funding and medians, are being transferred in 2017.

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 and 2016. Also included in 2016 are Tower Road widening funds, Metro Center Transportation Improvement Program Funds, Tollgate Creek Trail Funds, and 23rd Avenue bike/ped funds. These one-time intergovernmental revenues drive the \$4.7 million increase in that revenue stream. 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 2016 associated with multi-family housing increases, but is not expected to remain at that level into the future. Interest and other revenue are also expected to maintain or grow slowly through 2020.

Factors Affecting Expenditures

Expenditures in the Capital Projects Fund remained consistent in 2014 and 2015, but are expected to increase \$10.1 million (23.9 percent) in 2016 due primarily to the expenditure of the intergovernmental revenue noted earlier. Expenditures in the current five-year plan (2017-2021) are \$4.6 million more than the previous five-year plan due to increased spending on transportation and median projects. Most of these projects were added by City Council during the October Budget Workshop.

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 Program section of the budget.

Ending Funds Available

After declining \$8.4 million (45.7 percent) in 2014, Capital Projects Fund ending funds available rose \$3.3 million (32.9 percent) in 2015 and is expected to rise another \$8.7 million (66.0 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. In 2017, \$6.1 million (27.8 percent) of the funds are expected to be spent, including the start of the major traffic improvement budget. Between 2018 and 2021, \$2.2 million of the 2017 ending funds available is expected to be spent on various projects. 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 2017 to 2021 five-year plan, can be found in the Capital Improvement Program section of the 2017 budget book and in the appendices.

Community Development Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	\$ 3,640,353	\$ 3,484,919	\$ 3,484,919	\$ 3,637,088	\$ 3,637,088
Charges for Services	1,647,019	1,535,425	540,000	554,798	696,000
Subtotal Revs Before Transfers In	\$ 5,287,372	\$ 5,020,344	\$ 4,024,919	\$ 4,191,886	\$ 4,333,088
Transfers In (from other funds)	208,945	186,109	186,109	205,275	205,275
Total Sources Before Decrease in FA	\$ 5,496,317	\$ 5,206,453	\$ 4,211,028	\$ 4,397,161	\$ 4,538,363
From Decrease in Funds Available	-	-	-	-	-
Total Sources	\$ 5,496,317	\$ 5,206,453	\$ 4,211,028	\$ 4,397,161	\$ 4,538,363
USES OF FUNDS					
Expenditures					
Personal Services	\$ 1,608,287	\$ 1,672,458	\$ 1,610,848	\$ 1,542,088	\$ 1,668,168
Supplies & Services	3,837,192	3,483,017	2,548,156	2,811,901	2,827,378
Interfund Charges	50,838	50,978	52,024	43,172	42,817
Subtotal Exps Before Transfers Out	\$5,496,317	\$ 5,206,453	\$ 4,211,028	\$ 4,397,161	\$ 4,538,363
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ 5,496,317	\$ 5,206,453	\$ 4,211,028	\$ 4,397,161	\$ 4,538,363
To Increase Funds Available	-	-	-	-	-
Total Uses	\$ 5,496,317	\$ 5,206,453	\$ 4,211,028	\$ 4,397,161	\$ 4,538,363
FUNDS AVAILABLE					
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -
Net Changes in Funds Available	-	-	-	-	-
Total Ending Funds (Budgetary Basis)	\$ -	\$ -	\$ -	\$ -	\$ -

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.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 5,206,453	\$ 4,397,161	\$ 4,538,363	\$ 4,538,363	\$ 4,538,363	\$ 4,538,363	\$ 4,538,363
Expenditures	5,206,453	4,397,161	4,538,363	4,538,363	4,538,363	4,538,363	4,538,363
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funds Available							
Beginning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Year-End Inc./(Dec.)	-	-	-	-	-	-	-
Ending Funds (Bud.)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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 2016 HUD grant awards for CDBG and HOME increased compared to 2015 by a combined 4.4 percent, or \$152,200. This has in turn increased the General Fund HOME grant match by \$19,200. HOME program income has remained strong as the thriving local real estate market has helped program beneficiaries pay off loans. At the same time, program income from the Neighborhood Stabilization Program (NSP) is expected to continue its decline. The NSP programs were one-time grants and as those programs move closer to completion, program income has slowed significantly. Program income for 2016 and through the forecast period has been projected at a conservative rate as the high revenues seen in recent years are not sustainable. In 2017, the CDBG and HOME grants are projected to remain at the 2016 funding levels. The future for CDBG and HOME funding remains uncertain as Congress continues to discuss the reprioritization of 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 projected to be spent within program requirements. Therefore, expenditures are equal to revenues in any given year. Please see the Community Development Program Detail for the detailed plan by project in Appendix 15 of this book.

For 2017, significant CDBG expenditures will be directed at rehabilitation programs such as the Commercial Renovation Program and the Emergency Repair Program. Other CDBG programs for 2017 include Northwest Aurora Alley Paving and Original Aurora Street Lighting. CDBG funds will continue to support Code Enforcement Team One, consisting of 4.0 FTE Code Enforcement Officers.

Principal HOME funded programs for 2017 include the Single Family Rehabilitation, Homeowner's Assistance program, and funds channeled to Aurora Housing Corporation.

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

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	\$ 3,131,116	\$ 3,304,604	\$ 3,150,000	\$ 3,150,000	\$ 3,232,000
Investment Income	39,139	22,852	43,279	43,279	43,279
Subtotal Revs Before Transfers In	\$ 3,170,255	\$ 3,327,456	\$ 3,193,279	\$ 3,193,279	\$ 3,275,279
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	\$ 3,170,255	\$ 3,327,456	\$ 3,193,279	\$ 3,193,279	\$ 3,275,279
From Decrease in Funds Available	372,815	688,952	-	-	-
Total Sources	\$ 3,543,070	\$ 4,016,408	\$ 3,193,279	\$ 3,193,279	\$ 3,275,279
USES OF FUNDS					
Expenditures					
Personal Services	\$ 1,276,412	\$ 785,250	\$ 897,925	\$ 885,254	\$ 861,615
Supplies & Services	38,735	47,047	40,428	40,047	40,428
Interfund Charges	7,923	9,111	9,931	9,931	10,842
Capital Projects (Continuing Appropriation)	2,070,000	3,025,000	1,900,000	1,900,000	1,975,000
Subtotal Exps Before Transfers Out	\$ 3,393,070	\$ 3,866,408	\$ 2,848,284	\$ 2,835,232	\$ 2,887,885
Transfers Out (to other funds)	150,000	150,000	150,000	150,000	150,000
Total Uses Before Increase in FA	\$ 3,543,070	\$ 4,016,408	\$ 2,998,284	\$ 2,985,232	\$ 3,037,885
To Increase Funds Available	-	-	194,995	208,047	237,394
Total Uses	\$ 3,543,070	\$ 4,016,408	\$ 3,193,279	\$ 3,193,279	\$ 3,275,279
FUNDS AVAILABLE					
Beginning Funds Available	\$ 1,275,431	\$ 902,616	\$ 129,637	\$ 213,664	\$ 421,711
Net Changes in Funds Available	(372,815)	(688,952)	194,995	208,047	237,394
Total Ending Funds (Budgetary Basis)	\$ 902,616	\$ 213,664	\$ 324,632	\$ 421,711	\$ 659,105
Components of Funds Available					
Restricted for Conservation Trust	\$ 902,616	\$ 213,664	\$ 324,632	\$ 421,711	\$ 659,105

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.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 3,327,456	\$ 3,193,279	\$ 3,275,279	\$ 3,307,599	\$ 3,315,760	\$ 3,323,941	\$ 3,332,143
Expenditures, Operating	991,408	1,085,232	1,062,885	1,089,276	1,116,469	1,144,489	1,173,362
Expenditures, Capital	3,025,000	1,900,000	1,975,000	1,925,000	2,612,500	2,322,500	2,132,500
Surplus/(Deficit)	\$ (688,952)	\$ 208,047	\$ 237,394	\$ 293,323	\$ (413,209)	\$ (143,048)	\$ 26,281
Funds Available							
Beginning	\$ 902,616	\$ 213,664	\$ 421,711	\$ 659,105	\$ 952,428	\$ 539,219	\$ 396,171
Year-End Inc./ (Dec.)	(688,952)	208,047	237,394	293,323	(413,209)	(143,048)	26,281
Ending Funds (Bud.)	\$ 213,664	\$ 421,711	\$ 659,105	\$ 952,428	\$ 539,219	\$ 396,171	\$ 422,452

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. Lottery proceeds, which were low in 2014, rose in 2015, although that increase is not expected to be permanent. This is the primary reason for the 4.7 percent drop in revenue from 2015 to 2016. A 2.6 percent increase is projected for 2017. Interest is expected to remain static for the fund. For 2018 through 2021, lottery revenue growth is expected to remain around 1.0 percent annually.

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 previous revenue decreases, the decision was made to move 10.05 FTE from the CTF to the Open Space Fund during 2015, which is the reason for the 38.5 percent reduction in personal services in that year. In addition to the movement of FTE, there was significant vacancy saving in 2015 which is not projected to recur in 2016. This is the primary reason for the 12.7 percent increase from 2015 to 2016. Slight adjustments in health plans and some turnover causes the slight decrease in 2017. 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. Other projects in the fund include recreation, aquatics, and parks infrastructure projects. 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 2016 Original Budget assumed \$129,600 in beginning funds available, the additional vacancy savings caused the 2016 beginning funds available to be \$84,000 greater than originally anticipated. In 2017, additional revenue and a relatively light capital plan is expected to cause a \$237,400 increase in funds available.

In any given year, funds available tend 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 \$413,200 (43.4 percent) decrease in 2019.

Cultural Services Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental Revenues	\$ 263,871	\$ 329,268	\$ 310,000	\$ 314,390	\$ 311,500
Charges for Services	712,228	728,329	749,500	731,333	744,900
Investment Income	9,986	14,546	11,860	12,720	10,511
Other Revenues	164,903	62,757	58,000	141,181	61,000
Subtotal Revs Before Transfers In	\$ 1,150,988	\$ 1,134,900	\$ 1,129,360	\$ 1,199,624	\$ 1,127,911
Transfers In (from other funds)	1,552,961	1,481,470	1,517,665	1,854,308	1,505,580
Total Sources Before Decrease in FA	\$ 2,703,949	\$ 2,616,370	\$ 2,647,025	\$ 3,053,932	\$ 2,633,491
From Decrease in Funds Available	-	287,343	330,795	-	233,220
Total Sources	\$ 2,703,949	\$ 2,903,713	\$ 2,977,820	\$ 3,053,932	\$ 2,866,711
USES OF FUNDS					
Expenditures					
Personal Services	\$ 1,299,595	\$ 1,288,414	\$ 1,534,840	\$ 1,369,244	\$ 1,615,046
Supplies & Services	1,031,981	1,543,423	1,354,391	1,465,501	1,182,233
Utilities	54,890	49,231	64,010	42,710	46,209
Interfund Charges	19,447	22,408	24,579	21,249	23,223
Capital Related	6,104	237	-	-	-
Subtotal Exps Before Transfers Out	\$ 2,412,017	\$ 2,903,713	\$ 2,977,820	\$ 2,898,704	\$ 2,866,711
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ 2,412,017	\$ 2,903,713	\$ 2,977,820	\$ 2,898,704	\$ 2,866,711
To Increase Funds Available	291,932	-	-	155,228	-
Total Uses	\$ 2,703,949	\$ 2,903,713	\$ 2,977,820	\$ 3,053,932	\$ 2,866,711
FUNDS AVAILABLE					
Beginning Funds Available	\$ 812,458	\$ 1,104,390	\$ 809,254	\$ 817,047	\$ 972,275
Net Changes in Funds Available	291,932	(287,343)	(330,795)	155,228	(233,220)
Total Ending Funds (Budgetary Basis)	\$ 1,104,390	\$ 817,047	\$ 478,459	\$ 972,275	\$ 739,055
Components of Funds Available					
Restricted for SCFD	\$ 35,792	\$ -	\$ 11,612	\$ 48,866	\$ 63,999
Committed for Art In Public Places	1,058,006	931,049	447,491	923,409	675,056
Assigned for Cultural Services	10,592	(114,002)	19,356	-	-

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. See Appendix 7 for more detail regarding the AIPP program revenues and expenses.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 1,134,900	\$ 1,199,624	\$ 1,127,911	\$ 1,145,759	\$ 1,161,380	\$ 1,180,859	\$ 1,200,042
Transfers in	1,481,470	1,854,308	1,505,580	1,543,642	1,449,670	1,528,960	1,570,057
Expenditures	2,903,713	2,898,704	2,866,711	2,476,387	2,520,250	2,592,617	2,642,400
Surplus/(Deficit)	\$ (287,343)	\$ 155,228	\$ (233,220)	\$ 213,014	\$ 90,800	\$ 117,202	\$ 127,699
Funds Available							
Beginning	\$ 1,104,390	\$ 817,047	\$ 972,275	\$ 739,055	\$ 952,069	\$ 1,042,869	\$ 1,160,071
Year-End Inc./(Dec.)	(287,343)	155,228	(233,220)	213,014	90,800	117,202	127,699
Ending Funds (Bud.)	\$ 817,047	\$ 972,275	\$ 739,055	\$ 952,069	\$ 1,042,869	\$ 1,160,071	\$ 1,287,770

Factors Affecting Revenue

In 2016, revenue before transfers is projected to exceed the 2016 Original Budget by \$70,300 (6.2 percent). Generally, fund revenue is expected to be very close to budget, with the exception of one unexpected source of revenue. AIPP has collected insurance recoveries of \$78,500, primarily for damage sustained during the 2015 tornado to the Spotlight Aurora art piece. Otherwise, SCFD funding has come in as expected due to favorable economic conditions and charges for services overall are expected to end 2016 slightly below budget due to less interest in Fox production services. A \$336,600 increase in transfers over the Original Budget is projected for 2016. This includes supplementary funding of \$114,000 from the General Fund to cover a large retirement buyout and a revenue shortfall at the Aurora Fox Christmas production in 2015. It also includes additional funds from the Capital Projects Fund and ACLC for AIPP art acquisition, administration and maintenance in accordance with City ordinance.

In 2017, revenue before transfers is forecast to decrease \$71,700 (6.0 percent) when compared to the 2016 projection. This decline is expected because the insurance recovery collected in 2016 as a result of weather related damage to an art piece was a one-time collection. The SCFD grant award is expected to remain at 2016 levels and general admission and other external charges will increase slightly, primarily due to a new Fox Theater ticket pricing strategy. Although the General Fund subsidy to the fund will increase for personal services and other mandated increases, total transfers in to the fund will decline from the 2016 level due to fluctuations in the transfers in to AIPP from other funds.

Factors Affecting Expenditures

In 2016, total expenditures are projected to be \$79,100 (2.7 percent) lower than the 2016 Original Budget. This decrease is primarily driven by savings at the Fox due to vacancies and an effort to align expenditures to more conservative expectations. The program was budgeted to spend down some fund balance that did not turn out to be available due to 2015 expenditures. The total expected savings by the program will be offset by additional expenditures of \$66,200 for the AIPP program.

In 2017, expenditures are budgeted to decline by \$32,000 (1.1 percent) compared to the 2016 projection. This variance is due to a reduction in the level of planned AIPP acquisitions, slightly offset by citywide increases in personnel related and risk costs. The 2017 budget has been aligned to conservative revenue expectations for Cultural programs. A plan has been put in place to monitor expenditures and make adjustments as required, depending on the success of cultural programs and shows. The AIPP budget has been set to accomplish the acquisition plan and maintain the City's collection of public art.

Ending Funds Available

Funds available are expected to peak in 2016 as funds spent on art acquisitions will be less than the funding transferred in to the AIPP program. In 2017, AIPP fund balance will begin to be spent down with an ending funds available projection of \$739,100. The total consists of funds restricted for SCFD (\$64,000) and committed to AIPP (\$675,100). Future funds available show an increase which is available for new art projects.

Debt Service Special Improvement District

Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Charges for Services	\$ 351,940	\$ 323,586	\$ 322,577	\$ 214,822	\$ 183,724
Investment Income	60,095	45,273	30,212	29,501	21,508
Subtotal Revs Before Transfers In	\$ 412,035	\$ 368,859	\$ 352,789	\$ 244,323	\$ 205,232
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	\$ 412,035	\$ 368,859	\$ 352,789	\$ 244,323	\$ 205,232
From Decrease in Funds Available	133,953	-	-	117,353	129,253
Total Sources	\$ 545,988	\$ 368,859	\$ 352,789	\$ 361,676	\$ 334,485
USES OF FUNDS					
Expenditures					
Supplies & Services	\$ 43,100	\$ (23,187)	\$ 2,271	\$ 2,433	\$ 2,041
Debt Related	502,888	309,814	350,518	359,243	332,444
Subtotal Exps Before Transfers Out	\$ 545,988	\$ 286,627	\$ 352,789	\$ 361,676	\$ 334,485
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ 545,988	\$ 286,627	\$ 352,789	\$ 361,676	\$ 334,485
To Increase Funds Available	-	-	-	-	-
Total Uses	\$ 545,988	\$ 286,627	\$ 352,789	\$ 361,676	\$ 334,485
FUNDS AVAILABLE					
Beginning Funds Available	\$ 298,327	\$ 164,374	\$ 238,791	\$ 246,606	\$ 129,253
Net Changes in Funds Available	(133,953)	82,232	-	(117,353)	(129,253)
Total Ending Funds (Budgetary Basis)	\$ 164,374	\$ 246,606	\$ 238,791	\$ 129,253	\$ -
Components of Funds Available					
Restricted for Special Improvement Districts	\$ 164,374	\$ 246,606	\$ 238,791	\$ 129,253	\$ -

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 2016, there are two active SIDs: SID 1-05 (Ptarmigan) and SID 1-10 (Dam East). The Ptarmigan and Dam East SIDs are for neighborhood fence construction. The Dam West SID concluded in 2015 and was also for neighborhood fence construction.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 368,859	\$ 244,323	\$ 205,232	\$ 121,287	\$ 118,548	\$ 1,158,010	\$ 113,073
Expenditures	286,627	361,676	334,485	121,287	118,548	1,158,010	113,073
Surplus/(Deficit)	\$ 82,232	\$ (117,353)	\$ (129,253)	\$ -	\$ -	\$ -	\$ -
Funds Available							
Beginning	\$ 164,374	\$ 246,606	\$ 129,253	\$ -	\$ -	\$ -	\$ -
Year-End Inc./(Dec.)	82,232	(117,353)	(129,253)	-	-	-	-
Ending Funds (Bud.)	\$ 246,606	\$ 129,253	\$ -	\$ -	\$ -	\$ -	\$ -

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 2016 through 2021 assume the remaining receivable balance for each SID will be collected evenly over the remaining active years. The last payment for the Ptarmigan SID is in 2017, but the Dam East SID will be active until 2022.

Factors Affecting Expenditures

Expenses are for debt payments or contractual arrangements for SIDs. 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. Additionally, residual funds are often the result of prepayment of assessments

which allow the City to pay off the debt ahead of plan and save on interest and other costs. The expenditure projection for 2016 assumes all collections in that year are expended which includes miscellaneous expenditures relating to the close out of older SIDs, as well as the transfer of residual funds. For 2017, the expenditure budget assumes all collections are expended for the final payment for the Ptarmigan SID and the payment for the Dam East SID. In 2018-2021, expenditures are matched to the anticipated revenue.

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, all funds are restricted for debt service or contractual payments associated with the SIDs.

Designated Revenues Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Licenses and Permits	\$ 344	\$ 53,246	\$ -	\$ -	\$ -
Charges for Services	1,056,443	3,384,592	975,200	1,006,902	968,200
Fines and Forfeitures	4,610,808	4,198,378	4,453,765	3,812,061	4,209,571
Investment Income	257,554	70,237	57,506	67,329	56,114
Other Revenues	63,171	195,130	63,226	2,644,733	63,226
Subtotal Revs Before Transfers In	\$ 5,988,320	\$ 7,901,583	\$ 5,549,697	\$ 7,531,025	\$ 5,297,111
Transfers In (from other funds)	266,691	334,767	1,050,000	1,098,540	385,000
Total Sources Before Decrease in FA	\$ 6,255,011	\$ 8,236,350	\$ 6,599,697	\$ 8,629,565	\$ 5,682,111
From Decrease in Funds Available	718,399	1,114,802	1,399,661	-	1,833,599
Total Sources	\$ 6,973,410	\$ 9,351,152	\$ 7,999,358	\$ 8,629,565	\$ 7,515,710
USES OF FUNDS					
Expenditures					
Personal Services	\$ 2,270,687	\$ 2,451,089	\$ 3,045,903	\$ 2,894,550	\$ 2,714,002
Supplies & Services	4,084,392	6,543,246	4,517,638	3,381,882	4,482,452
Interfund Charges	34,528	41,239	50,141	34,352	33,425
Capital Related	583,803	315,578	385,676	378,207	200,000
Subtotal Exps Before Transfers Out	\$ 6,973,410	\$ 9,351,152	\$ 7,999,358	\$ 6,688,991	\$ 7,429,879
Transfers Out (to other funds)	-	-	-	-	85,831
Total Uses Before Increase in FA	\$ 6,973,410	\$ 9,351,152	\$ 7,999,358	\$ 6,688,991	\$ 7,515,710
To Increase Funds Available	-	-	-	1,940,574	-
Total Uses	\$ 6,973,410	\$ 9,351,152	\$ 7,999,358	\$ 8,629,565	\$ 7,515,710
FUNDS AVAILABLE					
Beginning Funds Available	\$ 8,064,387	\$ 7,345,988	\$ 6,076,255	\$ 6,231,186	\$ 8,171,760
Net Changes in Funds Available	(718,399)	(1,114,802)	(1,399,661)	1,940,574	(1,833,599)
Total Ending Funds (Budgetary Basis)	\$ 7,345,988	\$ 6,231,186	\$ 4,676,594	\$ 8,171,760	\$ 6,338,161
Components of Funds Available					
Committed for Designated Activities*	\$ 7,345,988	\$ 6,231,186	\$ 4,676,594	\$ 8,171,760	\$ 6,338,161

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. The 2015 revenue including transfers increased from 2014 by approximately \$2.0 million (31.7 percent) predominately driven by one-time funds to widen the Southlands intersection at E-470 and Smoky Hill Road. Total revenues including transfers for 2016 are projected to increase an additional \$393,200 (4.8 percent) over 2015, driven primarily by \$2.6 million for a DIA agreement as well as the City Council designated, one-time \$680,000 transfer in for the Nexus program from Marijuana reserves. This increase is offset with nearly \$611,100 of projected revenue deductions associated with Community Trees and lower than anticipated filings and Photo Red Light allocations to the Surcharge Programs.

The 2017 budget before transfers will be \$252,600 (4.8 percent) lower than 2016 Original Budget due to decreasing fines and surcharge revenue from traffic and photo red light tickets.

Factors Affecting Expenditures

Like revenue, expenditures fluctuate significantly from year to year based on varied program activity. In 2016, total expenditures are projected to decrease \$2.7 million (28.5 percent) from 2015 actuals primarily due to the completion of a one-time project to widen E-470 near Southlands and decreased spending on sales tax and developer incentives. These reductions are offset slightly by increased personal service charges related to new FTE added in the Photo Red Light Program, Victim Services, and Aurora For Youth. These programs are expected to continue to use fund balance to absorb some of these costs in the future.

The 2017 budget, including transfers out, is \$483,700 (6.0 percent) less than the 2016 Original Budget. As the cash balance from an intergovernmental agreement with Arapahoe County Library District decreases, operational costs at Tallyn's Reach Library, including 5.0 FTE, will be transferred to the General Fund. In addition, funding for capital related projects will decrease as higher cost improvements to the TV Studio and Council Chambers are completed in 2016.

Ending Funds Available

Funds available are projected to increase \$1.9 million in 2016, primarily due to a \$2.6 million sales tax/developer incentive from the Gaylord Hotel offset by a \$700,000 draw down of funds available across a number of different programs including Tallyn's Reach Library, Community Trees, TV Services, and the Surcharge Programs. In 2017, funds available will decrease by \$1.8 million due to increasing incentive payments and the continued draw-down of fund balance for the Surcharge Programs, accelerated by lower than anticipated revenue from traffic and photo red light tickets. Details for these programs in the out-years can be found in Surcharge Programs in the appendix.

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.

Development Review Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Licenses and Permits	\$ 9,926,232	\$ 11,466,949	\$ 13,789,000	\$ 13,197,860	\$ 12,113,500
Charges for Services	2,766,162	2,530,441	2,858,520	2,620,879	2,544,540
Investment Income	60,463	112,890	70,000	132,000	115,000
Other Revenues	165,291	4,851	-	-	-
Proceeds from sale of assets	13,730	-	-	-	-
Subtotal Revs Before Transfers In	\$ 12,931,878	\$ 14,115,131	\$ 16,717,520	\$ 15,950,739	\$ 14,773,040
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	\$ 12,931,878	\$ 14,115,131	\$ 16,717,520	\$ 15,950,739	\$ 14,773,040
From Decrease in Funds Available	-	-	-	163,568	1,023,182
Total Sources	\$ 12,931,878	\$ 14,115,131	\$ 16,717,520	\$ 16,114,307	\$ 15,796,222
USES OF FUNDS					
Expenditures					
Personal Services	\$ 7,183,564	\$ 8,380,376	\$ 10,030,756	\$ 9,905,849	\$ 10,357,529
Allocated expenses	-	77,981	53,000	53,000	53,000
Supplies & Services	291,832	945,718	4,086,219	4,504,646	3,539,204
Interfund Charges	169,519	196,635	190,949	178,640	184,395
Capital Related	137,287	140,838	124,000	136,753	75,000
Subtotal Exps Before Transfers Out	\$ 7,782,202	\$ 9,741,548	\$ 14,484,924	\$ 14,778,888	\$ 14,209,128
Transfers Out (to other funds)	1,100,000	1,154,960	1,335,419	1,335,419	1,587,094
Total Uses Before Increase in FA	\$ 8,882,202	\$ 10,896,508	\$ 15,820,343	\$ 16,114,307	\$ 15,796,222
To Increase Funds Available	4,049,676	3,218,623	897,177	-	-
Total Uses	\$ 12,931,878	\$ 14,115,131	\$ 16,717,520	\$ 16,114,307	\$ 15,796,222
FUNDS AVAILABLE					
Beginning Funds Available	\$ 3,657,608	\$ 7,707,284	\$ 13,484,442	\$ 10,925,907	\$ 10,762,339
Net Changes in Funds Available	4,049,676	3,218,623	897,177	(163,568)	(1,023,182)
Total Ending Funds (Budgetary Basis)	\$ 7,707,284	\$ 10,925,907	\$ 14,381,619	\$ 10,762,339	\$ 9,739,157
Components of Funds Available					
Committed for Development Review	\$ 7,707,284	\$ 10,925,907	\$ 14,381,619	\$ 10,762,339	\$ 9,739,157

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 and 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.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 14,115,131	\$ 15,950,739	\$ 14,773,040	\$ 14,919,620	\$ 14,919,620	\$ 14,179,389	\$ 13,476,169
Expenditures	10,896,508	16,114,307	15,796,222	12,935,563	13,271,060	13,650,198	14,007,286
Surplus/(Deficit)	\$ 3,218,623	\$ (163,568)	\$ (1,023,182)	\$ 1,984,057	\$ 1,648,560	\$ 529,191	\$ (531,117)
Funds Available							
Beginning	\$ 7,707,284	\$ 10,925,907	\$ 10,762,339	\$ 9,739,157	\$ 11,723,214	\$ 13,371,774	\$ 13,900,965
Year-End Inc./(Dec.)	3,218,623	(163,568)	(1,023,182)	1,984,057	1,648,560	529,191	(531,117)
Ending Funds (Bud.)	\$ 10,925,907	\$ 10,762,339	\$ 9,739,157	\$ 11,723,214	\$ 13,371,774	\$ 13,900,965	\$ 13,369,848

Factors Affecting Revenue

Revenue is dependent on construction and development activity in Aurora. Starting in late 2015, roofing permit revenue, which was high due to significant hail storms, fell as roofing work was completed. This decrease has caused the 2016 revenue projections to be \$766,800 (4.6 percent) under budget. This is despite receiving \$1.2 million of administrative and permit fees for the Gaylord Rockies Resort project. However, revenue is projected to be \$1.8 million (13.0 percent) higher than 2015.

For 2017, the main revenue drivers are expected to come from application fees and building permits. Total revenues are expected to decrease \$1.2 million (7.4 percent) in 2017 compared to the 2016 projection due to slower growth. Permit revenue for 2017 will be \$870,000 (7.1 percent) less than 2016 projections mainly due to one-time revenues from the Gaylord project in 2016. Future revenue projections are based on lower increases in residential and commercial development, redevelopment and construction. Revenues are projected to start to slightly decline in 2018.

Factors Affecting Expenditures

Expenditures are largely driven by personnel. Personal services are projected to be \$124,900 (1.2 percent) lower than the 2016 budget due to vacancy savings early in the year, especially in Engineering Services. All divisions in the fund are expected to be fully staffed by the end of the year. In 2017, there will be an increase in personal services due to base adjustments in compensation.

Supplies and services are projected to be \$418,400 (10.2 percent) over budget due to purchasing new scanning equipment and code books, resetting cubicles in the Permit Center, and other charges. The process to upgrade the City's workflow system began in 2016 and will continue through 2017, at a total cost of \$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 2017 budget also includes \$750,000 to contract a roof inspection company to help ease the workload of additional roofing permits due to hail storms in 2014 and 2015.

The 2017 budget sees a decline in supplies and services by \$547,000 (13.4 percent) compared to the 2016 budget due to the removal of one time adds such as the Comprehensive Plan Update and supply budget for new employees. Expenditures in out-years are built to match future workload and personnel costs. The fund overhead fees will increase to \$1.5 million in 2017.

Ending Funds Available

Starting in 2012, increased development activity created accumulating funds available. From 2014 to 2015, funds available increased by \$3.2 million due to improved demand for development related permits. However, funds available at the end of 2016, as well as 2017, are projected to decline as roofing permits return to historically normal levels. Development activities are expected to grow slightly slower in out-years. The fund is expected to show a balance of \$13.4 million as projected in 2021.

Enhanced E-911 Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Charges for Services	\$ 3,101,603	\$ 3,268,681	\$ 5,245,333	\$ 4,866,678	\$ 4,964,012
Investment Income	66,337	76,057	50,000	60,000	62,000
Other Revenues	-	-	-	1,402	-
Subtotal Revs Before Transfers In	\$ 3,167,940	\$ 3,344,738	\$ 5,295,333	\$ 4,928,080	\$ 5,026,012
Transfers In (from other funds)	-	845,415	6,048,142	6,048,142	4,598,984
Total Sources Before Decrease in FA	\$ 3,167,940	\$ 4,190,153	\$ 11,343,475	\$ 10,976,222	\$ 9,624,996
From Decrease in Funds Available	280,593	9,105	-	-	814,981
Total Sources	\$ 3,448,533	\$ 4,199,258	\$ 11,343,475	\$ 10,976,222	\$ 10,439,977
USES OF FUNDS					
Expenditures					
Personal Services	\$ 477,084	\$ 1,358,460	\$ 5,841,734	\$ 5,422,427	\$ 5,765,848
Supplies & Services	1,251,446	1,323,995	1,801,689	1,577,321	1,886,271
Utilities	20,521	19,447	23,700	23,700	21,083
Interfund Charges	5,410	6,195	6,794	6,928	7,375
Capital Related	8,072	(10,622)	95,000	95,000	95,000
Capital Projects (Continuing Appropriation)	1,686,000	1,501,783	3,313,900	3,313,900	2,664,400
Subtotal Exps Before Transfers Out	\$ 3,448,533	\$ 4,199,258	\$ 11,082,817	\$ 10,439,276	\$ 10,439,977
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ 3,448,533	\$ 4,199,258	\$ 11,082,817	\$ 10,439,276	\$ 10,439,977
To Increase Funds Available	-	-	260,658	536,946	-
Total Uses	\$ 3,448,533	\$ 4,199,258	\$ 11,343,475	\$ 10,976,222	\$ 10,439,977
FUNDS AVAILABLE					
Beginning Funds Available	\$ 5,374,889	\$ 5,094,296	\$ 5,427,416	\$ 5,085,191	\$ 5,622,137
Net Changes in Funds Available	(280,593)	(9,105)	260,658	536,946	(814,981)
Total Ending Funds (Budgetary Basis)	\$ 5,094,296	\$ 5,085,191	\$ 5,688,074	\$ 5,622,137	\$ 4,807,156
Components of Funds Available					
Restricted for E-911 Technology	\$ 5,094,296	\$ 5,085,191	\$ 5,688,074	\$ 5,622,137	\$ 4,807,156

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, and 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.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 3,344,738	\$ 4,928,080	\$ 5,026,012	\$ 5,086,168	\$ 5,159,598	5,234,028	\$ 5,268,621
Transfers in	845,415	6,048,142	4,598,984	4,736,954	4,879,062	5,025,434	5,176,197
Expenditures, Operating	2,697,475	7,125,376	7,775,577	8,179,847	8,410,281	8,647,279	8,891,028
Expenditures, Capital	1,501,783	3,313,900	2,664,400	1,817,950	1,815,750	1,813,000	3,852,000
Surplus/(Deficit)	\$ (9,105)	\$ 536,946	\$ (814,981)	\$ (174,675)	\$ (187,371)	\$ (200,817)	\$ (2,298,210)
Funds Available							
Beginning	\$ 5,094,296	\$ 5,085,191	\$ 5,622,137	\$ 4,807,156	\$ 4,632,481	\$ 4,445,110	\$ 4,244,293
Year-End Inc./(Dec.)	(9,105)	536,946	(814,981)	(174,675)	(187,371)	(200,817)	(2,298,210)
Ending Funds (Bud.)	\$ 5,085,191	\$ 5,622,137	\$ 4,807,156	\$ 4,632,481	\$ 4,445,110	\$ 4,244,293	\$ 1,946,084

Factors Affecting Revenue

In 2016, revenue before transfers is projected to fall short of the 2016 Original Budget by \$367,300 (6.9 percent), even though it represents the first full year of remittance of the Public Utilities Commission approved surcharge of \$1.20. Taking this increase into account, the number of lines remitting for wireless and wired is dropping, which is causing the shortfall. Working with the statewide E-911 task force, agencies across the state are also seeing a decline in wireless remittance. It appears consumers are trending toward prepaid wireless where the surcharge is remitted to the state. The City of Aurora's share of the prepaid surcharge has remained stable at approximately the 2015 rate. This year the E-911 Fund began paying for staff directly related to answering 911 calls previously housed in the General Fund. A \$4.7 million transfer from the General Fund in 2016 covered the cost of 63.0 FTEs. A one-time transfer of \$1.34 million reimbursed the E-911 Fund for the non-public safety radios replaced in the radio system change over.

In 2017, revenue before transfers is forecast to increase \$97,900 (2.0 percent) over the 2016 projection. A \$4.6 million transfer from the General Fund will be necessary to cover the costs of Public Safety Communications personnel. This transfer is lower than the 2016 transfer because of high turnover of staff and a greater proportion of lower ranking personnel in Public Safety Communications.

Factors Affecting Expenditures

Year-end operating expenditures in 2016 are projected to be lower by \$643,500 when compared to the 2016 Original Budget. This savings is attributed to high turnover of personnel in Public Safety Communications that resulted in a greater number of lower ranking employees in the fund than originally projected in the budget. Supply and services expenses in the operation of 911 technology are less than budgeted as

communication expenses for telephone, data and mobile computers is saving approximately \$224,400.

The 2017 operating expenditures are \$650,200 higher than the 2016 projection. This increase includes personnel costs like base pay increases and expected career progressions. As part of that increase, supplies and services are expected to grow by \$309,000 to the 2016 projection due to annual increases in technology maintenance and support, and the first time support for the Priority Dispatch software. The first year for operations of the Public Safety radio system and the associated costs with its operations will also be in 2017.

Capital expenditures in 2016 are related to the implementation of Priority Dispatch for Dispatch, the Computer Aided Dispatch (CAD) upgrade, replacement program of mobile data computers (MDCs) for the Fire Department, and the initial debt service payment for the 800 MHz radio infrastructure upgrade. In 2017, there is a scheduled replacement of Police Department 911 funded mobile computers with a five year replacement cycle for \$850,000 and the radio system debt service payment of \$1.8 million.

Ending Funds Available

Because of lower than expected expenditures against the budget, ending funds available in 2016 are projected to increase. Funds available, beginning in 2017, are projected to decrease every year through 2024 due to the radio system debt payment requirements. There is little expected growth in 911-surcharge remittance. Due to revenue declines noted above and the increased focus on radio maintenance, reductions in capital projects and equipment operating expenses have been projected into the future budgets to maintain the solvency of the E-911 Fund.

Fleet Management Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Charges for Services	\$ 8,927,796	\$ 9,317,831	\$ 8,773,235	\$ 8,670,821	\$ 8,722,889
Investment Income	4,616	4,600	5,000	10,418	5,475
Other Revenues	763	111,347	20,000	20,086	20,000
Subtotal Revs Before Transfers In	\$ 8,933,175	\$ 9,433,778	\$ 8,798,235	\$ 8,701,325	\$ 8,748,364
Transfers In (from other funds)	-	300,000	185,245	185,245	-
Total Sources Before Decrease in FA	\$ 8,933,175	\$ 9,733,778	\$ 8,983,480	\$ 8,886,570	\$ 8,748,364
From Decrease in Funds Available	65,195	-	195,051	187,860	203,287
Total Sources	\$ 8,998,370	\$ 9,733,778	\$ 9,178,531	\$ 9,074,430	\$ 8,951,651
USES OF FUNDS					
Expenditures					
Personal Services	\$ 2,958,476	\$ 3,097,179	\$ 3,286,092	\$ 3,262,780	\$ 3,309,207
Supplies & Services	5,645,812	5,794,841	5,410,379	5,329,590	5,302,455
Utilities	132,226	120,196	153,700	153,700	153,700
Interfund Charges	90,302	102,647	124,430	124,430	132,359
Capital Related	171,553	815	203,930	203,930	53,930
Subtotal Exps Before Transfers Out	\$ 8,998,370	\$ 9,115,678	\$ 9,178,531	\$ 9,074,430	\$ 8,951,651
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ 8,998,370	\$ 9,115,678	\$ 9,178,531	\$ 9,074,430	\$ 8,951,651
To Increase Funds Available	-	618,100	-	-	-
Total Uses	\$ 8,998,370	\$ 9,733,778	\$ 9,178,531	\$ 9,074,430	\$ 8,951,651
FUNDS AVAILABLE					
Beginning Funds Available	\$ 490,315	\$ 425,120	\$ 441,846	\$ 1,043,220	\$ 855,360
Net Changes in Funds Available	(65,195)	618,100	(195,051)	(187,860)	(203,287)
Total Ending Funds (Budgetary Basis)	\$ 425,120	\$ 1,043,220	\$ 246,795	\$ 855,360	\$ 652,073
Components of Funds Available					
Assigned for Fleet Operations	\$ 425,120	\$ 1,043,220	\$ 246,795	\$ 855,360	\$ 652,073

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.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 9,733,778	\$ 8,886,570	\$ 8,748,364	\$ 9,285,884	\$ 9,648,089	\$ 10,027,588	\$ 10,425,245
Expenditures	9,115,678	9,074,430	8,951,651	9,301,025	9,665,081	10,033,859	10,428,509
Surplus/(Deficit)	\$ 618,100	\$ (187,860)	\$ (203,287)	\$ (15,141)	\$ (16,993)	\$ (6,271)	\$ (3,264)
Funds Available							
Beginning	\$ 425,120	\$ 1,043,220	\$ 855,360	\$ 652,073	\$ 636,932	\$ 619,939	\$ 613,668
Year-End Inc./(Dec.)	618,100	(187,860)	(203,287)	(15,141)	(16,993)	(6,271)	(3,264)
Ending Funds (Bud.)	\$ 1,043,220	\$ 855,360	\$ 652,073	\$ 636,932	\$ 619,939	\$ 613,668	\$ 610,404

Factors Affecting Revenue

Charges for services revenue related to fuel sales to departments is projected to come in \$102,600 (4.0 percent) below budget due to a sustained drop in fuel prices. 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 2016 are projected to be at budget. The fund will receive a transfer from the General Fund totaling \$185,200 to cover 2016 budget for an upgrade to the FASTER fleet management system and a 0.75 FTE Fleet Courier.

The City generated substantial fuel savings for 2017 by locking in fuel prices in late 2015. As a result, fuel revenues and expenditures will decrease \$243,300 (9.5 percent) from the 2016 budget. Maintenance revenues are budgeted to increase \$194,400 (4.2 percent) for 2017. 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 remain flat compared to the 2016 budget. Overhead charges are used to help recover indirect costs incurred by the fund for items including utilities, replacement of tools and administration.

Factors Affecting Expenditures

The drop in petroleum prices for the last three years has created significant savings to the City for both 2016 and will again in 2017. Expenditures for unleaded and diesel fuel in 2016 are projected to come in at \$102,600 (4.0 percent) below budget; the fuel budget will drop \$243,300 (9.5 percent) for 2017. Costs associated with direct maintenance charges (parts and outsourced repairs) will increase by \$135,400 (5.0 percent) in 2017.

Capital-related expenses are projected to be at budget in 2016. The upgrade to the FASTER management system takes place in 2016, so the capital related budget will return to past levels beginning in 2017.

Ending Funds Available

Funds available are projected to decrease \$187,900 (18.0 percent) in 2016. Efforts have been made to slowly draw down fund balance beginning in 2016.

In 2017, expenditures will exceed revenues by \$203,300 to decrease fund balance and ease cost increases charged to departments. Revenues derived from charges to departments will increase 3.8 percent in 2018 and increase at a moderate 3.9 percent between 2019 and 2021. Looking forward, fuel prices are expected to remain relatively flat in the out years, growing at 4.0 percent annually. To maintain the target fund balance, overhead will also remain flat in each of the out years.

Gifts and Grants Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	\$ 6,891,234	\$ 4,267,007	\$ 5,276,097	\$ 4,467,618	\$ 3,650,020
Charges for Services	56,704	287,588	49,300	35,900	33,000
Investment Income	12,587	12,945	3,002	3,261	2,122
Other Revenues	372,180	404,736	429,263	347,509	413,740
Subtotal Revs Before Transfers In	\$ 7,332,705	\$ 4,972,276	\$ 5,757,662	\$ 4,854,288	\$ 4,098,882
Transfers In (from other funds)	5,000	12,092	-	-	-
Total Sources Before Decrease in FA	\$ 7,337,705	\$ 4,984,368	\$ 5,757,662	\$ 4,854,288	\$ 4,098,882
From Decrease in Funds Available	-	1,803,089	-	160,838	827,329
Total Sources	\$ 7,337,705	\$ 6,787,457	\$ 5,757,662	\$ 5,015,126	\$ 4,926,211
USES OF FUNDS					
Expenditures					
Personal Services	\$ 2,102,080	\$ 2,135,851	\$ 2,391,100	\$ 1,643,097	\$ 2,021,658
Allocated Expenses	(103,557)	11,229	146,128	65,777	145,943
Supplies & Services	2,453,805	2,926,280	2,486,766	1,458,745	2,736,767
Interfund Charges	26,524	19,934	27,210	17,204	21,843
Capital Related	190,459	57,820	-	51,000	-
Capital Projects (Continuing Appropriations)	1,661,779	1,636,343	-	1,779,303	-
Subtotal Exps Before Transfers Out	\$ 6,331,090	\$ 6,787,457	\$ 5,051,204	\$ 5,015,126	\$ 4,926,211
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ 6,331,090	\$ 6,787,457	\$ 5,051,204	\$ 5,015,126	\$ 4,926,211
To Increase Funds Available	1,006,615	-	706,458	-	-
Total Uses	\$ 7,337,705	\$ 6,787,457	\$ 5,757,662	\$ 5,015,126	\$ 4,926,211
FUNDS AVAILABLE					
Beginning Funds Available	\$ 2,472,671	\$ 3,479,286	\$ 2,158,704	\$ 1,676,197	\$ 1,515,359
Net Changes in Funds Available	1,006,615	(1,803,089)	706,458	(160,838)	(827,329)
Total Ending Funds (Budgetary Basis)	\$ 3,479,286	\$ 1,676,197	\$ 2,865,162	\$ 1,515,359	\$ 688,030
Components of Funds Available					
Restricted for Future Gift and Grant Expenditures	\$ 3,479,286	\$ 1,676,197	\$ 2,865,162	\$ 1,515,359	\$ 688,030

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.

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 2016 projected revenue is \$903,400 lower than the Original Budget, partially attributable to decreases in 2016 capital grants in Parks, Recreation, and Open Space (PROS) associated with the Moorhead Recreation Center, Montview and Aurora Sports Parks, and the High Line Canal Trail. A decrease in collections is also expected for Planning and Development, due in part to the awarding of fewer grants for the Brownfield Urban Renewal Plan and the Small Business Administration programs.

In 2017, revenue including transfers is forecast to decrease by an additional \$755,400 over the 2016 projection. This makes the projected revenue almost \$1.7 million less than the 2016 Original Budget. These decreases are driven by large capital reductions in PROS associated with the Tollgate Trail Extension and Park Improvements for Sand Creek, Aurora Sports, and Nome Park. In addition to the capital decreases in PROS, Judicial will also lose funding for the Edward Byrne Memorial Justice Assistance Grant.

Factors Affecting Expenditures

Expenditures, like revenues, can vary significantly, but they tend to follow the pattern set forth by the revenue. In 2016, expenditures are projected to be \$36,100 lower than the 2016 Original Budget. These variances can be attributed to a reduction in Police spending on programs including Metro Auto Theft, Metro Gang Enforcement, DUI Enforcement, HIDTA (High Intensity Drug Trafficking Area), and Seatbelt Enforcement offset by capital projects in PROS.

In 2017, expenditures are forecast to decrease \$88,900 from the 2016 projection. This decrease in expenditures is largely contributed by Police spending on departmental grants and capital projects in PROS. Compared to the 2016 Original Budget, 2017 expenditures are forecast to decrease by \$125,000, the result of a reduction in Police spending on personal services relating to overtime offset by an increase in supplies and services due to adjustments of federal grant funding.

Ending Funds Available

Ending funds available in 2016 are projected to decrease \$160,800 compared to 2015, largely the result of reduced capital projects in PROS. In 2017, ending funds available are forecast to decrease by \$827,300 compared to the 2016 projection. This decrease is the result of continued decreasing revenues since 2014. 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

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Charges for Services	\$ 8,148,950	\$ 8,147,841	\$ 8,219,348	\$ 8,147,841	\$ 8,300,362
Investment Income	47,689	41,685	42,172	20,000	42,000
Other Revenues	10,552	473,799	12,000	11,721	12,000
Proceeds from sale of assets	11,713	1,019	-	-	-
Subtotal Revs Before Transfers In	\$ 8,218,904	\$ 8,664,344	\$ 8,273,520	\$ 8,179,562	\$ 8,354,362
Transfers In (from other funds)	150,000	150,000	150,000	150,000	150,000
Total Sources Before Decrease in FA	\$ 8,368,904	\$ 8,814,344	\$ 8,423,520	\$ 8,329,562	\$ 8,504,362
From Decrease in Funds Available	-	-	231,227	-	76,919
Total Sources	\$ 8,368,904	\$ 8,814,344	\$ 8,654,747	\$ 8,329,562	\$ 8,581,281
USES OF FUNDS					
Expenditures					
Personal Services	\$ 4,040,547	\$ 4,162,946	\$ 4,288,598	\$ 4,216,547	\$ 4,369,509
Supplies & Services	1,799,885	1,783,220	1,819,518	1,871,385	1,786,484
Utilities	866,286	865,594	1,095,304	1,057,825	1,126,804
Interfund Charges	152,991	173,252	195,822	191,730	203,614
Debt Related	984,707	938,109	795,505	595,505	511,567
Capital Related	109,333	-	110,000	-	33,303
Capital Projects (Continuing Appropriation)	357,500	500,000	350,000	350,000	350,000
Subtotal Exps Before Transfers Out	\$ 8,311,247	\$ 8,423,121	\$ 8,654,747	\$ 8,282,992	\$ 8,381,281
Transfers Out (to other funds)	-	-	-	-	200,000
Total Uses Before Increase in FA	\$ 8,311,247	\$ 8,423,121	\$ 8,654,747	\$ 8,282,992	\$ 8,581,281
To Increase Funds Available	57,657	391,223	-	46,570	-
Total Uses	\$ 8,368,904	\$ 8,814,344	\$ 8,654,747	\$ 8,329,562	\$ 8,581,281
FUNDS AVAILABLE					
Beginning Funds Available	\$ 1,092,149	\$ 1,149,806	\$ 995,889	\$ 1,541,029	\$ 1,587,599
Net Changes in Funds Available	57,657	391,223	(231,227)	46,570	(76,919)
Total Ending Funds (Budgetary Basis)	\$ 1,149,806	\$ 1,541,029	\$ 764,662	\$ 1,587,599	\$ 1,510,680
Components of Funds Available					
Assigned for Golf	\$ 1,149,806	\$ 1,541,029	\$ 764,662	\$ 1,587,599	\$ 1,510,680

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.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 8,814,344	\$ 8,329,562	\$ 8,504,362	\$ 8,504,361	\$ 7,990,611	\$ 7,990,611	\$ 7,990,611
Expenditures, Operating	7,923,121	7,932,992	8,231,281	8,323,946	7,610,163	7,790,796	7,976,378
Expenditures, Capital	500,000	350,000	350,000	250,000	250,000	250,000	250,000
Surplus/(Deficit)	\$ 391,223	\$ 46,570	\$ (76,919)	\$ (69,585)	\$ 130,448	\$ (50,185)	\$ (235,767)
Funds Available							
Beginning	\$ 1,149,806	\$ 1,541,029	\$ 1,587,599	\$ 1,510,680	\$ 1,441,095	\$ 1,571,543	\$ 1,521,358
Year-End Inc./(Dec.)	391,223	46,570	(76,919)	(69,585)	130,448	(50,185)	(235,767)
Ending Funds (Bud.)	\$ 1,541,029	\$ 1,587,599	\$ 1,510,680	\$ 1,441,095	\$ 1,571,543	\$ 1,521,358	\$ 1,285,591

Factors Affecting Revenue

The great majority of revenue in any given year comes from green fees and cart rental fees. The 2015 charges for services remained stable but there was a total increase in revenue due to a \$445,000 increase in funds available put aside for debt service obligations. Charges for services in 2016 are projected to decrease by \$71,500 compared to the 2016 Original Budget due to unfavorable weather in the first half of the year. Greens fee increases planned for 2017 should result in revenue increasing by \$152,500 compared to the 2016 projection. For 2018 through 2021, fee-related revenues are projected to remain flat. However, in 2019, the Fitzsimons Golf Course is projected to close and it is assumed that 50 percent of the golf course's patrons will continue to patronize other Aurora golf courses.

with storm damage. Yet, 2016 total expenditures will have a savings of \$371,800 due primarily to \$200,000 debt related savings from a loan repayment that was budgeted to take place in 2016 but will not occur until 2017. In 2017, pay increases will raise personal service costs and there will be modest increases in utilities and interfund charges. Concurrently, there will be reductions in supplies and services to balance with revenues. The Golf Courses Fund will begin making annual payments – in the form of a transfer out – of \$200,000 to cover the debt associated with the replacement of the Aurora Hills Pump Station in 2017 and will continue to do so in out years through 2021. In 2019, the Fitzsimons Golf Course is projected to close and as a result, all costs associated with the Golf Course will be eliminated.

Ending Funds Available

Factors Affecting Expenditures

Expenditures track revenues year-over-year in order to maintain fund sustainability. Operating expenditures excluding capital related purchases in 2015 increased \$78,700 (1.0 percent), primarily in personal services because of wage increases. In early 2016, total rounds played were down due to weather but are anticipated to rebound in the second half of the year. Expenditures for personal services are projected to be under budget due to a slower start to the year and difficulty in hiring temporary staff. Supplies and services are projected to be over budget \$51,900 (2.9 percent) for the year due to tree maintenance and cleanup associated

The 2016 ending funds available will increase \$46,600 (3.0 percent) primarily due to a reduction in debt service costs related to equipment purchases. In 2017, operational cost should remain normal and revenues are anticipated to increase with higher green fees. Nonetheless, an additional \$76,900 of funds available will be used to balance the fund. By 2021, the ending funds will gradually decrease from 2017, yet still leaving the fund some flexibility to address drought years, planned course closures, future capital improvements and cart purchases.

Marijuana Tax Revenue Fund

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Taxes	\$ -	\$ -	\$ -	\$ -	\$ 5,108,190
Intergovernmental	-	-	-	-	972,216
Subtotal Revs Before Transfers In	\$ -	\$ -	\$ -	\$ -	\$ 6,080,406
Transfers In (from other funds)	-	-	-	-	304,662
Total Sources Before Decrease in FA	\$ -	\$ -	\$ -	\$ -	\$ 6,385,068
From Decrease in Funds Available	-	-	-	-	-
Total Sources	\$ -	\$ -	\$ -	\$ -	\$ 6,385,068
USES OF FUNDS					
Expenditures					
Supplies and Services	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Subtotal Exps Before Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Transfers Out (to other funds)	-	-	-	-	4,250,000
Total Uses Before Increase in FA	\$ -	\$ -	\$ -	\$ -	\$ 5,750,000
To Increase Funds Available	-	-	-	-	635,068
Total Uses	\$ -	\$ -	\$ -	\$ -	\$ 6,385,068
FUNDS AVAILABLE					
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -
Net Changes in Funds Available	-	-	-	-	635,068
Total Ending Funds (Budgetary Basis)	\$ -	\$ -	\$ -	\$ -	\$ 635,068

* 2014-2016 marijuana sales and excise tax revenue has been collected in the General Fund

Purpose of the Fund

Voters approved Amendment 64 in 2012 prompting City Council to consider entering the retail marijuana industry which they did in 2014, providing new revenue sources for the City. In 2014, Aurora voters approved a 5.75 percent City sales tax and 5.0 percent excise tax from cultivation facilities, charged on the sale of unprocessed retail marijuana. Additionally, the City collects 15.0 percent of the 8.0 percent state special sales tax based on the sale of retail marijuana. From 2014 to 2016, marijuana sales and excise tax revenue has been collected in the City's General Fund and set aside for Council's determination of use. Beginning in 2017, a separate Marijuana Tax Revenue Fund will be created. The 0.25 percent sales tax dedicated to public safety will remain in the General Fund.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ -	\$ -	\$ 6,385,068	\$ 6,688,269	\$ 6,746,680	\$ 6,746,680	\$ 6,746,680
Expenditures	-	-	5,750,000	3,750,000	2,250,000	2,250,000	2,250,000
Surplus/(Deficit)	\$ -	\$ -	\$ 635,068	\$ 2,938,269	\$ 4,496,680	\$ 4,496,680	\$ 4,496,680
Funds Available							
Beginning	\$ -	\$ -	\$ -	\$ 635,068	\$ 3,573,337	\$ 8,070,017	\$ 12,566,697
Year-End Inc./(Dec.)	-	-	635,068	2,938,269	4,496,680	4,496,680	4,496,680
Ending Funds (Bud.)	\$ -	\$ -	\$ 635,068	\$ 3,573,337	\$ 8,070,017	\$ 12,566,697	\$ 17,063,377

Factors Affecting Revenue

Since entering the marijuana industry in 2014, the City of Aurora has collected \$5.6 million in sales and excise tax revenue in the General Fund through June 2016. By the end of 2016, total marijuana tax revenue is projected to reach \$8.3 million, of which \$8.0 million had been budgeted for transportation and homelessness projects, Nexus, and debt service towards a new Central Recreation Center. The remaining \$304,700 in funds available will be transferred from the General Fund to the Marijuana Tax Revenue Fund.

In 2017, retail marijuana sales are forecast to generate \$3.9 million in City sales tax revenue and \$1.2 million in excise tax revenue, for a total of \$5.1 million. This is based on the assumption that 23 stores and 12 cultivation facilities are operating by the end of the year. Despite an expected increase in marijuana sales, intergovernmental revenue is forecast to reach \$972,200, slightly below the 2016 projection of \$1.0 million (included in the General Fund). The state's initial 10.0 percent retail sales tax rate will be reduced to 8.0 percent in July 2017, decreasing the monthly distribution to local governments. Total revenues are expected to stabilize in 2019 when 24 stores and 16 cultivation facilities will generate their first full year of collections.

Factors Affecting Expenditures

At the September 12, 2015 Marijuana Workshop, Council approved an ongoing appropriation of \$2.0 million to cover the debt for the new Central Recreation Center at Vassar and Telluride. In addition, City Council has allocated \$4.5 million over three years towards the Aurora Homeless Initiative program in Neighborhood Services in equal installments. The first \$1.5 million installment has been budgeted in the City's General Fund in 2016 while another \$1.5 million per year is budgeted in the Marijuana Tax Revenue Fund in both 2017 and 2018. Thus far \$440,000 has been allocated for outreach at Comitis, Aurora Mental Health, and Aurora Housing Authority. In addition, Council approved \$900,000 for renovations at the Fitzsimons gym so the building can serve as a temporary day resource center. More homelessness projects will be implemented and administered by the new Homelessness Program Director position, which is funded in the General Fund. At the October 1, 2016 budget workshop, Council also added one-time funding of \$2.0 million for concrete and asphalt projects in 2017 as well as \$250,000 in ongoing funding for general median projects.

Ending Funds Available

Over the course of the five-year forecast, the City is projected to generate \$17.1 million in funds available. Fund utilization beyond 2017 is determined annually by City Council at the budget workshop or other special study sessions.

Open Space Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	\$ 6,747,064	\$ 7,405,605	\$ 7,353,406	\$ 7,816,126	\$ 7,816,126
Investment Income	141,804	134,471	149,306	149,306	149,306
Subtotal Revs Before Transfers In	\$ 6,888,868	\$ 7,540,076	\$ 7,502,712	\$ 7,965,432	\$ 7,965,432
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	\$ 6,888,868	\$ 7,540,076	\$ 7,502,712	\$ 7,965,432	\$ 7,965,432
From Decrease in Funds Available	-	2,608,415	253,780	-	-
Total Sources	\$ 6,888,868	\$ 10,148,491	\$ 7,756,492	\$ 7,965,432	\$ 7,965,432
USES OF FUNDS					
Expenditures					
Personal Services	\$ 1,895,606	\$ 2,654,320	\$ 3,049,499	\$ 2,963,133	\$ 3,247,603
Supplies & Services	123,076	309,090	223,716	285,582	223,716
Interfund Charges	51,916	59,704	65,077	65,077	71,046
Debt Related	1,847,896	1,107,877	1,120,700	1,120,700	1,123,200
Capital Related	104,587	-	-	-	-
Capital Projects (Continuing Appropriation)	2,627,500	6,017,500	3,297,500	3,297,500	2,607,500
Subtotal Exps Before Transfers Out	\$ 6,650,574	\$ 10,148,491	\$ 7,756,492	\$ 7,731,992	\$ 7,273,065
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ 6,650,574	\$ 10,148,491	\$ 7,756,492	\$ 7,731,992	\$ 7,273,065
To Increase Funds Available	238,294	-	-	233,440	692,367
Total Uses	\$ 6,888,868	\$ 10,148,491	\$ 7,756,492	\$ 7,965,432	\$ 7,965,432
FUNDS AVAILABLE					
Beginning Funds Available	\$ 2,944,591	\$ 3,182,885	\$ 444,060	\$ 574,470	\$ 807,910
Net Changes in Funds Available	238,294	(2,608,415)	(253,780)	233,440	692,367
Total Ending Funds (Budgetary Basis)	\$ 3,182,885	\$ 574,470	\$ 190,280	\$ 807,910	\$ 1,500,277
Components of Funds Available					
Restricted for Open Space	\$ 3,182,885	\$ 574,470	\$ 190,280	\$ 807,910	\$ 1,500,277

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.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 7,540,076	\$ 7,965,432	\$ 7,965,432	\$ 8,043,593	\$ 8,122,536	\$ 8,202,268	\$ 8,282,798
Expenditures, Operating	4,130,991	4,434,492	4,665,565	4,766,545	4,870,626	4,977,904	5,088,479
Expenditures, Capital	6,017,500	3,297,500	2,607,500	2,632,500	2,820,000	2,640,000	3,075,000
Surplus/(Deficit)	\$ (2,608,415)	\$ 233,440	\$ 692,367	\$ 644,548	\$ 431,910	\$ 584,364	\$ 119,319
Funds Available							
Beginning	\$ 3,182,885	\$ 574,470	\$ 807,910	\$ 1,500,277	\$ 2,144,825	\$ 2,576,735	\$ 3,161,100
Year-End Inc./(Dec.)	(2,608,415)	233,440	692,367	644,548	431,910	584,364	119,319
Ending Funds (Bud.)	\$ 574,470	\$ 807,910	\$ 1,500,277	\$ 2,144,825	\$ 2,576,735	\$ 3,161,100	\$ 3,280,419

Factors Affecting Revenue

The majority of the year-to-year variation in this fund is related to intergovernmental revenue tied to sales tax. This revenue stream increased both in 2015 and 2016 and is projected to remain flat at \$7.8 million in 2017 in the event the very strong Arapahoe County shareback softens. In the out-years, revenue is projected to remain fairly consistent with an average 1.0 percent growth per year through 2021.

Factors Affecting Expenditures

The majority of the expenditure variation from year to year is dependent on a combination of one-time and multi-year capital project expenditures in the fund. Capital spending in 2015 intensified with an increase to \$6.0 million associated primarily with projects at Sports Park and Triple Creek. In 2016, the capital budget was lowered to \$3.3 million and included the Aurora Reservoir bath house renovation, open space acquisitions for the Triple Creek Greenway, and completion of the Highline Canal and Triple Creek Trails interconnect. In 2017, capital budget will adjust to \$2.6 million, with Tollgate TIP, West Tollgate, and Triple Creek trails as primary projects. From 2018 through 2021, capital expenditures are projected to hover around the \$2.6 million to \$3.1 million range per year and include high profile projects like the Highline Canal, Triple Creek and financing for 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 capital) ended the year close to 2014, with a decrease in debt payments offsetting a \$758,700 increase in personal services 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. Vacancy savings in 2015 not expecting to recur in 2016 is the primary reason for the \$308,800 (11.6 percent) increase in personal services in 2016. In 2017, the inclusion of an amendment associated with Plains Conservation Center management, a 3.0 percent anticipated pay increase, along with an expected increase in temp costs, will be the main drivers behind the \$284,500 (9.6 percent) increase in personal services costs. While supplies and services are projected to be over budget in 2016, savings in personal services offset the budget variance for a net-zero impact.

Ending Funds Available

Following 2015, significant capital spending caused ending funds available to decrease by \$2.6 million (82.0 percent). Funds available is now projected to grow to \$1.5 million by the end of 2017. In the out-years, funds available will rise based primarily on increasing revenues to a high of \$3.3 million in 2021.

Parking and Mobility Fund

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Intergovernmental	-	-	-	-	94,500
Subtotal Revs Before Transfers In	\$ -	\$ -	\$ -	\$ -	\$ 294,500
Transfers In (from other funds)					572,985
Total Sources Before Decrease in FA	\$ -	\$ -	\$ -	\$ -	\$ 867,485
From Decrease in Funds Available	-	-	-	-	-
Total Sources	\$ -	\$ -	\$ -	\$ -	\$ 867,485
USES OF FUNDS					
Expenditures					
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ 124,261
Supplies and Services	-	-	-	-	743,224
Subtotal Exps Before Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ 867,485
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ -	\$ -	\$ -	\$ -	\$ 867,485
To Increase Funds Available	-	-	-	-	-
Total Uses	\$ -	\$ -	\$ -	\$ -	\$ 867,485
FUNDS AVAILABLE					
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -
Net Changes in Funds Available	-	-	-	-	-
Total Ending Funds (Budgetary Basis)	\$ -	\$ -	\$ -	\$ -	\$ -

* 2015-2016 Parking and Mobility expenditures have been accounted for in the General Fund

Purpose of the Fund

The Parking and Mobility Fund is a special revenue fund that has been created to implement the Park Aurora Parking and Mobility Business Plan endorsed by City Council in summer 2015. The Park Aurora Program is a new service function of the City of Aurora with goals to provide efficient parking management operations and a safe and positive parking environment for customers while supporting and strengthening the transit-oriented development, urban center, and place making goals of the community. The special revenue fund will be the predecessor to an enterprise fund once the Park Aurora Program is financially self-sufficient and revenue generating.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ -	\$ -	\$ 294,500	\$ 494,500	\$ 544,500	\$ 644,000	\$ 744,000
Transfers In	-	-	572,985	399,546	376,368	304,495	232,948
Expenditures	-	-	867,485	894,046	920,868	948,495	976,948
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funds Available							
Beginning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Year-End Inc./(Dec.)	-	-	-	-	-	-	-
Ending Funds (Bud.)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Factors Affecting Revenue

The majority of the revenue in the Parking and Mobility Fund is based on activity at the Iliff Station. The assumptions for the revenue related to the fund are based on projected RTD Ridership on the new "R" line, the stabilization period length (how long does it take for the public to utilize this new mobility option), station area investments and redevelopment that will increase parking demand, and citations issued and the collection rates. In 2017, it is assumed that the charge for services revenue will start out fairly soft and will grow over time. By 2018, the revenue is anticipated to cover the majority of the Parking Fund costs. The \$94,500 of intergovernmental revenue is based on revenue from RTD and will remain at that level throughout the five year plan.

Factors Affecting Expenditures

Of the \$867,500 in Parking and Mobility Fund expenditures, \$323,200 was previously budgeted in the General Fund, and \$544,300 was added in 2017 to account for the continued implementation of the Parking and Mobility Business Plan. This includes a vendor contract to provide turn-key parking management service focused on: off-street parking; on-street parking; parking permit issuance; parking enforcement; citation adjudication and administration (including hearing officers); meter operation; and a customer service portal. As this is still a new operation, enforcement staffing levels based on citizen responses and coverage expectations will affect the future growth of the expenditures. Additional pay station purchases, enforcement, and supplies costs in the out-years drive much of the increase.

Ending Funds Available

In the immediate future, a subsidy from the General Fund is necessary for balancing of the fund. Until the point that revenue exceeds expenditures, there is projected to be no funds available in the Parking and Mobility Fund.

Parks Development Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Investment Income	\$ 43,319	\$ 50,856	\$ 43,319	\$ 43,319	\$ 43,319
Other Revenues	447,548	813,170	375,000	1,039,635	380,500
Subtotal Revs Before Transfers In	\$ 490,867	\$ 864,026	\$ 418,319	\$ 1,082,954	\$ 423,819
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	\$ 490,867	\$ 864,026	\$ 418,319	\$ 1,082,954	\$ 423,819
From Decrease in Funds Available	-	-	-	-	628,933
Total Sources	\$ 490,867	\$ 864,026	\$ 418,319	\$ 1,082,954	\$ 1,052,752
USES OF FUNDS					
Expenditures					
Personal Services	\$ 78,017	\$ 81,212	\$ 83,622	\$ 83,622	\$ 86,001
Capital Projects (Continuing Appropriation)	-	-	-	-	966,751
Subtotal Exps Before Transfers Out	\$ 78,017	\$ 81,212	\$ 83,622	\$ 83,622	\$ 1,052,752
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ 78,017	\$ 81,212	\$ 83,622	\$ 83,622	\$ 1,052,752
To Increase Funds Available	412,850	782,814	334,697	999,332	-
Total Uses	\$ 490,867	\$ 864,026	\$ 418,319	\$ 1,082,954	\$ 1,052,752
FUNDS AVAILABLE					
Beginning Funds Available	\$ 3,208,330	\$ 3,621,180	\$ 4,054,803	\$ 4,403,994	\$ 5,403,326
Net Changes in Funds Available	412,850	782,814	334,697	999,332	(628,933)
Total Ending Funds (Budgetary Basis)	\$ 3,621,180	\$ 4,403,994	\$ 4,389,500	\$ 5,403,326	\$ 4,774,393
Components of Funds Available					
Restricted for Parks Development	\$ 3,621,180	\$ 4,403,994	\$ 4,389,500	\$ 5,403,326	\$ 4,774,393

Purpose of the Fund

The Parks Development Fund (PDF) is a component of the Parks, Recreation and Open Space Department's (PROS) 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.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 864,026	\$ 1,082,954	\$ 423,819	\$ 429,429	\$ 435,151	\$ 474,543	\$ 474,543
Expenditures, Operating	81,212	83,622	86,001	88,198	90,722	93,324	96,009
Expenditures, Capital	-	-	966,751	-	351,307	-	-
Surplus/(Deficit)	\$ 782,814	\$ 999,332	\$ (628,933)	\$ 341,231	\$ (6,878)	\$ 381,219	\$ 378,534
Funds Available							
Beginning	\$ 3,621,180	\$ 4,403,994	\$ 5,403,326	\$ 4,774,393	\$ 5,115,624	\$ 5,108,746	\$ 5,489,965
Year-End Inc./(Dec.)	782,814	999,332	(628,933)	341,231	(6,878)	381,219	378,534
Ending Funds (Bud.)	\$ 4,403,994	\$ 5,403,326	\$ 4,774,393	\$ 5,115,624	\$ 5,108,746	\$ 5,489,965	\$ 5,868,499

Factors Affecting Revenue

Annexation and development revenue tends to be sporadic, with 2014 being relatively low and 2015/2016 being relatively high. Revenue from Lynnwood Heights and Nebo Villas caused the 2016 increase. These one-time amounts are not expected in 2017 or 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. There are no capital projects from 2014-2016, but PROS projects such as Canterbury, Freedom, and Tollgate Crossing Parks are included in 2017. Central Community Park is planned for 2019. Operating expenditures will remain relatively constant throughout.

Ending Funds Available

For years with capital projects, funds available is expected to decline. In years without, funds available is projected to increase. Due to capital projects in 2017, funds available is expected to drop \$628,900 (11.6 percent) to \$4.8 million in 2017. By 2021, funds available is projected to be \$5.9

Recreation Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	\$ 500,852	\$ 481,770	\$ 469,500	\$ 542,756	\$ 592,000
Charges for Services	4,688,595	5,246,637	5,176,805	5,408,768	5,704,608
Investment Income	966	3,838	-	2,114	-
Other Revenues	186,470	203,158	159,550	110,202	90,450
Subtotal Revs Before Transfers In	\$ 5,376,883	\$ 5,935,403	\$ 5,805,855	\$ 6,063,840	\$ 6,387,058
Transfers In (from other funds)	3,978,976	4,118,952	4,577,962	4,577,962	4,956,055
Total Sources Before Decrease in FA	\$ 9,355,859	\$ 10,054,355	\$ 10,383,817	\$ 10,641,802	\$ 11,343,113
From Decrease in Funds Available	173,055	-	5,644	-	-
Total Sources	\$ 9,528,914	\$ 10,054,355	\$ 10,389,461	\$ 10,641,802	\$ 11,343,113
USES OF FUNDS					
Expenditures					
Personal Services	\$ 6,683,282	\$ 6,901,015	\$ 7,288,492	\$ 7,045,419	\$ 8,086,027
Supplies & Services	1,915,312	2,132,511	1,929,265	2,555,220	2,014,159
Utilities	738,006	655,317	964,100	779,075	1,034,769
Interfund Charges	156,810	155,441	177,604	165,776	166,470
Capital Related	5,504	23,588	-	22,397	-
Subtotal Exps Before Transfers Out	\$ 9,498,914	\$ 9,867,872	\$ 10,359,461	\$ 10,567,887	\$ 11,301,425
Transfers Out (to other funds)	30,000	30,000	30,000	30,000	-
Total Uses Before Increase in FA	\$ 9,528,914	\$ 9,897,872	\$ 10,389,461	\$ 10,597,887	\$ 11,301,425
To Increase Funds Available	-	156,483	-	43,915	41,688
Total Uses	\$ 9,528,914	\$ 10,054,355	\$ 10,389,461	\$ 10,641,802	\$ 11,343,113
FUNDS AVAILABLE					
Beginning Funds Available	\$ 342,502	\$ 169,447	\$ 209,196	\$ 325,930	\$ 369,845
Net Changes in Funds Available	(173,055)	156,483	(5,644)	43,915	41,688
Total Ending Funds (Budgetary Basis)	\$ 169,447	\$ 325,930	\$ 203,552	\$ 369,845	\$ 411,533
Components of Funds Available					
Assigned for Recreation Services	\$ 169,447	\$ 325,930	\$ 203,552	\$ 369,845	\$ 411,533

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.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 10,054,355	\$ 10,641,802	\$ 11,343,113	\$ 11,668,397	\$ 13,940,888	\$ 14,265,315	\$ 14,597,914
Expenditures	9,897,872	10,597,887	11,301,425	11,437,079	13,719,401	14,060,537	14,413,063
Surplus/(Deficit)	\$ 156,483	\$ 43,915	\$ 41,688	\$ 231,318	\$ 221,487	\$ 204,779	\$ 184,850
Funds Available							
Beginning	\$ 169,447	\$ 325,930	\$ 369,845	\$ 411,533	\$ 642,851	\$ 864,338	\$ 1,069,116
Year-End Inc./(Dec.)	156,483	43,915	41,688	231,318	221,487	204,779	184,850
Ending Funds (Bud.)	\$ 325,930	\$ 369,845	\$ 411,533	\$ 642,851	\$ 864,338	\$ 1,069,116	\$ 1,253,967

Factors Affecting Revenue

Year-to-year revenue variation in this fund is primarily related to revenue from user fees. For 2015, fee-related revenue increased due to augmented attendance over 2014 because of lower cost of monthly and yearly passes. The 2016 revenue from user fees is projected to increase \$162,100 over 2015 actuals due in part to increased attendance of recreation centers and increased participation in nearly all recreation programs. The 2017 total revenue excluding transfers will increase \$581,200 (10.0 percent) over the 2016 Original Budget due to increased popularity of recreation activities and programs and the reopening of the Moorhead recreational facility.

Each year the Recreation Fund receives a transfer from the General Fund to help subsidize its programs. The 2015 General Fund transfer increased \$140,000 (3.5 percent) from 2014, and it is projected to increase \$459,000 (11.1 percent) in 2016. The total 2017 Recreation Fund subsidy is nearly \$5.0 million, an 8.3 percent increase from the 2016 Original Budget. This is attributed in part to \$233,800 in net additions for expanded Moorhead Recreation Center operations.

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 2015, expenditures excluding transfers out increased \$369,000 (3.9 percent) from the 2014 levels. In 2015, the after-school and summer food pilot program, tied to new

intergovernmental revenue, expanded resulting in increased expenditures on supplies. Furthermore, due to increased demand for recreation programs there was a large increase in temporary salaries. The \$208,400 (2.0 percent) increase in total expenditures over the 2016 Original Budget is largely attributed to increased demand for recreation services that resulted in greater expenditure of temporary salaries. In 2017, personal services will increase \$797,500 compared to the 2016 Original Budget due in part to pay increases, but primarily due to 3.0 new FTEs and temporary salaries for Moorhead operations and maintenance.

Ending Funds Available

Ending funds available are projected to increase \$43,900 (13.5 percent) in 2016, because of new revenue from user fees and savings in personal services and utilities. In 2017, the fund is expected to increase funds available by \$41,700. 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, an effort to improve customer service and meet the needs of the community will also occur. In order to maintain the existing funds available from 2018 to 2021, an average annual 3.0 percent increase in the General Fund transfer is required. The Central Recreation Center will open in 2019 and is projected to increase expenditures by \$2.0 million. Increased expenditures will be covered by an estimated \$1.5 million in new revenues and a \$500,000 increase in the General Fund subsidy.

Risk Management Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Charges for Services	\$ 6,856,416	\$ 7,884,878	\$ 8,594,517	\$ 8,594,517	\$ 9,382,700
Investment Income	109,080	127,472	131,382	131,382	142,783
Other Revenues	883,831	372,047	411,712	473,607	277,380
Subtotal Revs Before Transfers In	\$ 7,849,327	\$ 8,384,397	\$ 9,137,611	\$ 9,199,506	\$ 9,802,863
Transfers In (from other funds)	900,000	1,100,000	135,000	135,000	63,000
Total Sources Before Decrease in FA	\$ 8,749,327	\$ 9,484,397	\$ 9,272,611	\$ 9,334,506	\$ 9,865,863
From Decrease in Funds Available	410,140	-	-	-	-
Total Sources	\$ 9,159,467	\$ 9,484,397	\$ 9,272,611	\$ 9,334,506	\$ 9,865,863
USES OF FUNDS					
Expenditures					
Personal Services	\$ 782,535	\$ 871,317	\$ 1,011,259	\$ 904,143	\$ 923,789
Supplies & Services	8,370,543	8,012,088	8,197,126	8,296,655	8,656,656
Interfund Charges	6,389	7,341	7,994	7,994	8,719
Subtotal Exps Before Transfers Out	\$ 9,159,467	\$ 8,890,746	\$ 9,216,379	\$ 9,208,792	\$ 9,589,164
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ 9,159,467	\$ 8,890,746	\$ 9,216,379	\$ 9,208,792	\$ 9,589,164
To Increase Funds Available	-	593,651	56,232	125,714	276,699
Total Uses	\$ 9,159,467	\$ 9,484,397	\$ 9,272,611	\$ 9,334,506	\$ 9,865,863
FUNDS AVAILABLE					
Beginning Funds Available	\$ 2,896,857	\$ 2,486,717	\$ 3,455,229	\$ 3,080,368	\$ 3,206,082
Net Changes in Funds Available	(410,140)	593,651	56,232	125,714	276,699
Total Ending Funds (Budgetary Basis)	\$ 2,486,717	\$ 3,080,368	\$ 3,511,461	\$ 3,206,082	\$ 3,482,781
Components of Funds Available					
Assigned for Additional Claim Liability	\$ 2,486,717	\$ 3,080,368	\$ 3,511,461	\$ 3,206,082	\$ 3,482,781

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.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 9,484,397	\$ 9,334,506	\$ 9,865,863	\$ 10,489,795	\$ 10,985,477	\$ 11,318,018	\$ 11,675,074
Expenditures	8,890,746	9,208,792	9,589,164	10,107,207	10,658,450	11,245,084	11,869,444
Surplus/(Deficit)	\$ 593,651	\$ 125,714	\$ 276,699	\$ 382,588	\$ 327,027	\$ 72,934	\$ (194,371)
Funds Available							
Beginning	\$ 2,486,717	\$ 3,080,368	\$ 3,206,082	\$ 3,482,781	\$ 3,865,369	\$ 4,192,396	\$ 4,265,330
Year-End Inc./(Dec.)	593,651	125,714	276,699	382,588	327,027	72,934	(194,371)
Ending Funds (Bud.)	\$ 3,080,368	\$ 3,206,082	\$ 3,482,781	\$ 3,865,369	\$ 4,192,396	\$ 4,265,330	\$ 4,070,959

Factors Affecting Revenue

In 2016, revenues are projected to be \$61,900 (0.7 percent) more than budget due to other revenues receiving higher than anticipated subrogations and insurance recoveries on claims paid out in excess of the City's self-insured retention policy. Charges for services and investment income are projected to be on budget for 2016. 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 a portion of the City's wellness program.

In 2017, charges to departments will return to a more moderate 7.6 percent increase; previously there were increases of 9.0 percent in 2016 and 15.0 percent in 2015. These charges account for 95.1 percent of revenues with approximately 77.5 percent coming from the General Fund. Other revenue is expected to decrease \$134,300 (32.6 percent) in 2017 compared to the 2016 budget as the Kaiser performance guarantee payment is no longer anticipated to be received. A transfer in of \$63,000 from the General Fund in 2017 will pay for the creation of a Respiratory Protection Program. This program is for employees that wear respirators or self-contained breathing apparatuses (SCBA) to be in compliance with Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements.

Factors Affecting Expenditures

Total expenditures are projected to be \$7,600 (0.1 percent) under budget in 2016. This is primarily the result of vacancy savings and savings in insurance premiums. These savings help offset the projected increase in claims costs of \$253,700 (4.7 percent). Several factors have caused higher claim costs in the past such as the increased cost for

medical expenses and more costly types of injuries. The claims liability adjustment--formerly claims incurred but not recorded (IBNR)--is projected to be \$800,000 in 2016.

In 2017, expenditures are budgeted to be \$372,800 (4.0 percent) higher than 2016 budget primarily due to increased claim costs. Excluding the claims liability adjustment, total claim costs for 2017 are expected to be \$5.7 million, a \$354,000 (6.6 percent) increase compared to the 2016 budget. Total insurance costs, including unemployment, are expected to increase 6.0 percent in 2017. General liability, workers compensation, and property claims budgets will increase by 7.0 percent, while vehicle accident claims budget will increase by 4.0 percent in 2017. In addition, medical services will be contracted out to assist the Respiratory Protection Program that begins in 2017.

Ending Funds Available

Funds available decreased in recent years due to higher claim costs and an unfavorable claims liability adjustment; 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. In 2016, funds available are projected to increase \$125,700 (4.1 percent).

In the five-year outlook, charges to departments will increase by 7.0 percent beginning in 2018, and then increase by 4.5 percent for 2019, and 2.5 percent for 2020 and 2021. These increases are 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.

Wastewater Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Utility Sales	\$ 48,746,548	\$ 50,460,108	\$ 53,906,570	\$ 53,814,529	\$ 57,167,781
Charges for Services	7,440,082	7,087,709	6,065,317	6,065,275	6,019,781
Development Fees	5,047,188	4,910,589	5,505,500	5,505,053	7,004,738
Investment Income	961,426	999,765	793,438	793,438	766,187
Other Revenues	1,514,849	1,463,190	602,360	554,500	412,000
Subtotal Revs Before Transfers In	\$ 63,710,093	\$ 64,921,361	\$ 66,873,185	\$ 66,732,795	\$ 71,370,487
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	\$ 63,710,093	\$ 64,921,361	\$ 66,873,185	\$ 66,732,795	\$ 71,370,487
From Decrease in Funds Available	11,807,836	-	16,836,990	9,981,496	13,436,610
Total Sources	\$ 75,517,929	\$ 64,921,361	\$ 83,710,175	\$ 76,714,291	\$ 84,807,097
USES OF FUNDS					
Expenditures					
Personal Services	\$ 10,237,069	\$ 11,176,825	\$ 11,954,226	\$ 11,689,781	\$ 12,736,499
Allocated Expenses	2,775,780	2,777,555	2,476,429	2,961,147	2,646,199
Supplies & Services	2,902,497	3,040,072	4,372,978	3,760,306	4,606,826
Utilities	24,144,607	26,254,743	28,767,812	28,719,875	26,484,364
Interfund Charges	901,271	1,037,554	981,821	923,504	1,052,732
Debt Related	1,559,812	1,555,574	1,559,812	1,560,013	2,984,945
Capital Related	2,186,460	2,128,549	2,789,505	2,279,704	2,866,905
Capital Projects (Continuing Appropriation)	30,810,433	6,167,471	30,807,592	24,819,961	31,428,627
Subtotal Exps Before Transfers Out	\$ 75,517,929	\$ 54,138,343	\$ 83,710,175	\$ 76,714,291	\$ 84,807,097
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	\$ 75,517,929	\$ 54,138,343	\$ 83,710,175	\$ 76,714,291	\$ 84,807,097
To Increase Funds Available	-	10,783,018	-	-	-
Total Uses	\$ 75,517,929	\$ 64,921,361	\$ 83,710,175	\$ 76,714,291	\$ 84,807,097
FUNDS AVAILABLE					
Beginning Funds Available	\$ 26,417,110	\$ 14,609,274	\$ 24,183,776	\$ 25,392,292	\$ 15,410,796
Net Changes in Funds Available	(11,807,836)	10,783,018	(16,836,990)	(9,981,496)	(13,436,610)
Total Ending Funds (Budgetary Basis)	\$ 14,609,274	\$ 25,392,292	\$ 7,346,786	\$ 15,410,796	\$ 1,974,186
Components of Funds Available					
Assigned to Water Operations	\$ 14,609,274	\$ 25,392,292	\$ 7,346,786	\$ 15,410,796	\$ 1,974,186

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.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 64,921,361	\$ 66,732,795	\$ 71,370,487	\$ 131,655,304	\$ 78,264,349	\$ 100,154,921	\$ 84,402,031
Expenditures, Operating	47,970,872	51,894,330	53,378,470	58,220,395	58,996,338	60,680,088	63,820,267
Expenditures, Capital	6,167,471	24,819,961	31,428,627	45,544,065	41,550,000	30,255,167	28,212,155
Surplus/(Deficit)	\$ 10,783,018	\$ (9,981,496)	\$ (13,436,610)	\$ 27,890,844	\$ (22,281,989)	\$ 9,219,666	\$ (7,630,391)
Funds Available							
Beginning	\$ 14,609,274	\$ 25,392,292	\$ 15,410,796	\$ 1,974,186	\$ 29,865,030	\$ 7,583,042	\$ 16,802,708
Year-End Inc./(Dec.)	10,783,018	(9,981,496)	(13,436,610)	27,890,844	(22,281,989)	9,219,666	(7,630,391)
Ending Funds (Bud.)	\$ 25,392,292	\$ 15,410,796	\$ 1,974,186	\$ 29,865,030	\$ 7,583,042	\$ 16,802,708	\$ 9,172,317

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 percent of total revenue, excluding bond proceeds. The 2015 revenues increased \$1.2 million (1.9 percent) primarily due to utility sales. Sanitary sewer rates increased 4.0 percent in 2015 to fund (pass through) an increase in Aurora's annual charges for service payment to Metro Wastewater Reclamation District (Metro) for sanitary sewer services.

The 2016 projected revenues include a 4.1 percent rate increase for sanitary sewer (Metro pass through) and a \$1.00/month increase in the monthly usage fee for storm drainage service. Revenue requirements increased in 2016 primarily due to the increase in charges for sanitary sewer services and an increase in capital projects costs. The 2016 revenues are projected to come in at or near budget.

The 2017 revenues are based on conservative population growth and housing start estimates. Rate and fee increases recommended for 2017 include a \$1.00/month increase in the monthly usage fee for storm drainage service and a 3.0 percent increase in the drainage basin development fee to fund planned capital projects spending. No rate or fee increases are recommended for sanitary sewer in 2017. Wastewater revenues are projected to increase \$4.5 million (6.7 percent) in 2017 compared to the 2016 Original Budget.

In the long-range outlook, 3.0 percent sanitary sewer rate, 3.0 percent monthly usage fee for storm drainage service, and 3.0 percent drainage basin development fee increases are included annually for 2018 through 2021 to fund anticipated increases in Aurora's annual charges for service payment to Metro for sanitary sewer services and planned capital projects spending. In addition, the outlook includes borrowings in 2018 and 2020 to fund capital projects. The amount of rate increases and borrowings will change based on population growth, capital needs, timing, revenue requirements and inflationary increases. If needed, borrowing options will be utilized to finance capital projects while maintaining coverage ratios and keeping wastewater rates and fees affordable. These out-year rate and fee increases have

not yet been officially determined or approved by City Council. These are pro forma projections only. The amount of increases, if any, will be determined in future budgets.

Factors Affecting Expenses

Expenses in the Wastewater Fund can vary greatly primarily as a result of increases in sanitary sewer treatment charges from Metro and capital projects spending. Operating expenses in 2015 and 2016 reflect increases/projected increases in utilities, primarily annual charges for sanitary sewer services. Operating expenses in 2017 are projected to be up by \$0.5 million (0.9 percent) compared to the 2016 Original Budget. The increase in operating costs is primarily due to personal services and debt service (debt service principal payments start in 2017) offset by a reduction in charges for sanitary sewer treatment. The cost for sanitary sewer treatment in 2017 is based on Aurora's actual and projected flows and loadings, and a 2.0 percent increase in annual charges to all connectors.

Major capital projects funded in 2017-2021 include Fitzsimons Drainage Improvements (\$30.5 million), Detention Ponds/Improvements (\$28.2 million), and Westerly Creek Future Phases (\$19.4 million). In the long-range outlook, increases in operating expenses are primarily driven by third-party sanitary sewer service charges as well as personal services and inflationary increases for interfund and capital related charges. Long range capital planning is undertaken to ensure the collection and storm drain systems have adequate capacity to address current and future capacity needs and ensure reliable services for Aurora's customers.

Ending Funds Available

Ending funds available is primarily driven by third-party sanitary sewer service charges and capital projects spending. Ending funds available is projected to decrease \$10.0 million (39.3 percent) in 2016, compared to the prior year, primarily due to capital projects spending using existing cash balances. Ending funds available in 2017 is forecast to decrease by \$13.4 million (87.2 percent) primarily due to capital projects spending. Ending funds available is projected to increase \$7.2 million from 2017 to 2021 to fund planned capital projects spending.

Water Fund Summary

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
SOURCES OF FUNDS					
Revenues					
Utility Sales	\$ 97,854,312	\$ 101,527,486	\$ 104,080,588	\$ 101,932,394	\$ 104,261,213
Development Fees	20,026,462	24,727,277	23,377,390	23,377,390	37,168,381
Charges for Services	27,059,852	824,022	900,359	1,442,897	1,406,113
Investment Income	3,356,082	3,363,669	3,119,778	2,545,761	1,095,079
Other Revenues	2,586,753	3,630,847	603,586	580,691	434,142
Proceeds from Borrowing	-	-	-	517,847,922	-
Assets Restricted for Debt Service	(241,758)	-	-	37,835,352	-
Subtotal Revs Before Transfers In	\$ 150,641,703	\$ 134,073,299	\$ 132,081,701	\$ 685,562,407	\$ 144,364,928
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	\$ 150,641,703	\$ 134,073,299	\$ 132,081,701	\$ 685,562,407	\$ 144,364,928
From Decrease in Funds Available	8,626,615	11,625,769	22,137,234	11,233,220	3,018,309
Total Sources	\$ 159,268,318	\$ 145,699,068	\$ 154,218,935	\$ 696,795,627	\$ 147,383,237
USES OF FUNDS					
Expenditures					
Personal Services	\$ 20,890,718	\$ 22,775,896	\$ 24,656,647	\$ 24,006,249	\$ 25,647,392
Allocated Expenses	2,386,479	2,396,612	2,026,146	2,586,999	3,065,890
Supplies & Services	15,114,632	16,629,875	20,029,157	18,435,184	22,073,013
Utilities	7,280,575	6,685,476	6,933,616	5,986,735	7,141,961
Interfund Charges	1,658,341	1,740,062	1,718,977	1,710,224	1,852,843
Debt Related	54,431,224	57,860,982	27,508,316	578,500,354	19,707,400
Capital Related	1,467,261	1,844,387	1,832,594	1,169,487	2,648,206
Capital Projects (Continuing Appropriation)	53,330,405	35,765,778	69,513,482	64,400,395	65,246,532
Subtotal Exps Before Transfers Out	\$ 156,559,635	\$ 145,699,068	\$ 154,218,935	\$ 696,795,627	\$ 147,383,237
Transfers Out (to other funds)	2,708,685	-	-	-	-
Total Uses Before Increase in FA	\$ 159,268,318	\$ 145,699,068	\$ 154,218,935	\$ 696,795,627	\$ 147,383,237
To Increase Funds Available	-	-	-	-	-
Total Uses	\$ 159,268,318	\$ 145,699,068	\$ 154,218,935	\$ 696,795,627	\$ 147,383,237
FUNDS AVAILABLE					
Beginning Funds Available	\$ 77,273,285	\$ 68,646,670	\$ 47,533,277	\$ 57,020,901	\$ 45,787,681
Net Changes in Funds Available	(8,626,615)	(11,625,769)	(22,137,234)	(11,233,220)	(3,018,309)
Total Ending Funds (Budgetary Basis)	\$ 68,646,670	\$ 57,020,901	\$ 25,396,043	\$ 45,787,681	\$ 42,769,372
Components of Funds Available					
Assigned to Water Operations	\$ 68,646,670	\$ 57,020,901	\$ 25,396,043	\$ 45,787,681	\$ 42,769,372

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.

	2015 Actual	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Long Range Outlook							
Revenues	\$ 134,073,299	\$ 685,562,407	\$ 144,364,928	\$ 148,288,981	\$ 181,920,385	\$ 135,919,178	\$ 162,589,622
Expenditures, Operating	109,933,290	632,395,232	82,136,705	86,520,885	89,794,518	94,674,911	100,849,004
Expenditures, Capital	35,765,778	64,400,395	65,246,532	67,411,751	124,715,070	31,364,869	33,266,560
Surplus/(Deficit)	\$ (11,625,769)	\$ (11,233,220)	\$ (3,018,309)	\$ (5,643,654)	\$ (32,589,203)	\$ 9,879,397	\$ 28,474,058
Funds Available							
Beginning	\$ 68,646,670	\$ 57,020,901	\$ 45,787,681	\$ 42,769,372	\$ 37,125,718	\$ 4,536,514	\$ 14,415,912
Year-End Inc./(Dec.)	(11,625,769)	(11,233,220)	(3,018,309)	(5,643,654)	(32,589,203)	9,879,397	28,474,058
Ending Funds (Bud.)	\$ 57,020,901	\$ 45,787,681	\$ 42,769,372	\$ 37,125,718	\$ 4,536,514	\$ 14,415,912	\$ 42,889,970

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 2015 revenues decreased \$16.6 million compared to the prior year. The 2014 revenues include a \$26.3 million one-time payment from Roxborough Water & Sanitation District under a water supply agreement.

The 2016 projected revenues include \$517.8 million in bond proceeds and \$37.8 million in assets restricted for debt service. Aurora Water issued bonds in an effort to refund all existing water debt most of which is associated with the Prairie Waters Project. The refinancing consolidates borrowings at a time when bond yield rates are at historic lows which resulted in a net present value savings in excess of \$68.6 million (12.9 percent) over the 30 year life of the bonds. Projected utility sales in 2016 are based on marginally wet to average year precipitation projections and average temperatures. Development fees for 2016 are projected to come in at budget.

The 2017 revenues are based on conservative population growth and housing start estimates and average year temperature and precipitation projections. Rate and fee increases recommended for 2017 include a 3.0 percent overall water rate increase and a 3.5 percent connection fee increase. Aurora Water has not increased water rates since 2010. Utility sales are expected to increase slightly in 2017 compared to the 2016 Original Budget, due primarily to treated water sales offset by a reduction in reclaimed water sales. Under a water delivery agreement, that will provide an additional revenue stream for Aurora Water, excess capacity at Prairie Waters will be utilized to provide treated water to the members of the South Metro WISE Authority. Incremental treated water deliveries are projected to begin in 2017. Reclaimed water sales are projected to be down in 2017, compared to the 2016 Original Budget, due to the restructure of a lease for reusable effluent extending the payment terms of the lease. Development revenues, primarily connection fees, are projected to increase \$13.8 million (59.0 percent) in 2017 compared to the 2016 Original Budget.

In the long-range outlook, 3.0 percent water rate and 3.5 percent

connection fee increases are included in 2019 and 2021. In addition, the outlook includes short-term borrowing in 2019 to fund capital projects. The amount of rate increases or borrowings will change based on population growth, capital needs, timing, revenue requirements and inflationary increases. If needed, borrowing options will be utilized 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 pro forma projections only. The amount of increase, if any, will be determined in future budgets.

Factors Affecting Expenses

Expenses in the Water Fund vary from year to year, largely due to capital projects spending. Operating expenses in 2015 and 2016 include the prepayment of water debt (\$29.6 million and \$530.6 million in principal respectively). Operating expenses in 2017 are projected to be down by \$2.6 million compared to the 2016 Original Budget due to debt service. Refinancing of all existing water debt in 2016 resulted in lower annual debt service payments.

Major capital projects funded in 2017-2021 include Wild Horse Reservoir (\$82.5 million), Water Rights Acquisition (\$27.5 million), Terminal Raw Water Reservoir (\$25.0 million), Line Replacement (\$18.0 million) and Homestake Capital Projects (\$15.8 million). In the long-range outlook, increases in operating expenses are primarily driven by personal services, and inflationary increases for utilities and interfund charges. Long range capital planning is undertaken 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 \$11.2 million (19.7 percent) in 2016, compared to the prior year, primarily due to capital projects spending using existing cash balances. Ending funds available in 2017 is forecasted to decrease \$3.0 million (6.6 percent) due to capital projects spending. Ending funds available is projected to increase slightly (\$120,600 or 0.3 percent) from 2017 to 2021 and will be used to fund planned capital projects spending to meet the water needs of Aurora.





City of Aurora, Colorado

2017 OPERATING AND CAPITAL
IMPROVEMENT BUDGET

DEPARTMENT BUDGETS



2017 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 2014 through 2017 are presented for the operating budget. The 2014 through 2015 data represent actual expenditures reconciled to the City's Comprehensive Annual Financial Report, with minor variances due to rounding.

The 2016 original data represents the original adopted budget that was adopted by City Council in the fall of 2015. The 2016 projection data represents a projection of year-end expenditures. The 2017 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 or six Priority Programs for 2017 are noted as such. For more information on the City Council's Priority Projects and Programs, please refer to the Executive Summary 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 2017 operating budget. Details on how the funding is used are included by program in the program section.

Aurora Water

PROGRAM SUMMARY

Administration \$466,409 2 FTE *Provide executive management direction and control for Aurora Water	Debt Service \$22,690,165 0 FTE *Fund debt service payments for the Water and Wastewater Funds	Financial Administration \$41,542,866 32 FTE *Provide administrative, financial and business analysis support for Aurora Water operations and capital improvement program
Operations & Maintenance \$20,889,992 148 FTE *Operation and maintenance of water delivery system and sanitary sewer and storm drainage collection systems	Planning & Engineering Services \$7,130,180 47 FTE *Provide infrastructure planning and engineering review, inspections, GIS support and manage the capital improvement program	Public Info & Water Conserv \$2,301,960 14 FTE *Provide water information and conservation services to the public
Support Services \$8,687,312 81 FTE *Provide high quality, efficient and cost effective services to internal and external customers and support operational activities	Treatment \$15,256,820 72.5 FTE *Provide treated water, reuse water treatment services, and operation and maintenance of raw water supply systems	Water Quality & Environmental Prgm \$3,796,292 25.5 FTE *Conduct environmental inspections, and provide water and wastewater compliance assistance
Water Resources \$10,332,186 19 FTE *Manage the planning, acquisition, permitting and use of the City's water supplies		

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	424.00	429.00	430.00	430.00	441.00
EXPENDITURES	148,654,777	156,312,389	135,022,713	682,189,140	133,094,182

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

*Serve as leaders and partner with other governments and jurisdictions.

*Ensure excellent infrastructure that is well maintained and operated.

*Provide a well-managed and financially strong city.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	424.00	429.00	430.00	430.00	441.00
Personal Services	31,127,787	33,946,472	36,064,512	35,569,411	38,001,860
Allocated Expenses	5,162,259	5,174,167	4,502,575	5,548,146	5,712,089
Supplies and Services	16,026,495	18,084,421	22,363,173	20,221,687	24,644,377
Utilities	31,425,182	32,940,219	35,701,428	34,706,610	33,626,325
Interfund Charges	2,559,612	2,777,616	2,700,798	2,633,728	2,905,575
Debt Related	55,991,036	59,416,558	29,068,128	580,060,367	22,692,345
Capital Related	3,653,721	3,972,936	4,622,099	3,449,191	5,511,611
Transfers Out	2,708,685	0	0	0	0
Expenditures Total	\$148,654,777	\$156,312,389	\$135,022,713	\$682,189,140	\$133,094,182

DEPARTMENT NARRATIVE

Budget Developments for 2017

Aurora Water'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 2017, 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 major 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 on schedule to begin in October-November, 2016. For the 2017-2018 delivery year (June 1, 2017-May 31, 2018), Aurora Water and Denver Water have committed 1,500 acre-feet of water. The delivery is expected to ramp up to 5,000 acre-feet/year through May 31, 2021. Full deliveries of 7,225 annual average acre-feet/year will begin after June 1, 2021 under this regional cooperative water project.

Water system condition assessment and planning activities related to stormwater basins will be performed on an ongoing basis starting in 2017. Funding for those programs will be moved from the Capital Improvement Program to operations. A new lead pipe inspection pilot program will be introduced in 2017. This program will assist customers that may be impacted by lead water service lines. Funding will be used to help identify and replace these lead service lines.

In an effort to improve customer service and increase operating efficiencies and effectiveness, 11.0 new FTE will be added in the 2017 budget. A Geohydrologist in the Water Resources Program will explore opportunities to expand Aurora's utilization of underground water resources (storage and ground water). A stormwater maintenance crew consisting of 4.0 FTE will reduce

Aurora Water

DEPARTMENT NARRATIVE

the backlog of maintenance projects that have not been able to be completed due to the increases in stormwater infrastructure. A Water Capital Projects Manager and Building Inspector in the Planning and Engineering Services Program will support multi-year Capital Improvement Program needs and reduce dependence on consulting services. The Electrical Lead and Electrical Technician positions in the Support Services Program will address compliance with changing regulations and will assist in implementing the industrial electrical maintenance plan for numerous Water Department facilities. A Water Maintenance Worker in the Operations & Maintenance Program will assist work crews in the installation, repair, testing, and maintenance of pump and lift station facilities. This addition will assure compliance with the current standard of 1.0 FTE for every 10 pump/lift stations serviced. Lastly, a 40-hour/week contingent position at the Binney Water Purification Facility will be converted to a Water Treatment Technician to assist with a variety of operation and maintenance needs at this facility.

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, provide a well-managed and financially strong city, and serve as leaders and partner with other governments and jurisdictions.

2016 Current-Year Department Projection

The 2016 projection for the Aurora Water Department is over the 2016 Original Budget by \$547.2 million due to the refunding of existing Water Fund debt in August 2016. The 2016 bonds, designated as Green Bonds, refunded two previous bonds and a state loan with \$530.6 million total principal outstanding. The refunding resulted in a net present value savings in excess of \$68.6 million or 12.9 percent over the 30-year life of the bonds. Funding authority for the prepayment will be requested in the 2016 Fall Supplemental.

Excluding debt related costs, operating projections (Water and Wastewater combined) are \$3.8 million under budget primarily due to significant saving in supplies and services, utilities and capital related spending.

2017 Department Budget

The 2017 budget decreased by \$1.9 million compared to the 2016 Original Budget. Increases in personal services, supplies/services and capital related costs are offset by significant decreases in utilities and debt service costs.

Significant changes to the 2017 budget include the following:

- \$2.2 million decrease in annual charges for service payments to Metro Wastewater Reclamation District for sanitary sewer services based on Aurora's actual and projected flows and loadings
- \$7.8 million decrease in debt service due to refunding of outstanding water debt in 2016
- \$2.6 million increase in personnel-related expenses to fund employee compensation increases and other staffing/salary changes (recently vacated positions, salary equity adjustments, etc.) and the addition of 11.0 new full time positions (\$0.8 million)
- \$1.2 million increase in capital related spending to fund equipment and vehicles that will provide efficiencies to operations.

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-158,500
Compensation Adjustments	1,182,177
Mandated Costs	-8,035,531
Other Adjustments	609,514
Total Base Adjustments	(\$6,402,340)

Aurora Water

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017					
	Wastewater Fund		Water Fund		<u>Total</u>	
	FTE	Budget	FTE	Budget	FTE	Budget
<i>New Appropriation</i>						
Add 1.0 FTE Building Inspector I	0.40	44,166	0.60	66,249	1.00	110,415
Program affected: Planning & Engineering Services Add 1.0 FTE Building Inspector I to perform capital projects and wet utility infrastructure construction inspections. The position is needed due to the increase in development activity, demand of development related projects, and increase in the workload of staff involved in wet utility infrastructure construction inspections.						
This amendment addresses the Council Goal: Excellent Infrastructure.						
Add 1.0 FTE Electrical Lead	0.40	60,708	0.60	91,063	1.00	151,771
Program affected: Support Services Add 1.0 FTE Electrical Lead to address National Fire Protection Association (NFPA) regulation changes, and assist in developing and managing the industrial electrical maintenance plan for numerous Aurora Water Department facilities to ensure NFPA regulation compliance and a safe work environment for staff.						
This amendment addresses the Council Goal: Excellent Infrastructure.						
Add 1.0 FTE Electrical Technician	0.40	57,810	0.60	86,716	1.00	144,526
Program affected: Support Services Add 1.0 FTE Electrical Technician to address National Fire Protection Association (NFPA) regulation changes, and assist in implementing the industrial electrical maintenance plan for numerous Aurora Water Department facilities to ensure NFPA regulation compliance and a safe work environment for staff.						
This amendment addresses the Council Goal: Excellent Infrastructure.						
Add 1.0 FTE Geohydrologist	0.00	0	1.00	88,147	1.00	88,147
Program affected: Water Resources Add 1.0 FTE Geohydrologist to study and document quantities, distribution, disposition, quality and characteristics, and development of underground systems and water for the City.						
This amendment addresses the Council Goal: Excellent Infrastructure.						

Aurora Water

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017					
	Wastewater Fund		Water Fund		<u>Total</u>	
	FTE	Budget	FTE	Budget	FTE	Budget
<i>New Appropriation</i>						
Add 1.0 FTE Water Capital Projects Manager	0.40	40,995	0.60	61,493	1.00	102,488
Program affected: Planning & Engineering Services						
Add 1.0 FTE Water Capital Projects Manager to perform capital project management including planning, design, construction management, and budget and schedule management due to the increase in development activity, demand of development related projects, and increase in the workload of staff involved in capital projects management.						
This amendment addresses the Council Goal: Excellent Infrastructure.						
Add 1.0 FTE Water Maintenance Worker	0.40	57,004	0.60	85,296	1.00	142,300
Program affected: Operations & Maintenance						
Add 1.0 FTE Water Maintenance Worker to assist work crews in the installation, repair, testing and maintenance of pump and lift station facilities.						
This amendment addresses the Council Goal: Excellent Infrastructure.						
Add 4.0 FTE Stormwater Maintenance Crew	4.00	395,790	0.00	0	4.00	395,790
Program affected: Operations & Maintenance						
Add 4.0 FTE Stormwater Maintenance Crew to reduce the backlog of maintenance projects that are not getting completed due to the increases in stormwater infrastructure.						
This amendment addresses the Council Goal: Excellent Infrastructure.						
Aurora Water Equipment Purchase for Dam Maintenance	0.00	0	0.00	68,800	0.00	68,800
Program affected: Financial Administration						
The Open Space & Natural Resources (OSNR) division of Parks, Recreation & Open Space (PROS) has been requested to provide vegetation maintenance for Aurora Water's dams in a way that is consistent with the requirements of the state engineer. Aurora Water will purchase this equipment from their budget and loan it to OSNR for as long as they continue to perform the maintenance at each of the dams.						
This amendment addresses the Council Goal: Excellent Infrastructure.						

Aurora Water

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017					
	Wastewater Fund		Water Fund		<u>Total</u>	
	FTE	Budget	FTE	Budget	FTE	Budget
<i>New Appropriation</i>						
Aurora Water Patch Crew	0.00	0	0.00	518,894	0.00	518,894
<p>Program affected: Street Operations, Operations and Maintenance, Financial Administration</p> <p>Aurora Water performs many infrastructure repairs that require the removal and replacement of street pavement sections and currently contracts out the work. There have been continual performance issues with the contractors including instances where city crews have had to supplement work and repair or redo poor quality work. The 2017 budget includes funding for a Public Works Patch Crew to maintain consistency and ensure quality standards. This includes funding for equipment and a full patch crew of 8.0 FTE. This is a net zero add in the General Fund due to a transfer from the Water Fund, but will result in a slight increase in ongoing expenses to the Water Fund.</p> <p>This amendment addresses the Council Priority Program: Street Operations and the Council Goal: Excellent Infrastructure.</p>						
Backhoe for Spinney Mountain Operations	0.00	0	0.00	203,500	0.00	203,500
<p>Program affected: Treatment</p> <p>This amendment requests funding for a backhoe to perform maintenance activities on the Homestake Channel, rebuild/maintain stream gauges, and general excavation at Spinney Mountain Reservoir.</p> <p>This amendment addresses the Council Goal: Excellent Infrastructure.</p>						
Contingent Conversion to FTE: 1.0 Water Treatment Technician I	0.00	0	1.00	0	1.00	0
<p>Program affected: Treatment</p> <p>Aurora Water is requesting to convert a 40 hour per week contingent to a Water Treatment Technician I to assist with maintenance activities at the Binney Water Purification Facility.</p> <p>This amendment addresses the Council Goal: Excellent Infrastructure.</p>						

Aurora Water

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017					
	Wastewater Fund		Water Fund		<u>Total</u>	
	FTE	Budget	FTE	Budget	FTE	Budget
<i>New Appropriation</i>						
Fleet Purchase Vehicles New	0.00	13,994	0.00	133,184	0.00	147,178
Program affected: Operations & Maintenance and Planning & Engineering Services This amendment requests two vehicles to perform remote appurtenances maintenance on the Prairie Waters and Rampart lines as well as Air Release Valve (ARV) maintenance. They will also be used to perform capital project inspections more efficiently and effectively. This amendment addresses the Council Goal: Excellent Infrastructure.						
Lead Pipe Inspection Program	0.00	0	0.00	1,000,000	0.00	1,000,000
Program affected: Financial Administration Aurora Water is requesting \$1.0 million to implement a new pilot program to assist customers that may be impacted by lead water service lines. This amendment addresses the Council Goal: Quality of Life.						
Technical Adjustment - Water System Condition Assessments, Rampart Delivery System Expansion Study, and Stormwater Basins Planning Activities	0.00	150,000	0.00	1,250,000	0.00	1,400,000
Program affected: Planning & Engineering Services Technical adjustment to move funding for Water System Condition Assessments (\$1.0 million), Rampart Delivery System Expansion Study (\$250,000), and planning activities related to stormwater basins (\$150,000) to operating from the Capital Improvement Program. Funds in the Capital Improvement Program will be lapsed to cover this amendment to the operating budget. This amendment addresses the Council Goal: Excellent Infrastructure.						
Technical Adjustment - FTE and Operating Allocations Between Funds	-0.01	18,184	0.01	-18,184	0.00	0
Program affected: Multiple Programs Technical adjustment to re-allocate 2.0 FTE and operating costs between funds (Water and Wastewater). This amendment addresses the Council Goal: Excellent Infrastructure.						
New Appropriation Total	5.99	838,651	5.01	3,635,158	11.00	4,473,809
Amendment Request Total	5.99	838,651	5.01	3,635,158	11.00	4,473,809

Aurora Water

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Wastewater Fund	44,707,522	47,970,871	52,766,890	51,894,330	53,289,638
Water Fund	103,947,255	108,341,518	82,255,823	630,294,810	79,804,544
Expenditures Total	\$148,654,777	\$156,312,389	\$135,022,713	\$682,189,140	\$133,094,182

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Wastewater Fund	143.77	143.02	143.81	143.81	149.80
Water Fund	280.23	285.98	286.19	286.19	291.20
Staffing Total	424.00	429.00	430.00	430.00	441.00

PROGRAM DETAIL

Administration

Net Cost \$466,409

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Wastewater Fund	126,905	142,398	168,475	141,485	186,570
Water Fund	200,648	216,760	252,704	213,370	279,839
Expenditures Total	\$327,553	\$359,158	\$421,179	\$354,855	\$466,409
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	326,760	334,721	288,497	333,045	334,298
Supplies and Services	-3,677	19,641	129,803	19,748	129,803
Interfund Charges	4,470	4,796	2,879	2,062	2,308
Expenditures Total	\$327,553	\$359,158	\$421,179	\$354,855	\$466,409
<u>STAFFING SUMMARY</u>					
Wastewater Fund	1.20	1.20	0.80	0.80	0.80
Water Fund	1.80	1.80	1.20	1.20	1.20
Staffing Total	3.00	3.00	2.00	2.00	2.00

Aurora Water

PROGRAM DETAIL

Debt Service

Net Cost \$22,690,165

Fund debt service payments for the Water and Wastewater Funds.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Wastewater Fund	1,559,812	1,555,574	1,559,812	1,559,813	2,984,945
Water Fund	54,429,974	57,860,484	27,506,136	578,500,054	19,705,220
Expenditures Total	\$55,989,786	\$59,416,058	\$29,065,948	\$580,059,867	\$22,690,165

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Debt Related	55,989,786	59,416,058	29,065,948	580,059,867	22,690,165
Expenditures Total	\$55,989,786	\$59,416,058	\$29,065,948	\$580,059,867	\$22,690,165

Financial Administration

Net Cost \$17,897,662

Provide administrative support, business system analysis and financial decision making and direction for Aurora Water. Includes administrative group, business process needs, IT liaison, customer billing and collections, maintenance of 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Wastewater Fund	28,806,951	30,917,718	33,495,882	33,653,442	32,090,868
Water Fund	10,674,880	8,141,442	6,245,039	6,836,836	9,451,998
Expenditures Total	\$39,481,831	\$39,059,160	\$39,740,921	\$40,490,278	\$41,542,866

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,751,049	1,860,734	1,789,703	2,250,220	1,989,008
Allocated Expenses	5,256,866	5,190,829	4,502,575	5,548,146	5,712,089
Supplies and Services	292,769	939,584	430,718	632,702	1,928,816
Utilities	27,148,810	28,899,753	29,731,438	29,755,800	27,573,717
Interfund Charges	1,048,402	1,199,586	1,301,394	1,301,426	1,420,344
Debt Related	1,250	500	2,180	500	2,180
Capital Related	1,274,000	968,174	1,982,913	1,001,484	2,916,712
Transfers Out	2,708,685	0	0	0	0
Expenditures Total	\$39,481,831	\$39,059,160	\$39,740,921	\$40,490,278	\$41,542,866

<u>STAFFING SUMMARY</u>					
Wastewater Fund	9.66	8.76	10.50	10.90	11.30
Water Fund	18.34	16.24	19.50	20.10	20.70
Staffing Total	28.00	25.00	30.00	31.00	32.00

Aurora Water

PROGRAM DETAIL

Financial Administration

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
85% of all invoices entered and paid within 30 days of invoice date	88%	88%	85%	89%	85%
90% of customer calls will be answered in 30 seconds or less	92%	91%	90%	91%	90%

Operations & Maintenance

Net Cost \$20,846,492

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Wastewater Fund	7,590,830	8,164,077	9,209,915	8,765,365	9,432,254
Water Fund	10,274,990	11,355,492	11,711,070	10,783,691	11,457,738
Expenditures Total	\$17,865,820	\$19,519,569	\$20,920,985	\$19,549,056	\$20,889,992

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	9,594,294	10,165,639	10,898,961	10,566,543	11,477,057
Allocated Expenses	-93,336	-16,662	0	0	0
Supplies and Services	3,000,391	3,568,417	4,357,900	3,625,827	3,623,365
Utilities	2,627,609	2,366,656	2,766,200	2,695,892	2,854,993
Interfund Charges	1,073,486	1,127,923	1,018,801	944,431	1,071,518
Capital Related	1,663,376	2,307,596	1,879,123	1,716,363	1,863,059
Expenditures Total	\$17,865,820	\$19,519,569	\$20,920,985	\$19,549,056	\$20,889,992

<u>STAFFING SUMMARY</u>					
Wastewater Fund	69.51	68.36	67.41	67.41	71.66
Water Fund	75.49	77.64	76.59	76.59	76.34
Staffing Total	145.00	146.00	144.00	144.00	148.00

Aurora Water

PROGRAM DETAIL

Operations & Maintenance

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
90% of all water main system repairs will have less than eight hours of service interruption	99%	95%	90%	95%	90%
Respond to 100% of storm conveyance system flood emergencies, utilizing UDFCD Alert System, within 45 minutes of notification	100%	100%	100%	100%	100%
Respond to 80% of emergency calls within 45 minutes from time of call to customer contact	84%	99%	80%	98%	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	93%	92%	80%	90%	80%

Planning & Engineering Services

Net Cost \$7,130,180

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Wastewater Fund	1,835,983	2,251,766	2,282,470	2,320,491	2,543,882
Water Fund	2,788,783	3,406,555	3,130,615	3,309,516	4,586,298
Expenditures Total	\$4,624,766	\$5,658,321	\$5,413,085	\$5,630,007	\$7,130,180

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	3,820,976	4,377,061	4,702,800	4,806,053	4,973,336
Allocated Expenses	-129	0	0	0	0
Supplies and Services	671,787	1,224,575	596,295	699,652	1,999,920
Interfund Charges	62,672	56,489	42,990	53,903	57,454
Capital Related	69,460	196	71,000	70,399	99,470
Expenditures Total	\$4,624,766	\$5,658,321	\$5,413,085	\$5,630,007	\$7,130,180

<u>STAFFING SUMMARY</u>					
Wastewater Fund	17.20	18.00	18.40	18.00	18.80
Water Fund	25.80	27.00	27.60	27.00	28.20
Staffing Total	43.00	45.00	46.00	45.00	47.00

Aurora Water

PROGRAM DETAIL

Planning & Engineering Services

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Deliver capital projects on schedule and within established budgets with less than 5% construction contract change orders	2%	2%	5%	4%	5%
Engineering plan review timeframes shall meet or exceed requirements set forth by Development Services 95% of the time	95%	95%	95%	95%	95%

Public Info & Water Conserv

Net Cost \$2,197,410

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Water Fund	1,810,527	1,912,187	2,272,891	2,095,507	2,301,960
Expenditures Total	\$1,810,527	\$1,912,187	\$2,272,891	\$2,095,507	\$2,301,960
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,245,108	1,310,536	1,381,037	1,381,817	1,410,041
Supplies and Services	520,167	587,631	845,633	663,328	845,633
Utilities	0	0	0	200	0
Interfund Charges	21,144	11,667	13,261	23,360	13,326
Capital Related	24,108	2,353	32,960	26,802	32,960
Expenditures Total	\$1,810,527	\$1,912,187	\$2,272,891	\$2,095,507	\$2,301,960
<u>STAFFING SUMMARY</u>					
Water Fund	14.00	14.00	14.00	14.00	14.00
Staffing Total	14.00	14.00	14.00	14.00	14.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Respond to initial media and public inquiries within one business day, with final resolution within three business days	100%	100%	100%	100%	100%

Aurora Water

PROGRAM DETAIL

Support Services

Net Cost \$8,687,312

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Wastewater Fund	1,780,321	1,936,611	2,242,958	2,084,016	2,406,467
Water Fund	5,054,468	5,200,008	6,024,488	5,351,711	6,280,845
Expenditures Total	\$6,834,789	\$7,136,619	\$8,267,446	\$7,435,727	\$8,687,312
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	5,189,321	5,705,048	6,157,359	5,741,569	6,635,593
Supplies and Services	1,155,927	986,074	1,752,364	1,357,744	1,716,712
Utilities	23,601	22,679	27,500	26,043	28,115
Interfund Charges	200,856	212,317	162,343	169,476	184,842
Capital Related	265,084	210,501	167,880	140,895	122,050
Expenditures Total	\$6,834,789	\$7,136,619	\$8,267,446	\$7,435,727	\$8,687,312
<u>STAFFING SUMMARY</u>					
Wastewater Fund	19.60	20.30	20.30	20.30	21.50
Water Fund	55.40	57.70	57.70	57.70	59.50
Staffing Total	75.00	78.00	78.00	78.00	81.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Achieve a level of service for the turn-around time for preventative maintenance service for small equipment which is 9 days or less	N/A	<10 Days	<10 Days	<9 Days	<9 Days
Achieve a level of service greater than 91% for completion of SCADA work orders within a defined amount of time	94%	92%	90%	92%	91%
Team average of overall satisfaction from Customer Service Satisfaction Survey will be 90% or above	96%	97%	90%	96%	90%

Aurora Water

PROGRAM DETAIL

Treatment

Net Cost \$15,247,320

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Wastewater Fund	1,471,061	1,391,179	1,816,320	1,555,050	1,652,653
Water Fund	9,528,494	11,211,228	13,311,322	12,690,394	13,604,167
Expenditures Total	\$10,999,555	\$12,602,407	\$15,127,642	\$14,245,444	\$15,256,820
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	5,215,242	5,866,381	6,367,244	6,223,441	6,528,702
Supplies and Services	4,047,480	5,059,405	6,801,792	6,181,276	6,714,626
Utilities	1,345,710	1,267,540	1,516,190	1,419,704	1,507,791
Interfund Charges	104,120	115,837	105,693	102,230	110,261
Capital Related	287,003	293,244	336,723	318,793	395,440
Expenditures Total	\$10,999,555	\$12,602,407	\$15,127,642	\$14,245,444	\$15,256,820
<u>STAFFING SUMMARY</u>					
Wastewater Fund	10.75	10.75	10.75	10.75	10.75
Water Fund	57.75	60.75	60.75	60.75	61.75
Staffing Total	68.50	71.50	71.50	71.50	72.50
<u>PERFORMANCE MEASURE SUMMARY</u>					
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%

Aurora Water

PROGRAM DETAIL

Water Quality & Environmental Prgm

Net Cost \$3,796,292

Provide support for other Programs including data analysis, regulatory reviews, internal assessments and compliance and permitting assistance to ensure water and wastewater programs meet applicable federal, state and local regulatory requirements. Conduct environmental inspections to ensure complinace with applicable federal, state and local regulatory requirements and programs. Conduct analyses to provide qualitative and quantitative data for use in operational decisions.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Wastewater Fund	1,535,659	1,611,548	1,991,058	1,814,668	1,991,999
Water Fund	823,811	1,287,090	1,793,681	1,553,317	1,804,293
Expenditures Total	\$2,359,470	\$2,898,638	\$3,784,739	\$3,367,985	\$3,796,292

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,867,489	2,302,527	2,496,712	2,333,449	2,498,275
Allocated Expenses	-1,142	0	0	0	0
Supplies and Services	470,378	545,819	1,204,671	981,185	1,204,671
Interfund Charges	22,745	29,894	29,356	18,593	27,426
Capital Related	0	20,398	54,000	34,758	65,920
Expenditures Total	\$2,359,470	\$2,898,638	\$3,784,739	\$3,367,985	\$3,796,292

<u>STAFFING SUMMARY</u>					
Wastewater Fund	15.85	15.65	15.65	15.65	14.99
Water Fund	8.15	10.85	10.85	10.85	10.51
Staffing Total	24.00	26.50	26.50	26.50	25.50

<u>PERFORMANCE MEASURE SUMMARY</u>					
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 \$10,241,523

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Water Fund	8,360,680	7,750,272	10,007,877	8,960,414	10,332,186
Expenditures Total	\$8,360,680	\$7,750,272	\$10,007,877	\$8,960,414	\$10,332,186

Aurora Water

PROGRAM DETAIL

Water Resources

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	2,117,548	2,023,825	1,982,199	1,933,274	2,155,550
Supplies and Services	5,871,273	5,153,275	6,243,997	6,060,225	6,480,831
Utilities	279,452	383,591	1,660,100	808,971	1,661,709
Interfund Charges	21,717	19,107	24,081	18,247	18,096
Capital Related	70,690	170,474	97,500	139,697	16,000
Expenditures Total	\$8,360,680	\$7,750,272	\$10,007,877	\$8,960,414	\$10,332,186
<u>STAFFING SUMMARY</u>					
Water Fund	23.50	20.00	18.00	18.00	19.00
Staffing Total	23.50	20.00	18.00	18.00	19.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Maintain a minimum of 50,500 acre-feet of available water in our storage reservoirs at all times	85,408 AF	129,658 AF	82,300 AF	129,000 AF	101,600 AF

City Attorney

PROGRAM SUMMARY

Civil Division		Criminal Justice Division	
\$6,126,767	28.8 FTE	\$2,285,222	25 FTE
*Provide legal counsel to City offices and City Council		*Prosecute City ordinance violations	

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	50.80	50.80	53.80	53.80	53.80
EXPENDITURES	7,534,194	7,497,120	8,371,501	8,504,452	8,411,989

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	50.80	50.80	53.80	53.80	53.80
Personal Services	5,264,619	5,583,632	5,990,578	6,139,289	6,029,927
Supplies and Services	2,190,079	1,822,068	2,281,275	2,265,515	2,273,275
Interfund Charges	79,496	91,420	99,648	99,648	108,787
Expenditures Total	\$7,534,194	\$7,497,120	\$8,371,501	\$8,504,452	\$8,411,989

DEPARTMENT NARRATIVE

Budget Developments for 2017

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 2017, the department will continue to focus on handling the prosecution of municipal ordinance 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 retirement of a Deputy City Attorney and a Senior Assistant City Attorney in the Civil Division, the hiring of five new Assistant City Attorneys in the Criminal Division, and the promotion of one of those attorneys to the Civil Division. In addition, the office is currently going through a reorganization to improve the overall accountability and efficiency of the office. The Deputy position in the Civil Division is being replaced by three Client Group Managers to be selected from existing staff in September 2016. Two Prosecution Manager Positions are being created in the Criminal Division. One Manager has already been selected from existing staff. The Criminal Division Deputy will perform the duties of the second Manager until a selection process is commenced in mid-2017. In 2017, the office will focus on improving quality of service to City officials and staff.

Through June 2016, 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 2015, 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.

2016 Current-Year Department Projection

The 2016 expenditure projection for the City Attorney's office is higher than the 2016 Original Budget by \$133,000 (1.6 percent). Personnel-related expenditures are the main driver behind the variance as two senior-level Attorneys with maximum longevity retired in 2016 with payouts totaling \$90,000. Additionally, the projection includes compensation for a long-time Attorney for the City that was not included in the budget. Department-wide compensation adjustments were also implemented mid-year with a total cost of \$40,000 in 2016. The department plans to request supplemental budget in the spring to cover the budget deficit.

2017 Department Budget

The 2017 budget includes an increase of \$40,500 (0.5 percent) compared to the 2016 Original Budget. The budget increase is driven by citywide pay and benefit adjustments, offset by the reclassification senior level City Attorney positions to entry level. The 2017 budget also includes a minor increase for risk charges. The City Attorney 2017 budget does not include any amendment requests for 2017.

City Attorney

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-14,238
Compensation Adjustments	45,587
Mandated Costs	9,139
Total Base Adjustments	\$40,488

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	5,543,534	5,905,346	6,246,501	6,404,030	6,308,182
Water Fund	1,990,660	1,591,774	2,125,000	2,100,422	2,103,807
Expenditures Total	\$7,534,194	\$7,497,120	\$8,371,501	\$8,504,452	\$8,411,989

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	50.80	50.80	52.80	52.80	52.80
Water Fund	0.00	0.00	1.00	1.00	1.00
Staffing Total	50.80	50.80	53.80	53.80	53.80

PROGRAM DETAIL

Civil Division

Net Cost \$6,126,267

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	3,534,282	3,725,466	3,922,439	4,108,230	4,022,960
Water Fund	1,990,660	1,591,774	2,125,000	2,100,422	2,103,807
Expenditures Total	\$5,524,942	\$5,317,240	\$6,047,439	\$6,208,652	\$6,126,767
EXPENDITURE SUMMARY BY TYPE					
Personal Services	3,349,679	3,505,979	3,786,242	3,937,890	3,856,431
Supplies and Services	2,095,767	1,719,841	2,161,549	2,171,114	2,161,549
Interfund Charges	79,496	91,420	99,648	99,648	108,787
Expenditures Total	\$5,524,942	\$5,317,240	\$6,047,439	\$6,208,652	\$6,126,767

City Attorney

PROGRAM DETAIL

Civil Division

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>STAFFING SUMMARY</u>					
General Fund	26.80	26.80	27.80	27.80	27.80
Water Fund	0.00	0.00	1.00	1.00	1.00
Staffing Total	26.80	26.80	28.80	28.80	28.80

Criminal Justice Division

Net Cost \$2,279,222

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

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	2,009,252	2,179,880	2,324,062	2,295,800	2,285,222
Expenditures Total	\$2,009,252	\$2,179,880	\$2,324,062	\$2,295,800	\$2,285,222
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,914,940	2,077,653	2,204,336	2,201,399	2,173,496
Supplies and Services	94,312	102,227	119,726	94,401	111,726
Expenditures Total	\$2,009,252	\$2,179,880	\$2,324,062	\$2,295,800	\$2,285,222
<u>STAFFING SUMMARY</u>					
General Fund	24.00	24.00	25.00	25.00	25.00
Staffing Total	24.00	24.00	25.00	25.00	25.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Summonses	59,091	53,746	62,000	45,000	49,000

City Council

PROGRAM SUMMARY

City Council	Council Contingency
\$1,209,758 15 FTE	\$15,716 0 FTE
*City Council and associated legislative activities	* Contingency for unanticipated items

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	14.00	14.00	15.00	15.00	15.00
EXPENDITURES	1,066,557	1,027,222	1,264,792	1,218,497	1,225,474

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	14.00	14.00	15.00	15.00	15.00
Personal Services	586,659	581,275	757,234	640,972	736,919
Supplies and Services	473,125	438,356	499,284	569,251	479,522
Interfund Charges	6,773	7,591	8,274	8,274	9,033
Expenditures Total	\$1,066,557	\$1,027,222	\$1,264,792	\$1,218,497	\$1,225,474

DEPARTMENT NARRATIVE

Budget Developments for 2017

City Council expenditures account for less than 0.5 percent of total General Fund expenditures in any given year, and are typically assumed to fit evenly into all the Council goals. The majority of the changes from year to year are typically 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.

2016 Current-Year Department Projection

The City Council 2016 year-end projection is \$46,300 (3.7 percent) below the original budget. This is driven primarily by vacancy and health insurance savings offset by additional travel spending. Per City Council rules, a total of \$52,200 in unspent travel budget was carried forward from 2015 into 2016 and is captured in the 2016 year-end projection as being spent.

2017 Department Budget

There are three budget amendments in the 2017 budget. These amendments include \$2,500 ongoing funding for Aurora Health Access and \$400 ongoing funding for a Citizen Academy that were part of the Proposed Budget. At the October 10 Formal Council Meeting, Council added \$7,000 for a contribution to an Ethiopian radio station. In addition, several one-time budget amendments from 2016 are not expected to recur in 2017, including the \$25,000 Chamber military activity expense. The total 2017 budget for City Council is \$39,318 less than the 2016 Original Budget.

A detailed breakdown of City Council spending can be found in Appendix 4.

City Council

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-52,000
Compensation Adjustments	-20,315
Mandated Costs	759
Other Adjustments	22,338
Total Base Adjustments	(\$49,218)

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Additional Funds for Aurora Health Access	0.00	2,500	0	2,500
Program affected: City Council Council approved a request to provide funding of \$2,500 for Aurora Health Access in 2016. This amendment will add \$2,500 for Aurora Health Access dues on an ongoing basis. This amendment addresses the Council Goal: Intergovernmental Leaders.				
Additional Funds for Citizen Academy	0.00	400	0	400
Program affected: City Council Council approved the plan to create a Citizen Academy in 2017. The plan included a small requirement of \$400 to support the program. This amendment will add \$400 for the Citizen Academy program. This amendment addresses the Council Goal: Intergovernmental Leaders.				
Ethiopian Radio Station Contribution	0.00	7,000	0	7,000
Program affected: City Council During the October 10 Formal Council Meeting, Council adjusted the 2017 Budget by adding \$7,000 as a one-time contribution to an Ethiopian Radio Station using the General Fund operating reserve. This amendment addresss the Council Goal: Business Development				
New Appropriation Total	0.00	9,900	0	9,900
General Fund Total	0.00	9,900	0	9,900
Amendment Request Total All Funds	0.00	9,900	0	9,900

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	1,066,557	1,027,222	1,264,792	1,218,497	1,225,474
Expenditures Total	\$1,066,557	\$1,027,222	\$1,264,792	\$1,218,497	\$1,225,474

City Council

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	14.00	14.00	15.00	15.00	15.00
Staffing Total	14.00	14.00	15.00	15.00	15.00

PROGRAM DETAIL

City Council

Net Cost \$1,209,758

This program supports 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,058,611	1,017,222	1,249,076	1,202,781	1,209,758
Expenditures Total	\$1,058,611	\$1,017,222	\$1,249,076	\$1,202,781	\$1,209,758
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	586,659	581,275	757,234	640,972	736,919
Supplies and Services	465,179	428,356	483,568	553,535	463,806
Interfund Charges	6,773	7,591	8,274	8,274	9,033
Expenditures Total	\$1,058,611	\$1,017,222	\$1,249,076	\$1,202,781	\$1,209,758
<u>STAFFING SUMMARY</u>					
General Fund	14.00	14.00	15.00	15.00	15.00
Staffing Total	14.00	14.00	15.00	15.00	15.00

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	7,946	10,000	15,716	15,716	15,716
Expenditures Total	\$7,946	\$10,000	\$15,716	\$15,716	\$15,716
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Supplies and Services	7,946	10,000	15,716	15,716	15,716
Expenditures Total	\$7,946	\$10,000	\$15,716	\$15,716	\$15,716

Civil Service Commission

PROGRAM SUMMARY

Civil Service Commission

\$847,534 4 FTE

*New applicant and promotional
certification of civil service

*Disciplinary appeal hearings

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	4.00	4.00	4.00	4.00	4.00
EXPENDITURES	740,158	800,822	820,945	823,943	847,534

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	4.00	4.00	4.00	4.00	4.00
Personal Services	491,029	530,872	510,250	531,698	562,578
Supplies and Services	246,857	267,337	307,847	289,397	281,847
Interfund Charges	2,272	2,613	2,848	2,848	3,109
Expenditures Total	\$740,158	\$800,822	\$820,945	\$823,943	\$847,534

DEPARTMENT NARRATIVE

Budget Developments for 2017

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 ensure 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 2016 and 2017 is expected to be up 78 percent when compared to 2015. This is due to establishing new Police and Fire entry-level hiring lists.

2016 Current-Year Department Projection

The 2016 expenditures for the Civil Service Commission are projected to be \$3,000 higher than the 2016 Original Budget. As part of the 2016 Spring Supplemental, City Council approved an amendment to adjust Civil Service Commissioner pay during a disciplinary appeal hearing from an hourly wage of \$10.31 per hour to a flat daily amount of \$150 per day where the commissioner works more than four hours in that day. The hourly wage remains in place for all other Commission business.

2017 Department Budget

The 2017 budget is \$26,600 (3.2 percent) higher than the 2016 Original Budget primarily due to the citywide compensation increases for department personnel, including the temporary background investigators. The 2017 budget also includes an additional \$3,000 approved as part of the 2016 Spring Supplemental to adjust civil service commissioner pay during disciplinary appeal hearings.

BASE ADJUSTMENTS

Base Adjustments	2017
Mid Year Modifications	3,000
Compensation Adjustments	23,328
Mandated Costs	261
Total Base Adjustments	\$26,589

Civil Service Commission

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	740,158	800,822	820,945	823,943	847,534
Expenditures Total	\$740,158	\$800,822	\$820,945	\$823,943	\$847,534

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	4.00	4.00	4.00	4.00	4.00

PROGRAM DETAIL

Civil Service Commission

Net Cost \$831,534

This function provides for Police Officer and Firefighter 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
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EXPENDITURE SUMMARY BY FUND

General Fund	740,158	800,822	820,945	823,943	847,534
Expenditures Total	\$740,158	\$800,822	\$820,945	\$823,943	\$847,534

EXPENDITURE SUMMARY BY TYPE

Personal Services	491,029	530,872	510,250	531,698	562,578
Supplies and Services	246,857	267,337	307,847	289,397	281,847
Interfund Charges	2,272	2,613	2,848	2,848	3,109
Expenditures Total	\$740,158	\$800,822	\$820,945	\$823,943	\$847,534

STAFFING SUMMARY

General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	4.00	4.00	4.00	4.00	4.00

PERFORMANCE MEASURE SUMMARY

Number of candidates screened or certified	3,291	1,796	2,000	3,200	3,250
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Communications

PROGRAM SUMMARY

Access Aurora \$180,191 2.56 FTE *Provide citizens and visitors with information on City services and community resources; work to resolve customer/resident concerns	Art Media \$396,570 3.8 FTE *Provide brand consistent print and electronic graphic design services to City departments	Aurora Channel \$857,090 4.75 FTE *Provide quality local coverage of the news and activities of the City and community
Mail Center \$361,749 3 FTE *Provide centralized mailing, shipping and delivery services to meet the City's needs	Media and Public Relations \$1,223,951 7 FTE *Provide internal/external communications, branding and marketing, and public and media relations support for the City	Multimedia Support \$89,531 1 FTE *Support audio/visual of City meetings and maintain equipment *Provide tech support to the Aurora Channel
Printing Services \$497,844 3.25 FTE *Provide centralized printing services to meet the City's needs		

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	22.86	22.86	25.36	25.36	25.36
EXPENDITURES	3,212,992	3,137,038	3,674,602	3,663,963	3,606,926

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	22.86	22.86	25.36	25.36	25.36
Personal Services	1,837,262	1,814,958	2,195,347	2,136,865	2,294,601
Supplies and Services	919,416	965,821	1,070,314	1,125,626	1,089,018
Interfund Charges	19,103	20,667	23,265	23,265	23,307
Capital Related	437,211	335,592	385,676	378,207	200,000
Expenditures Total	\$3,212,992	\$3,137,038	\$3,674,602	\$3,663,963	\$3,606,926

DEPARTMENT NARRATIVE

Budget Developments for 2017

The primary goals of the Communications Department are to provide a well-managed and financially strong City and to communicate Aurora's vision, quality of life, and economic development successes while being responsive to citizens' concerns and questions.

The 2017 budget marks the City's fourth year of the Branding and Marketing program, which has been implemented to promote the message that Aurora is "worth discovering." Following data collections and various analysis techniques in 2014, the department introduced the "A-Book" in 2015, a branding guide that outlines the brand elements and marketing standards to be used going forward. Throughout 2016, the branding and marketing program has emphasized targeting realtors and millennial professionals by using various media strategies and marketing techniques such as City tours for realtors. Moving into 2017, focus will be placed on large corporate employers and Aurora residents in addition to current target audiences. Furthermore, efforts will be made to continue increasing friends and followers of the City's social media accounts including Facebook, Twitter, Nextdoor and Instagram.

In addition to increasing awareness about Aurora to non-residents, the Communications Department will continue to provide excellent customer service to citizens, visitors, and businesses. While Access Aurora will continue to serve as the City's main information and customer service center, Public Information Officers will continue to respond to concerns and address questions raised over the City's social media channels and provide citizens with updates on City affairs. In addition, the Aurora Channel has improved the quality of broadcasting through an upgrade to HD and will upgrade its studio set in 2017. Internal customers will continue to be served by brand consistent designs from Graphic Arts and timely printing and mailing services.

2016 Current-Year Department Projection

The 2016 projection for the Communications Department is \$10,600 (0.3 percent) lower than the 2016 Original Budget. This

Communications

DEPARTMENT NARRATIVE

decrease is the result of personal services vacancy savings in the General Fund, offset by additional expenditures for marketing and branding efforts and to cover an increasing workload in Printing Services, driven by the myriad of City projects. The Designated Revenues Fund, which funds TV equipment upgrades, is projected to be on budget in 2016.

2017 Department Budget

The 2017 budget for Communications is \$67,700 (1.8 percent) lower than the 2016 Original Budget. This decrease is attributable to budget adjustments in the Designated Revenue Fund associated with upgrades to both the Aurora Channel studio set and outdated display systems in the Council Chambers. These projects require less funding than 2016 projects, which include Aurora Channel HD upgrades. Base budget adjustments related to compensation and mandated cost increases partially offset this decline.

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-3,000
Compensation Adjustments	69,254
Mandated Costs	7,322
Grant / Designated Revenue Adjustments	-148,252
Other Adjustments	7,000
Total Base Adjustments	(\$67,676)

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Designated Revenues Fund	510,313	466,495	483,829	483,829	335,615
General Fund	2,702,679	2,670,543	3,190,773	3,180,134	3,271,311
Expenditures Total	\$3,212,992	\$3,137,038	\$3,674,602	\$3,663,963	\$3,606,926

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	22.86	22.86	25.36	25.36	25.36
Staffing Total	22.86	22.86	25.36	25.36	25.36

PROGRAM DETAIL

Access Aurora

Net Cost \$180,191

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	177,848	175,422	181,841	180,267	180,191
Expenditures Total	\$177,848	\$175,422	\$181,841	\$180,267	\$180,191

Communications

PROGRAM DETAIL

Access Aurora

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	176,094	174,281	179,916	177,397	178,266
Supplies and Services	1,754	1,141	1,925	2,870	1,925
Expenditures Total	\$177,848	\$175,422	\$181,841	\$180,267	\$180,191
<u>STAFFING SUMMARY</u>					
General Fund	2.56	2.56	2.56	2.56	2.56
Staffing Total	2.56	2.56	2.56	2.56	2.56
<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of calls answered within the established standard of 30 seconds or less	86%	85%	90%	90%	90%
Percentage of customer requests for assistance assigned to Access Aurora resolved in two business days	96%	93%	95%	95%	95%
Percentage of survey responders rating assistance from Access Aurora as 'above average' or better	100%	100%	90%	90%	90%

Art Media

Net Cost \$396,570

The City's team of five graphic artists designs more than 2,500 graphic jobs a year, averaging 50 projects per artist, per month. The team continually seeks ways to deliver professional and attractive brand consistent designs at an economical cost to the City.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	315,702	310,670	382,778	372,332	396,570
Expenditures Total	\$315,702	\$310,670	\$382,778	\$372,332	\$396,570
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	297,289	288,721	332,880	352,434	374,172
Supplies and Services	18,413	21,949	49,898	19,898	22,398
Expenditures Total	\$315,702	\$310,670	\$382,778	\$372,332	\$396,570
<u>STAFFING SUMMARY</u>					
General Fund	3.80	3.80	3.80	3.80	3.80
Staffing Total	3.80	3.80	3.80	3.80	3.80

Communications

PROGRAM DETAIL

Art Media

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of internal customers rating support from Art Media, Mail Center and Print Shop as 'above average' or better	99%	99%	90%	90%	90%
Percentage of jobs processed by Art Media completed on-time or early	87%	81%	90%	90%	90%

Aurora Channel

Net Cost \$521,475

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Designated Revenues Fund	510,313	466,495	483,829	483,829	335,615
General Fund	366,227	376,857	512,152	469,812	521,475
Expenditures Total	\$876,540	\$843,352	\$995,981	\$953,641	\$857,090

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	326,753	349,333	460,374	418,034	469,697
Supplies and Services	112,576	158,127	149,625	157,094	187,049
Interfund Charges	0	300	306	306	344
Capital Related	437,211	335,592	385,676	378,207	200,000
Expenditures Total	\$876,540	\$843,352	\$995,981	\$953,641	\$857,090

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

<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of customers finding the Aurora Channel's video production service to be 'useful' or 'very useful' in accomplishing key department objectives	100%	100%	90%	90%	90%
Percentage of viewers finding the programming on the Aurora Channel(s), YouTube and/or AuroraTV.org to be 'useful' or 'very useful'	100%	99%	90%	90%	90%

Communications

PROGRAM DETAIL

Mail Center

Net Cost \$357,749

The Mail Center delivers and processes approximately 248,000 pieces of USPS mail and packages. The Mail Center also handles all internal mail, picking up for and delivering to 44 locations multiple times per week, throughout the City. It also handles over 1,300 pieces of freight each month. Mail Technicians pick up 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	331,811	300,071	335,683	349,854	361,749
Expenditures Total	\$331,811	\$300,071	\$335,683	\$349,854	\$361,749

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	130,136	142,627	139,889	154,060	160,079
Supplies and Services	196,837	151,578	189,796	189,796	196,796
Interfund Charges	4,838	5,866	5,998	5,998	4,874
Expenditures Total	\$331,811	\$300,071	\$335,683	\$349,854	\$361,749

<u>STAFFING SUMMARY</u>					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	3.00	3.00	3.00	3.00	3.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of internal customers rating support from Art Media, Mail Center and Print Shop as 'above average' or better	99%	99%	90%	90%	90%

Media and Public Relations

Net Cost \$1,223,951

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 Yum Guide, the Welcome Packet, Progress Report to Citizens (Worth Discovering), 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, this program manages the branding and marketing program that began in 2014.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	954,408	992,909	1,203,533	1,236,114	1,223,951
Expenditures Total	\$954,408	\$992,909	\$1,203,533	\$1,236,114	\$1,223,951

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	600,520	584,490	748,176	736,199	770,779
Supplies and Services	346,798	400,265	446,469	491,027	443,469
Interfund Charges	7,090	8,154	8,888	8,888	9,703
Expenditures Total	\$954,408	\$992,909	\$1,203,533	\$1,236,114	\$1,223,951

Communications

PROGRAM DETAIL

Media and Public Relations

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>STAFFING SUMMARY</u>					
General Fund	6.00	6.00	7.00	7.00	7.00
Staffing Total	6.00	6.00	7.00	7.00	7.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of media inquiries receiving a response by next day of business	100%	100%	90%	90%	95%
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	69:1	88:1	20:1	60:1	40:1

Multimedia Support

Net Cost \$89,531

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	103,466	79,037	88,036	87,809	89,531
Expenditures Total	\$103,466	\$79,037	\$88,036	\$87,809	\$89,531
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	75,112	78,051	80,806	80,579	82,524
Supplies and Services	25,841	0	5,000	5,000	5,000
Interfund Charges	2,513	986	2,230	2,230	2,007
Expenditures Total	\$103,466	\$79,037	\$88,036	\$87,809	\$89,531
<u>STAFFING SUMMARY</u>					
General Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	1.00	1.00	1.00	1.00	1.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of internal customers rating audio/visual services as 'above average' or better	100%	100%	90%	90%	90%

Communications

PROGRAM DETAIL

Printing Services

Net Cost \$497,844

Provide centralized printing and high volume and special copy services to meet City department needs. The Print Shop processes over 3,000 print jobs each year, averaging 250 projects each month. The division is responsible for printing the monthly water bills for more than 86,000 customers resulting in significant savings to the City each year compared to using external print shops.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	453,217	435,577	486,750	483,946	497,844
Expenditures Total	\$453,217	\$435,577	\$486,750	\$483,946	\$497,844
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	231,358	197,455	253,306	218,162	259,084
Supplies and Services	217,197	232,761	227,601	259,941	232,381
Interfund Charges	4,662	5,361	5,843	5,843	6,379
Expenditures Total	\$453,217	\$435,577	\$486,750	\$483,946	\$497,844
<u>STAFFING SUMMARY</u>					
General Fund	2.75	2.75	3.25	3.25	3.25
Staffing Total	2.75	2.75	3.25	3.25	3.25
<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of Council packets printed within four hours of receipt of final files	100%	100%	95%	95%	95%
Percentage of internal customers rating support from Art Media, Mail Center and Print Shop as 'above average' or better	99%	99%	90%	90%	90%
Percentage of jobs processed by Printing Services completed on-time or early	85%	79%	90%	90%	90%

Court Administration

PROGRAM SUMMARY

Case Management \$1,802,467 22 FTE *Manage all court records *Process all summonses for entries, settings, and collections *Coordinate jury services	Detention \$4,945,805 57 FTE *Provide safe environment for staff and detainees	Marshal \$876,962 9 FTE *Provide safe environment for staff and public *Transport prisoners
Office of the Court Administrator \$1,123,668 6 FTE *Operational leadership and management of Case Management, Court Information System Services, Marshals, Probation, and Detention	Probation \$782,035 10 FTE *Supervise and monitor defendants sentenced to probation programs	

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	101.00	104.00	104.00	104.00	104.00
EXPENDITURES	7,631,781	8,879,437	9,239,124	9,689,358	9,530,937

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	101.00	104.00	104.00	104.00	104.00
Personal Services	6,230,797	7,343,966	7,800,301	7,790,641	8,045,921
Supplies and Services	1,156,980	1,254,054	1,139,762	1,605,099	1,162,256
Interfund Charges	244,504	281,299	299,061	293,618	322,760
Capital Related	-500	118	0	0	0
Expenditures Total	\$7,631,781	\$8,879,437	\$9,239,124	\$9,689,358	\$9,530,937

DEPARTMENT NARRATIVE

Budget Developments for 2017

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 2016, 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 2017, Court Administration will continue to evaluate alternative and innovative solutions to provide exceptional customer service and manage increasing demands on the department.

2016 Current-Year Department Projection

The 2016 projection for Court Administration is over the 2016 Original Budget because the projection includes supplemental budget. Supplemental budget of \$450,200 was appropriated for increased video surveillance coverage in the Detention Center to upgrade and expand video coverage in occupied cells without video surveillance. This one-time funding was awarded in spring 2015, but was not performed until 2016 due to timing issues. Excluding the supplemental budget, the department is on track to hit the 2016 Original Budget.

2017 Department Budget

The 2017 budget for Court Administration is \$291,800 (3.2 percent) higher than the 2016 Original Budget. This increase is driven by citywide compensation and benefit increases. Base budget adjustments and mandated cost increases in the Detention Division for Personal Services and Supplies and Services, such as detainee food and health care costs, account for \$177,300 of the 2017 increase. The Court Administration Department has no amendment requests in 2017.

Court Administration

BASE ADJUSTMENTS

Base Adjustments	2017
Compensation Adjustments	245,620
Mandated Costs	46,193
Total Base Adjustments	\$291,813

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	7,478,263	8,848,073	9,239,124	9,689,358	9,530,937
Gifts & Grants Fund	153,518	31,364	0	0	0
Expenditures Total	\$7,631,781	\$8,879,437	\$9,239,124	\$9,689,358	\$9,530,937

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	101.00	104.00	104.00	104.00	104.00
Staffing Total	101.00	104.00	104.00	104.00	104.00

PROGRAM DETAIL

Case Management

Net Cost \$1,802,467

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, such as the Police Department, City Attorney and the Public Defender. 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,471,208	1,673,737	1,777,942	1,682,511	1,802,467
Expenditures Total	\$1,471,208	\$1,673,737	\$1,777,942	\$1,682,511	\$1,802,467
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,242,066	1,431,678	1,507,609	1,467,706	1,532,134
Supplies and Services	229,142	242,059	270,333	214,805	270,333
Expenditures Total	\$1,471,208	\$1,673,737	\$1,777,942	\$1,682,511	\$1,802,467
<u>STAFFING SUMMARY</u>					
General Fund	22.00	22.00	22.00	22.00	22.00
Staffing Total	22.00	22.00	22.00	22.00	22.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Summonses	59,091	53,746	62,000	45,000	49,000

Court Administration

PROGRAM DETAIL

Detention

Net Cost \$4,945,805

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	3,694,969	4,392,003	4,768,511	5,245,614	4,945,805
Expenditures Total	\$3,694,969	\$4,392,003	\$4,768,511	\$5,245,614	\$4,945,805
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	2,982,687	3,648,344	4,031,026	3,974,938	4,187,752
Supplies and Services	698,629	730,506	724,728	1,260,159	747,222
Interfund Charges	13,653	13,153	12,757	10,517	10,831
Expenditures Total	\$3,694,969	\$4,392,003	\$4,768,511	\$5,245,614	\$4,945,805
<u>STAFFING SUMMARY</u>					
General Fund	54.00	57.00	57.00	57.00	57.00
Staffing Total	54.00	57.00	57.00	57.00	57.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Detainees	16,285	15,785	17,734	17,734	18,088

Marshal

Net Cost \$876,962

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	715,166	852,935	850,770	892,117	876,962
Expenditures Total	\$715,166	\$852,935	\$850,770	\$892,117	\$876,962
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	687,180	812,185	815,644	867,520	841,469
Supplies and Services	16,853	25,162	24,239	16,913	24,239
Interfund Charges	11,133	15,470	10,887	7,684	11,254
Capital Related	0	118	0	0	0
Expenditures Total	\$715,166	\$852,935	\$850,770	\$892,117	\$876,962
<u>STAFFING SUMMARY</u>					
General Fund	9.00	9.00	9.00	9.00	9.00
Staffing Total	9.00	9.00	9.00	9.00	9.00

Court Administration

PROGRAM DETAIL

Marshal

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Remands	1,110	517	1,200	1,170	1,228
Transports	2,069	1,865	2,060	2,000	2,100

Office of the Court Administrator

Net Cost \$1,123,668

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	955,307	1,168,254	1,069,558	1,097,897	1,123,668
Expenditures Total	\$955,307	\$1,168,254	\$1,069,558	\$1,097,897	\$1,123,668
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	655,356	708,380	683,899	734,417	712,751
Supplies and Services	80,733	207,198	110,242	88,063	110,242
Interfund Charges	219,718	252,676	275,417	275,417	300,675
Capital Related	-500	0	0	0	0
Expenditures Total	\$955,307	\$1,168,254	\$1,069,558	\$1,097,897	\$1,123,668
<u>STAFFING SUMMARY</u>					
General Fund	6.00	6.00	6.00	6.00	6.00
Staffing Total	6.00	6.00	6.00	6.00	6.00

Probation

Net Cost \$782,035

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	641,613	761,144	772,343	771,219	782,035
Gifts & Grants Fund	153,518	31,364	0	0	0
Expenditures Total	\$795,131	\$792,508	\$772,343	\$771,219	\$782,035

Court Administration

PROGRAM DETAIL

Probation

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	663,508	743,379	762,123	746,060	771,815
Supplies and Services	131,623	49,129	10,220	25,159	10,220
Expenditures Total	\$795,131	\$792,508	\$772,343	\$771,219	\$782,035
<u>STAFFING SUMMARY</u>					
General Fund	10.00	10.00	10.00	10.00	10.00
Staffing Total	10.00	10.00	10.00	10.00	10.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
New cases	710	763	715	776	769

Finance

PROGRAM SUMMARY

Accounting \$1,163,801 10 FTE *Maintain the official financial accounts and records of the City *Ensure compliance with accounting standards	Accounts Payable \$237,315 3 FTE *Review City invoices for accuracy, proper approval, appropriateness and make timely payment to vendors	Administration \$570,966 3 FTE *Provide citywide financial planning, advice and administration of financial operations
Budget & Financial Planning \$807,831 7.5 FTE *Provide citywide budget guidance and develop budget, provide analysis and manage the budget process, perform special projects	Central Cashiering \$290,474 4 FTE *Central receipt and management of all City cash	Debt, Investments & Treasury Management \$527,318 3 FTE *Manage the investment of all City cash; issue and manage all City debt and financing
Marijuana Enforcement \$985,946 3 FTE *Provide all department functions needed for retail marijuana establishments to include plan review, licensing and enforcement	Payroll \$367,399 4 FTE *Manage and process payroll including payment of deductions and benefits, and reconciliation of information	Tax and Licensing \$1,568,467 12.67 FTE *Issue and manage general tax, and special licensing for city businesses and collect unpaid taxes through collection activities excluding audit
Tax Audit \$941,320 10.33 FTE *Audit businesses for compliance with City tax laws and collect unpaid taxes through the audit process	Transfers and Other Requirements \$264,000 0 FTE *Property Tax Collection Fee to Counties	

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	56.50	56.50	60.50	60.50	60.50
EXPENDITURES	6,255,420	6,338,389	7,417,895	7,613,743	7,724,837

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	56.50	56.50	60.50	60.50	60.50
Personal Services	4,973,771	5,230,582	5,746,652	5,557,542	5,753,985
Allocated Expenses	-445,652	-294,523	-67,052	-323,871	-78,187
Supplies and Services	1,602,162	1,360,362	1,692,336	2,335,109	1,695,086
Interfund Charges	37,217	41,632	45,959	44,963	49,291
Debt Related	3,000	0	0	0	0
Capital Related	84,922	336	0	0	0
Transfers Out	0	0	0	0	304,662
Expenditures Total	\$6,255,420	\$6,338,389	\$7,417,895	\$7,613,743	\$7,724,837

DEPARTMENT NARRATIVE

Budget Developments for 2017

The Finance Department's primary goal is to ensure Aurora is a financially 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 2017 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 needs.

Tax and Licensing will spend 2017 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.

The Marijuana Enforcement Division anticipates issuing the last available store license in 2017. Four store licenses issued in the initial round of applications are not currently open with anticipation of opening in 2017.

Treasury and Debt operations continue to review opportunities to increase yields from investing while maintaining safety, and to take advantage of favorable financing opportunities due to the current low interest rate environment. Recent financing projects include the Moorhead Recreation Center, Police District 2 Phase I, and a Water Bond Refunding. Future financings include the Central Recreation Center, District 2 Phase II, Fire Stations, Regatta Plaza land loan, rolling stock, and Wastewater Refunding. Altogether, this represents over half a billion dollars in financings.

Other initiatives within the Finance Department include assisting departments with the review of citywide internal controls and related policies. These measures are intended to help ensure the Finance Department continues to provide consistently high quality customer service in 2017 and the years ahead.

Finance

DEPARTMENT NARRATIVE

2016 Current-Year Department Projection

The 2016 projection for Finance is over the 2016 Original Budget by \$195,800 (2.6 percent). The projection includes an additional \$500,000 added in the 2016 Spring Supplemental for a total of \$1.0 million in 2016 for the Tax and Licensing system replacement. The additional expenditures will be partially offset by projected vacancy savings in the department. The vacancy savings are primarily the result of vacant positions, such as the Deputy Finance Director position.

2017 Department Budget

The 2017 budget is \$306,900 (4.1 percent) higher than the 2016 Original Budget. The increase in appropriation is primarily related to a one-time transfer out of the \$304,700 marijuana tax balance in the General Fund to the new Marijuana Tax Revenue Fund. The new fund will be used to isolate marijuana sales and excise tax revenue and associated appropriations. In addition to the transfer, personal services are \$7,300 higher in 2017. This increase can be directly related to citywide compensation adjustments, offset by a reduction associated with vacant positions that were reclassified and budgeted at entry level. Pay and benefit increases in the department are in accordance with the citywide plan.

BASE ADJUSTMENTS

Base Adjustments	2017
Compensation Adjustments	7,333
Mandated Costs	6,082
Other Adjustments	-11,135
Total Base Adjustments	\$2,280

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
One-Time Transfer of Marijuana Sales and Excise Taxes Funds Available into the Marijuana Tax Revenue Fund	0.00	304,662	0	304,662
Program affected: Marijuana Enforcement This amendment will move the marijuana tax revenue fund balance from the General Fund to the new Marijuana Tax Revenue Fund. Moving forward, revenues and expenditures will be tracked in the new fund. This will allow for a clearer distinction between marijuana and other revenue sources and an easier monitoring of marijuana fund balance.				
New Appropriation Total	0.00	304,662	0	304,662
General Fund Total	0.00	304,662	0	304,662
Amendment Request Total All Funds	0.00	304,662	0	304,662

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	6,255,420	6,338,389	7,417,895	7,613,743	7,724,837
Expenditures Total	\$6,255,420	\$6,338,389	\$7,417,895	\$7,613,743	\$7,724,837

Finance

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	56.50	56.50	60.50	60.50	60.50
Staffing Total	56.50	56.50	60.50	60.50	60.50

PROGRAM DETAIL

Accounting

Net Cost \$1,163,801

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,033,122	1,057,859	1,167,399	1,179,969	1,163,801
Expenditures Total	\$1,033,122	\$1,057,859	\$1,167,399	\$1,179,969	\$1,163,801

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	773,754	758,612	969,318	909,434	965,720
Allocated Expenses	-14,326	0	0	0	0
Supplies and Services	273,694	299,247	198,081	270,535	198,081
Expenditures Total	\$1,033,122	\$1,057,859	\$1,167,399	\$1,179,969	\$1,163,801

<u>STAFFING SUMMARY</u>					
General Fund	10.00	10.00	10.00	10.00	10.00
Staffing Total	10.00	10.00	10.00	10.00	10.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
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 \$237,315

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	225,261	220,167	228,345	229,896	237,315
Expenditures Total	\$225,261	\$220,167	\$228,345	\$229,896	\$237,315

Finance

PROGRAM DETAIL

Accounts Payable

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	216,530	216,923	225,496	226,269	234,466
Supplies and Services	8,731	3,244	2,849	3,627	2,849
Expenditures Total	\$225,261	\$220,167	\$228,345	\$229,896	\$237,315
<u>STAFFING SUMMARY</u>					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	3.00	3.00	3.00	3.00	3.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Target 30 days for 85% of vendor payments	87%	86%	85%	86%	85%

Administration

Net Cost \$570,966

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	846,047	618,434	600,186	463,740	570,966
Expenditures Total	\$846,047	\$618,434	\$600,186	\$463,740	\$570,966
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	479,624	404,551	454,718	302,456	421,877
Supplies and Services	334,211	176,896	105,984	121,800	105,984
Interfund Charges	32,212	36,987	39,484	39,484	43,105
Expenditures Total	\$846,047	\$618,434	\$600,186	\$463,740	\$570,966
<u>STAFFING SUMMARY</u>					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	3.00	3.00	3.00	3.00	3.00

Finance

PROGRAM DETAIL

Budget & Financial Planning

Net Cost \$807,831

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 special projects manager and two interns, also part of this division, perform special projects as assigned by the City Manager's office.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	550,075	606,827	833,773	754,499	807,831
Expenditures Total	\$550,075	\$606,827	\$833,773	\$754,499	\$807,831
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	657,841	715,973	943,685	881,144	928,878
Allocated Expenses	-126,827	-139,543	-143,871	-143,871	-155,006
Supplies and Services	19,061	30,397	33,959	17,226	33,959
Expenditures Total	\$550,075	\$606,827	\$833,773	\$754,499	\$807,831
<u>STAFFING SUMMARY</u>					
General Fund	7.50	7.50	7.50	7.50	7.50
Staffing Total	7.50	7.50	7.50	7.50	7.50
<u>PERFORMANCE MEASURE SUMMARY</u>					
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%	100%	100%

Central Cashiering

Net Cost \$290,474

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	277,683	268,290	286,224	310,403	290,474
Expenditures Total	\$277,683	\$268,290	\$286,224	\$310,403	\$290,474
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	191,977	220,999	230,890	225,078	232,390
Supplies and Services	85,706	47,291	55,334	85,325	58,084
Expenditures Total	\$277,683	\$268,290	\$286,224	\$310,403	\$290,474

Finance

PROGRAM DETAIL

Central Cashiering

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>STAFFING SUMMARY</u>					
General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	4.00	4.00	4.00	4.00	4.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Daily cash over and short occurrence of more than \$1 less than three times per month(number of months there were greater than three occurrences)	0 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	0	1	0	0	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.	75%	67%	100%	80%	100%

Debt, Investments & Treasury Management

Net Cost \$527,318

This function manages across all city departments the issuance of new debt/financing instruments, citywide 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 \$368.4 million as of June 30, 2016 and the projected 2016 revenue from this portfolio is \$4.0 million.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	255,531	359,532	536,817	375,815	527,318
Expenditures Total	\$255,531	\$359,532	\$536,817	\$375,815	\$527,318
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	325,340	318,888	339,793	307,352	330,117
Allocated Expenses	-304,499	-154,980	-180,000	-180,000	-180,000
Supplies and Services	230,150	193,853	375,094	246,533	375,094
Interfund Charges	1,540	1,771	1,930	1,930	2,107
Debt Related	3,000	0	0	0	0
Expenditures Total	\$255,531	\$359,532	\$536,817	\$375,815	\$527,318
<u>STAFFING SUMMARY</u>					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	3.00	3.00	3.00	3.00	3.00

Finance

PROGRAM DETAIL

Debt, Investments & Treasury Management

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
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.	1.13%	1.14%	0.50%	1.17%	0.50%

Marijuana Enforcement

Net Cost \$175,946

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	848,711	821,190	670,500	664,415	985,946
Expenditures Total	\$848,711	\$821,190	\$670,500	\$664,415	\$985,946
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	552,920	643,952	368,181	533,595	377,225
Allocated Expenses	0	0	256,819	0	256,819
Supplies and Services	219,687	176,774	45,500	130,820	45,500
Interfund Charges	0	128	0	0	1,740
Capital Related	76,104	336	0	0	0
Transfers Out	0	0	0	0	304,662
Expenditures Total	\$848,711	\$821,190	\$670,500	\$664,415	\$985,946
<u>STAFFING SUMMARY</u>					
General Fund	1.00	2.00	3.00	3.00	3.00
Staffing Total	1.00	2.00	3.00	3.00	3.00

Payroll

Net Cost \$367,399

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	351,281	368,750	348,373	378,125	367,399
Expenditures Total	\$351,281	\$368,750	\$348,373	\$378,125	\$367,399

Finance

PROGRAM DETAIL

Payroll

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	337,675	358,473	338,614	366,061	357,640
Supplies and Services	13,606	10,277	9,759	12,064	9,759
Expenditures Total	\$351,281	\$368,750	\$348,373	\$378,125	\$367,399
<u>STAFFING SUMMARY</u>					
General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	4.00	4.00	4.00	4.00	4.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Three corrections or less in a month(number of months there were greater than 3 corrections)	2 mo > 3	2 mo > 3	0 mo >3	0 mo >3	0 mo >3

Tax and Licensing

Net Cost \$1,568,467

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	996,815	1,066,435	1,542,197	2,023,662	1,568,467
Expenditures Total	\$996,815	\$1,066,435	\$1,542,197	\$2,023,662	\$1,568,467
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	855,154	917,490	957,775	924,750	986,251
Supplies and Services	129,520	146,351	580,029	1,095,515	580,029
Interfund Charges	3,323	2,594	4,393	3,397	2,187
Capital Related	8,818	0	0	0	0
Expenditures Total	\$996,815	\$1,066,435	\$1,542,197	\$2,023,662	\$1,568,467
<u>STAFFING SUMMARY</u>					
General Fund	12.67	12.67	12.67	12.67	12.67
Staffing Total	12.67	12.67	12.67	12.67	12.67

Finance

PROGRAM DETAIL

Tax and Licensing

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
89% of general licenses are turned around in 20 days or less. (2013 average = 89%)	90%	89%	89%	89%	89%
Accounts Receivable as percentage of 1/12 annual tax collections excluding property, SOT, BMUT and Franchise	N/A	N/A	8%	26%	8%
Percent of accounts with balances less than \$200	N/A	N/A	10%	13%	10%

Tax Audit

Net Cost \$941,320

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 provides taxpayer education.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	618,966	695,880	940,081	969,219	941,320
Expenditures Total	\$618,966	\$695,880	\$940,081	\$969,219	\$941,320

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	582,956	674,721	918,182	881,403	919,421
Supplies and Services	35,868	21,007	21,747	87,664	21,747
Interfund Charges	142	152	152	152	152
Expenditures Total	\$618,966	\$695,880	\$940,081	\$969,219	\$941,320

<u>STAFFING SUMMARY</u>					
General Fund	8.33	7.33	10.33	10.33	10.33
Staffing Total	8.33	7.33	10.33	10.33	10.33

<u>PERFORMANCE MEASURE SUMMARY</u>					
Six month rolling average within at least 85% of average monthly budget.	0%	0	85%	108%	85%
Three Month rolling average field tax collections equals (100%) or exceeds CPI adjusted monthly three year average of field tax collections.	117%	121%	100%	116%	100%
Three Month rolling average monthly audit revenues equals (100%) or exceeds CPI adjusted monthly three year average of audit revenues collected.	98%	145%	100%	116%	100%

Finance

PROGRAM DETAIL

Transfers and Other Requirements

Net Cost \$264,000

This is the property tax collection fee charged by the counties.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	251,928	255,025	264,000	264,000	264,000
Expenditures Total	\$251,928	\$255,025	\$264,000	\$264,000	\$264,000
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Supplies and Services	251,928	255,025	264,000	264,000	264,000
Expenditures Total	\$251,928	\$255,025	\$264,000	\$264,000	\$264,000

Fire

PROGRAM SUMMARY

Administration \$6,621,351 13 FTE *Provide management support, including strategic planning, budgeting, financial control and overall administrative duties	Arson Investigation \$374,007 3 FTE *Investigate fires, explosions and illegal disposal of hazardous materials	Fire Emergency Management \$386,389 4 FTE *Manage the City's disaster preparedness operations
Fire Emergency Services \$39,980,834 353 FTE *Respond to all requests for fire and EMS emergency assistance	Fire Inspection and Education \$710,924 7 FTE *Conduct fire inspections and provide fire education to the community	Fire Training \$1,005,880 7 FTE *Provide training to Fire Department personnel

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
CIVIL - FTE	318.00	329.00	345.00	345.00	370.00
REGULAR - FTE	17.00	17.00	17.00	17.00	17.00
EXPENDITURES	41,478,752	45,130,038	46,048,907	46,697,490	49,079,385

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	335.00	346.00	362.00	362.00	387.00
Personal Services	37,520,761	40,166,027	41,249,733	41,551,383	44,161,954
Supplies and Services	1,393,945	1,776,656	1,371,122	1,824,138	1,597,155
Utilities	230,560	214,497	260,200	222,253	241,058
Interfund Charges	2,247,751	2,499,332	2,468,942	2,515,089	2,648,308
Capital Related	85,735	136,300	361,684	247,401	93,684
Transfers Out	0	337,226	337,226	337,226	337,226
Expenditures Total	\$41,478,752	\$45,130,038	\$46,048,907	\$46,697,490	\$49,079,385

DEPARTMENT NARRATIVE

Budget Developments for 2017

The primary goal for the Fire Department is to assure a safe community for people. In 2017, the department will continue to provide a full-service emergency response that rapidly responds to fire-related incidents and advanced life care in eight minutes or less. The City of Aurora continues to grow and with it the calls for services continue to rise as well. The department is focused on several initiatives to address the increase in call volumes. Construction of the permanent Fire Station 15 at Murphy Creek will commence in 2017 as well as the construction of the new Fire Station 16 near the Gaylord Rockies Resort. In addition, Fire Station 5 is being relocated and rebuilt. The capital budget for these stations was approved in 2016. The department continues to develop the Medical Service Unit (MSU) response model that sends the appropriate resources and responders to Aurora Fire Rescue calls. With the transition to a 48-hour work week in 2018, the department will add new firefighters in 2017 to help respond to calls and continue to serve the citizens with a high level of service.

2016 Current-Year Department Projections

The 2016 projection for the Fire Department is over the 2016 Original Budget by \$648,600. The variance is primarily being driven by overtime costs for staffing. Due to vacancies created by retirements or other attrition, limited duty due to injuries and sending firefighters to paramedic school, the department often has to fill the shortages created by paying employees overtime to cover daily shifts. In addition, one-time equipment costs associated with the City of Aurora Public Safety Training Center (CAPSTC) create approximately \$207,000 of the overage. It is expected that the Fire Department will require supplemental budget for 2016 to cover the increased expenditures.

2017 Department Budget

The Fire Department's 2017 budget will increase \$3.0 million (6.6 percent) over the 2016 Original Budget. The budget increase includes base adjustments for items such as an additional \$1.0 million added to the Old Hire Pension based on an actuarial study, adjustments to retiree health, bonuses for 8-hour civil FTEs as part of the IAFF agreement, and traditional step and grade increases. Also included in the base adjustments is full-year funding for the 5.0 FTE Gaylord Firefighters added in 2016 for half of the year.

Fire

DEPARTMENT NARRATIVE

New budget amendments in 2017 total \$1.2 million. These amendments include 5.0 FTE to continue the ramp-up to full staffing for the Highpointe/Gaylord station by 2018, while covering for members attending school to become paramedics in the interim. An additional 20.0 FTE will be added throughout the year as part of the collective bargaining agreement to implement a 48-hour work schedule for firefighters in July 2018. To ensure that the department is fully staffed to implement the new 48-hour work week and open Station 16, the department will host two academies; one in early 2017 and another in summer 2017.

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-348,500
Compensation Adjustments	1,896,768
Mandated Costs	241,839
Grant / Designated Revenue Adjustments	22,182
Total Base Adjustments	\$1,812,289

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 20.0 FTE Firefighters for Collective Bargaining Agreement to Implement 48-hour Work Schedule in July 2018.	20.00	921,274	0	921,274
Program affected: Fire Emergency Services This amendment adds the necessary front line personnel to implement a 48-hour work schedule for firefighters in July 2018. There will be 5.0 FTE Firefighters funded for the full year, and they will begin the academy in January 2017. An additional 15.0 FTE Firefighters will be funded for a half year and begin the academy in July 2017.				
This amendment addresses the Council Priority Program: Fire Emergency Services and the Council Goal: Safe Community.				
Add 5.0 FTE Highpointe/Gaylord Fire Station Staffing	5.00	296,915	0	296,915
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 is a continuation of a 2016 request of 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 the Council Priority Program: Fire Emergency Services and the Council Goal: Safe Community.				
New Appropriation Total	25.00	1,218,189	0	1,218,189
General Fund Total	25.00	1,218,189	0	1,218,189
Amendment Request Total All Funds	25.00	1,218,189	0	1,218,189

Fire

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	41,209,807	44,907,876	45,947,524	46,613,560	48,960,391
Gifts & Grants Fund	268,945	222,162	101,383	83,930	118,994
Expenditures Total	\$41,478,752	\$45,130,038	\$46,048,907	\$46,697,490	\$49,079,385

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	16.50	16.00	16.00	16.00	16.00
General Fund Civil FTE	318.00	329.00	345.00	345.00	370.00
Gifts & Grants Fund	0.50	1.00	1.00	1.00	1.00
Staffing Total	335.00	346.00	362.00	362.00	387.00

PROGRAM DETAIL

Administration

Net Cost \$6,506,578

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	4,666,457	5,028,726	5,069,065	5,105,538	6,506,828
Gifts & Grants Fund	6,799	6,921	96,383	3,500	114,523
Expenditures Total	\$4,673,256	\$5,035,647	\$5,165,448	\$5,109,038	\$6,621,351
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	3,478,465	3,619,592	3,706,031	3,539,088	5,046,423
Allocated Expenses	-206	-1,693	0	0	0
Supplies and Services	95,038	157,435	83,989	202,734	82,236
Interfund Charges	1,099,959	1,260,313	1,375,428	1,367,216	1,492,692
Expenditures Total	\$4,673,256	\$5,035,647	\$5,165,448	\$5,109,038	\$6,621,351
<u>STAFFING SUMMARY</u>					
General Fund	8.00	8.00	8.00	8.00	8.00
General Fund Civil FTE	8.00	5.00	5.00	5.00	5.00
Staffing Total	16.00	13.00	13.00	13.00	13.00

Fire

PROGRAM DETAIL

Arson Investigation

Net Cost \$374,007

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	412,788	424,227	383,133	410,442	374,007
Expenditures Total	\$412,788	\$424,227	\$383,133	\$410,442	\$374,007
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	405,185	411,778	373,047	399,587	363,921
Supplies and Services	6,831	11,623	10,086	10,855	10,086
Interfund Charges	772	826	0	0	0
Expenditures Total	\$412,788	\$424,227	\$383,133	\$410,442	\$374,007
<u>STAFFING SUMMARY</u>					
General Fund Civil FTE	3.00	3.00	3.00	3.00	3.00
Staffing Total	3.00	3.00	3.00	3.00	3.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Maintain origin and cause of 90% of arson cases	99%	99%	90%	99%	90%

Fire Emergency Management

Net Cost \$386,389

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	293,937	356,881	390,795	397,044	386,389
Gifts & Grants Fund	255,590	205,231	0	80,028	0
Expenditures Total	\$549,527	\$562,112	\$390,795	\$477,072	\$386,389
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	371,771	470,706	366,693	440,746	366,861
Supplies and Services	168,799	87,023	15,896	28,120	15,896
Interfund Charges	8,957	4,383	8,206	8,206	3,632
Expenditures Total	\$549,527	\$562,112	\$390,795	\$477,072	\$386,389

Fire

PROGRAM DETAIL

Fire Emergency Management

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>STAFFING SUMMARY</u>					
General Fund	1.50	1.00	1.00	1.00	1.00
General Fund Civil FTE	2.00	2.00	2.00	2.00	2.00
Gifts & Grants Fund	0.50	1.00	1.00	1.00	1.00
Staffing Total	4.00	4.00	4.00	4.00	4.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
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 \$38,219,481

This function provides a full-service emergency response system to the citizens and visitors 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 is capable of providing technical rescue services related to incidents of a specialized nature such as building collapse, trench rescue, water rescue and heavy equipment extrication.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	34,156,949	37,425,484	38,375,222	38,762,108	39,976,363
Gifts & Grants Fund	6,556	10,010	5,000	402	4,471
Expenditures Total	\$34,163,505	\$37,435,494	\$38,380,222	\$38,762,510	\$39,980,834

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	31,793,730	34,154,197	35,289,258	35,657,373	36,892,149
Allocated Expenses	206	1,693	0	0	0
Supplies and Services	988,679	1,400,704	1,124,929	1,263,209	1,312,715
Utilities	230,560	214,497	260,200	222,253	241,058
Interfund Charges	1,064,595	1,190,877	1,006,925	1,078,599	1,104,002
Capital Related	85,735	136,300	361,684	203,850	93,684
Transfers Out	0	337,226	337,226	337,226	337,226
Expenditures Total	\$34,163,505	\$37,435,494	\$38,380,222	\$38,762,510	\$39,980,834

<u>STAFFING SUMMARY</u>					
General Fund Civil FTE	298.00	313.00	328.00	328.00	353.00
Staffing Total	298.00	313.00	328.00	328.00	353.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
First unit response time to emergencies in under eight minutes for 90% all events	94%	94%	90%	92%	90%

Fire

PROGRAM DETAIL

Fire Inspection and Education

Net Cost \$706,024

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	675,948	690,817	753,308	719,728	710,924
Expenditures Total	\$675,948	\$690,817	\$753,308	\$719,728	\$710,924
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	603,861	646,615	665,472	657,260	657,513
Supplies and Services	9,877	9,474	19,005	13,599	19,005
Interfund Charges	62,210	34,728	68,831	48,869	34,406
Expenditures Total	\$675,948	\$690,817	\$753,308	\$719,728	\$710,924
<u>STAFFING SUMMARY</u>					
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
Staffing Total	7.00	7.00	7.00	7.00	7.00

Fire Training

Net Cost \$998,155

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,003,728	981,741	976,001	1,218,700	1,005,880
Expenditures Total	\$1,003,728	\$981,741	\$976,001	\$1,218,700	\$1,005,880
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	867,749	863,139	849,232	857,329	835,087
Supplies and Services	124,721	110,397	117,217	305,621	157,217
Interfund Charges	11,258	8,205	9,552	12,199	13,576
Capital Related	0	0	0	43,551	0
Expenditures Total	\$1,003,728	\$981,741	\$976,001	\$1,218,700	\$1,005,880
<u>STAFFING SUMMARY</u>					
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	6.00	5.00	6.00	6.00	6.00
Staffing Total	7.00	6.00	7.00	7.00	7.00

Fire

PROGRAM DETAIL

Fire Training

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
80% of all suppression fire personnel will complete ten hours of non-sanctioned training each month	84%	88%	80%	85%	80%

General Management

PROGRAM SUMMARY

Intergovernmental Relations \$335,501 1 FTE *Manage federal, state and local government affairs	Internal Audit \$355,264 3 FTE *Employ leading practices in partnership with all City departments to manage risk and produce performance improvement	Management Support \$856,733 7 FTE *Manage city code, charter, council agendas and elections *Provide citywide records management services
Office of Development Assistance \$749,262 6 FTE *Provide assistance to developers *Manage the annexation process and the metropolitan district process	Office of International and Immigrant Affairs \$370,872 1.5 FTE *Foster relationships with Aurora's immigrant and refugee community *Administer Sister Cities program and protocol activities	Office of the City Manager \$1,399,218 7 FTE *Provide direction and oversight of all City operations

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	21.00	24.50	25.50	25.50	25.50
EXPENDITURES	2,992,043	3,532,647	3,844,936	3,844,936	4,066,850

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	21.00	24.50	25.50	25.50	25.50
Personal Services	2,408,127	2,768,023	3,126,177	3,100,457	3,261,440
Supplies and Services	541,569	717,004	665,016	690,736	750,001
Interfund Charges	42,347	47,620	53,743	53,743	55,409
Expenditures Total	\$2,992,043	\$3,532,647	\$3,844,936	\$3,844,936	\$4,066,850

DEPARTMENT NARRATIVE

Budget Developments for 2017

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 2017, 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. There is one amendment in General Management in 2017, a Police staffing study, which addresses the Safe Community Council goal.

2016 Current-Year Department Projection

In 2016, General Management Department expenditures for all funds are projected to be on budget. Although the Office of Development Assistance (Development Review Fund) is projected to be on budget, some of the contingent employee salary (in personal services) is projected to be spent on professional services (in supplies and services), which causes variances in those expenditure streams.

2017 Department Budget

Total General Management expenditures in the 2017 budget will increase \$221,900 (5.8 percent) over the 2016 Original Budget--an increase of \$175,600 (5.6 percent) in the General Fund and \$46,400 (6.6 percent) in the Development Review Fund. The majority of the increase in the General Fund is due to the one-time \$100,000 police staffing study mentioned above. These increases also include citywide compensation increases, as well as any changes in benefit selections within the

General Management

DEPARTMENT NARRATIVE

department. The majority of the increase in the Development Review Fund is for personnel changes in accordance with City policy. These compensation adjustments drive the majority of the base adjustments for the department.

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	2017
Prior Year One Times	-23,000
Compensation Adjustments	135,263
Mandated Costs	1,666
Other Adjustments	7,985
Total Base Adjustments	\$121,914

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Police Staffing Study	0.00	100,000	0	100,000
Program affected: Office of the City Manager Based on recent concerns regarding Police staffing, the City will retain an outside consultant to get an expert opinion on the correct number of Police officers. This study, which would be done in concert with the police unions, will seek to address these concerns.				
This amendment addresses the Council Goal: Safe Community.				
New Appropriation Total	0.00	100,000	0	100,000
General Fund Total	0.00	100,000	0	100,000
Amendment Request Total All Funds	0.00	100,000	0	100,000

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Development Review Fund	553,259	646,894	702,898	702,898	749,262
General Fund	2,438,784	2,885,753	3,142,038	3,142,038	3,317,588
Expenditures Total	\$2,992,043	\$3,532,647	\$3,844,936	\$3,844,936	\$4,066,850

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Development Review Fund	4.00	6.00	6.00	6.00	6.00
General Fund	17.00	18.50	19.50	19.50	19.50
Staffing Total	21.00	24.50	25.50	25.50	25.50

General Management

PROGRAM DETAIL

Intergovernmental Relations

Net Cost \$335,501

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	246,867	314,480	332,135	332,199	335,501
Expenditures Total	\$246,867	\$314,480	\$332,135	\$332,199	\$335,501
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	139,263	149,685	152,587	152,651	155,953
Supplies and Services	107,604	164,795	179,548	179,548	179,548
Expenditures Total	\$246,867	\$314,480	\$332,135	\$332,199	\$335,501
<u>STAFFING SUMMARY</u>					
General Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	1.00	1.00	1.00	1.00	1.00

Internal Audit

Net Cost \$355,264

Internal Audit conducts financial, operational, performance and compliance audits and investigations. They are also a consulting resource to all City departments and functions.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	273,026	367,780	360,116	357,289	355,264
Expenditures Total	\$273,026	\$367,780	\$360,116	\$357,289	\$355,264
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	199,588	322,219	331,169	331,581	339,317
Supplies and Services	73,438	45,561	28,947	25,708	15,947
Expenditures Total	\$273,026	\$367,780	\$360,116	\$357,289	\$355,264
<u>STAFFING SUMMARY</u>					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	3.00	3.00	3.00	3.00	3.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of audits on the Audit Plan started and/or completed by the end of the year	100%	93%	95%	96%	90%

General Management

PROGRAM DETAIL

Management Support

Net Cost \$846,733

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	940,916	784,081	838,672	840,239	856,733
Expenditures Total	\$940,916	\$784,081	\$838,672	\$840,239	\$856,733
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	624,580	585,743	667,000	668,567	683,886
Supplies and Services	306,117	186,586	158,862	158,862	158,862
Interfund Charges	10,219	11,752	12,810	12,810	13,985
Expenditures Total	\$940,916	\$784,081	\$838,672	\$840,239	\$856,733
<u>STAFFING SUMMARY</u>					
General Fund	7.00	7.00	7.00	7.00	7.00
Staffing Total	7.00	7.00	7.00	7.00	7.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of Council packets completed for delivery by 10:00 am Friday before a Council meeting	68%	75%	100%	90%	100%
Percentage of Open Records Requests responded to within the mandated time allotted	100%	100%	100%	100%	100%

Office of Development Assistance

Net Cost \$749,262

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Development Review Fund	553,259	646,894	702,898	702,898	749,262
Expenditures Total	\$553,259	\$646,894	\$702,898	\$702,898	\$749,262

General Management

PROGRAM DETAIL

Office of Development Assistance

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	546,606	643,325	696,053	660,211	741,205
Supplies and Services	4,678	1,298	4,370	40,212	5,355
Interfund Charges	1,975	2,271	2,475	2,475	2,702
Expenditures Total	\$553,259	\$646,894	\$702,898	\$702,898	\$749,262
<u>STAFFING SUMMARY</u>					
Development Review Fund	4.00	6.00	6.00	6.00	6.00
Staffing Total	4.00	6.00	6.00	6.00	6.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of pre-application notes provided within established timelines	100%	100%	100%	99%	100%

Office of International and Immigrant Affairs

Net Cost \$370,872

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	0	334,670	357,662	361,732	370,872
Expenditures Total	\$0	\$334,670	\$357,662	\$361,732	\$370,872
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	0	90,675	126,162	130,232	132,372
Supplies and Services	0	243,495	231,500	231,500	238,500
Interfund Charges	0	500	0	0	0
Expenditures Total	\$0	\$334,670	\$357,662	\$361,732	\$370,872
<u>STAFFING SUMMARY</u>					
General Fund	0.00	1.50	1.50	1.50	1.50
Staffing Total	0.00	1.50	1.50	1.50	1.50

General Management

PROGRAM DETAIL

Office of the City Manager

Net Cost \$1,399,218

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	977,975	1,083,511	1,253,453	1,250,579	1,399,218
Expenditures Total	\$977,975	\$1,083,511	\$1,253,453	\$1,250,579	\$1,399,218
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	898,090	976,376	1,153,206	1,157,215	1,208,707
Supplies and Services	49,732	74,038	61,789	54,906	151,789
Interfund Charges	30,153	33,097	38,458	38,458	38,722
Expenditures Total	\$977,975	\$1,083,511	\$1,253,453	\$1,250,579	\$1,399,218
<u>STAFFING SUMMARY</u>					
General Fund	6.00	6.00	7.00	7.00	7.00
Staffing Total	6.00	6.00	7.00	7.00	7.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of citywide service level measures achieved	85%	81%	90%	83%	90%

Information Technology

PROGRAM SUMMARY

Administration \$1,228,415 7 FTE *Provide citywide strategic technology planning, project and security management, and administrative support	Client Services \$1,689,968 8 FTE *Provide citywide PC, mobile device, and peripheral device procurement and support, manages the body-worn camera program	Public Safety \$3,966,407 10 FTE *Provide systems maintenance and support for all public safety systems
Software Applications \$2,112,747 12 FTE *Provide development, maintenance and support of citywide applications and enterprise software solutions	Systems and Networking \$3,723,472 11 FTE *Provide data center operations support, city voice, data network, and security camera framework design, maintenance and support	

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	43.00	45.00	47.00	48.00	48.00
EXPENDITURES	9,305,054	10,568,570	11,724,244	11,435,033	12,721,009

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	43.00	45.00	47.00	48.00	48.00
Personal Services	4,185,432	4,569,385	5,329,260	5,296,152	5,506,692
Supplies and Services	4,842,594	5,741,342	6,094,242	5,903,451	6,918,296
Utilities	23,601	22,212	27,225	26,325	24,244
Interfund Charges	44,754	44,859	53,517	48,374	51,777
Capital Related	208,673	190,772	220,000	160,731	220,000
Expenditures Total	\$9,305,054	\$10,568,570	\$11,724,244	\$11,435,033	\$12,721,009

DEPARTMENT NARRATIVE

Budget Developments for 2017

The 2017 Information Technology (IT) budget primarily supports the City Council goals: provide a well-managed and financially strong city, and assure a safe community for people. In this budget, IT continues to collaborate with the business departments of the City to provide technology for their operations. This focus emphasizes review of business processes and requirements analysis and recommendations for enterprise-wide applications. Results of this work will initially be realized in the implementation of process improvements and technology for development review. It includes backend systems, truly mobile field workers and improved customer access. In 2017, IT will emphasize the implementation and improvement of information best practice security programs and employee information technology security awareness training. This security program sets in motion the process of moving the City to future compliance with regulations and accepted standards and practices of today's information society. This project begins with two programs: sequel server upgrade and licensing bringing City databases up to current standards, and the implementation of a security information and event management system as the cornerstone technology for monitoring malicious activity on the city's computing infrastructure.

E-911 surcharge revenues will remain relatively flat in 2017 as consumers change the way they purchase telephone services and move to prepaid wireless (versus traditional contract wireless) where the surcharge is remitted to the State Department of Revenue at a rate of 1.4 percent on the sale. The City receives only a percentage of this remittance based on the number of 911 calls in the City.

2016 Current-Year Department Projection

In 2016, the IT Department is projected to be under budget for a total of \$289,200 (2.5 percent). Under budget expenditures, in telephone and communication accounts in the E-911 Fund, are the majority of the savings. The General Fund budget will be largely expended as approved in the 2016 Original Budget with \$68,100 savings due to vacancies.

Information Technology

DEPARTMENT NARRATIVE

2017 Department Budget

The majority of the increase in the 2017 Information Technology budget occurs from increases in the required annual maintenance and support of software and hardware. Additionally, the first full year of support for the Priority Dispatch software and text-to-911 subscription (E-911 Fund) are also drivers of the 2017 budget increase. The Sequel Server licensing and upgrade to bring the City databases to current standards and the security information and event management are the only new projects approved in the 2017 budget. The training and learning management system capital project budgeted in 2017 will be integrated with the city's enterprise resource planning system and will have ongoing operational costs in future years for hardware and software support and maintenance.

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-136,850
Compensation Adjustments	171,037
Mandated Costs	490,738
Other Adjustments	6,395
Total Base Adjustments	\$531,320

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Security Information & Event Management System	0.00	250,000	0	250,000
Program affected: Systems and Networking This amendment will be the cornerstone technology used to monitor the City's network and computers for malicious and unintended activity that could result in the breach or failure of Aurora's computing infrastructure, or the unauthorized disclosure or access to City information. This technology is so crucial to good cybersecurity hygiene, that it is required to be in place to comply with HIPAA (Health Insurance Portability and Accountability Act), PCI-DSS (Payment Card Industry Data Security Standard), CJIS (Criminal Justice Information Services) Security Policy and most other major data privacy and security regulations and laws. Of the \$250,000 total, the majority is one-time, with \$50,000 ongoing for continued maintenance and support.				
This amendment addresses the Council Goal: Well-Managed City.				
Sequel Server Upgrade and Licensing Compliance	0.00	215,445	0	215,445
Program affected: Systems and Networking This request provides for the upgrade of Microsoft production databases to SQL Server 2016 standard edition that will ensure the City is capable of running current and new applications. It also brings the City into compliance for the test, training and disaster recovery (DR) licensed databases. This does not include the upgrade for the hardware.				
This amendment addresses the Council Goal: Well-Managed City.				

Information Technology

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
New Appropriation Total	0.00	465,445	0	465,445
General Fund Total	0.00	465,445	0	465,445
Amendment Request Total All Funds	0.00	465,445	0	465,445

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Enhanced E-911 Fund	1,762,531	1,852,060	2,442,381	2,221,237	2,536,695
General Fund	7,542,523	8,716,510	9,281,863	9,213,796	10,184,314
Expenditures Total	\$9,305,054	\$10,568,570	\$11,724,244	\$11,435,033	\$12,721,009

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Enhanced E-911 Fund	5.00	5.00	5.00	5.00	5.00
General Fund	38.00	40.00	42.00	43.00	43.00
Staffing Total	43.00	45.00	47.00	48.00	48.00

PROGRAM DETAIL

Administration

Net Cost \$1,228,415

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	493,581	907,015	1,180,451	1,264,099	1,228,415
Expenditures Total	\$493,581	\$907,015	\$1,180,451	\$1,264,099	\$1,228,415
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	335,649	602,092	1,066,350	967,162	964,988
Supplies and Services	115,508	263,494	63,853	252,866	215,864
Utilities	3,080	2,765	3,525	2,625	3,161
Interfund Charges	39,344	38,664	46,723	41,446	44,402
Expenditures Total	\$493,581	\$907,015	\$1,180,451	\$1,264,099	\$1,228,415

Information Technology

PROGRAM DETAIL

Administration

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>STAFFING SUMMARY</u>					
General Fund	3.00	5.00	8.00	7.00	7.00
Staffing Total	3.00	5.00	8.00	7.00	7.00

Client Services

Net Cost \$1,672,468

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,389,393	1,473,048	1,680,078	1,622,549	1,689,968
Expenditures Total	\$1,389,393	\$1,473,048	\$1,680,078	\$1,622,549	\$1,689,968

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	451,489	533,648	694,871	685,279	704,761
Supplies and Services	937,904	939,400	985,207	937,270	985,207
Expenditures Total	\$1,389,393	\$1,473,048	\$1,680,078	\$1,622,549	\$1,689,968

<u>STAFFING SUMMARY</u>					
General Fund	7.00	8.00	8.00	8.00	8.00
Staffing Total	7.00	8.00	8.00	8.00	8.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
Customer satisfaction survey on a scale of 1 - 5	4.8	4.8	4.6	4.8	4.6
Percentage of personal computer and laptop break-fix incidents resolved within one business day	75%	69%	70%	65%	70%
Percentage of service requests completed in seven business days or less	94%	94%	90%	87%	90%

Information Technology

PROGRAM DETAIL

Public Safety

Net Cost \$1,429,712

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Enhanced E-911 Fund	1,762,531	1,852,060	2,442,381	2,221,237	2,536,695
General Fund	998,055	1,134,252	1,251,518	1,221,322	1,429,712
Expenditures Total	\$2,760,586	\$2,986,312	\$3,693,899	\$3,442,559	\$3,966,407
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,007,739	1,003,305	1,056,082	1,112,775	1,187,973
Supplies and Services	1,718,844	1,967,987	2,512,323	2,204,156	2,654,976
Utilities	20,521	19,447	23,700	23,700	21,083
Interfund Charges	5,410	6,195	6,794	6,928	7,375
Capital Related	8,072	-10,622	95,000	95,000	95,000
Expenditures Total	\$2,760,586	\$2,986,312	\$3,693,899	\$3,442,559	\$3,966,407
<u>STAFFING SUMMARY</u>					
Enhanced E-911 Fund	5.00	5.00	5.00	5.00	5.00
General Fund	5.00	4.00	4.00	5.00	5.00
Staffing Total	10.00	9.00	9.00	10.00	10.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of radio problems resolved within one business day	98%	99%	80%	100%	80%

Software Applications

Net Cost \$2,112,747

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,543,903	2,089,768	1,958,937	1,926,760	2,112,747
Expenditures Total	\$1,543,903	\$2,089,768	\$1,958,937	\$1,926,760	\$2,112,747

Information Technology

PROGRAM DETAIL

Software Applications

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,209,339	1,223,622	1,266,030	1,338,443	1,344,393
Supplies and Services	291,342	786,764	567,907	632,586	643,354
Capital Related	43,222	79,382	125,000	-44,269	125,000
Expenditures Total	\$1,543,903	\$2,089,768	\$1,958,937	\$1,926,760	\$2,112,747
<u>STAFFING SUMMARY</u>					
General Fund	12.00	12.00	11.00	12.00	12.00
Staffing Total	12.00	12.00	11.00	12.00	12.00

Systems and Networking

Net Cost \$3,723,472

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	3,117,591	3,112,427	3,210,879	3,179,066	3,723,472
Expenditures Total	\$3,117,591	\$3,112,427	\$3,210,879	\$3,179,066	\$3,723,472
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,181,216	1,206,718	1,245,927	1,192,493	1,304,577
Supplies and Services	1,778,996	1,783,697	1,964,952	1,876,573	2,418,895
Capital Related	157,379	122,012	0	110,000	0
Expenditures Total	\$3,117,591	\$3,112,427	\$3,210,879	\$3,179,066	\$3,723,472
<u>STAFFING SUMMARY</u>					
General Fund	11.00	11.00	11.00	11.00	11.00
Staffing Total	11.00	11.00	11.00	11.00	11.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Customer satisfaction survey on a scale of 1 - 5 for file services and telephone services	5	4.7	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 two hours	93%	95%	90%	94%	90%

Internal Services

PROGRAM SUMMARY

Administration \$317,368 2 FTE *Central Internal Services administration and special projects	Fleet Management Administration \$8,923,416 44.75 FTE *Administer and manage fleet operations for the City's fleet of vehicles and equipment	Fleet Replacement \$4,298,023 0 FTE *Fund the replacement of City fleet vehicles/equipment
Human Resources Operations \$2,292,455 17.5 FTE *Recruitment, hiring, salary and benefit administration; citizen volunteer services; employee relations, training and wellness	Purchasing Services \$461,612 9 FTE *Solicit and execute procurement awards *Enforce and terminate contracts	Risk Management \$9,260,771 9 FTE *Administer general liability claims and worker's compensation claims, employee safety program and occupational health services

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	78.00	80.50	82.25	82.25	82.25
EXPENDITURES	23,778,990	24,388,077	25,311,487	25,212,247	25,553,645

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	78.00	80.50	82.25	82.25	82.25
Personal Services	5,995,306	6,272,867	7,000,481	6,703,156	7,004,661
Allocated Expenses	-371,408	-388,621	-399,416	-399,416	-410,635
Supplies and Services	14,622,995	14,362,326	13,863,910	14,299,363	14,245,516
Utilities	132,226	120,196	153,700	153,700	153,700
Interfund Charges	188,451	211,848	198,939	227,575	216,530
Capital Related	1,995,816	2,417,820	2,434,830	2,168,825	2,284,830
Transfers Out	1,215,604	1,391,641	2,059,043	2,059,044	2,059,043
Expenditures Total	\$23,778,990	\$24,388,077	\$25,311,487	\$25,212,247	\$25,553,645

DEPARTMENT NARRATIVE

Budget Developments for 2017

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 2017 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 improve employee pay and benefits. The City will add one-time budget of \$50,000 for professional services to help with employee relations investigations. Also budget was added to the Risk Management Fund to contract out medical testing services to assist in the creation of a Respiratory Protection Program. This program is for all employees that wear respirators or self-contained breathing apparatuses (SCBA) in order to be in compliance with Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements. This will be offset by a \$63,000 transfer from the General Fund to the Risk Management Fund as the departments participating in the program are located within the General Fund.

Also being added in 2017 is funding to pilot a RTD FlexPass Program to offer transportation benefits and savings for City employees at a cost of \$40,000. The FlexPass program provides a discount for employees for a variety of RTD transportation passes. Benefits of the program include reducing the City's carbon footprint, capitalizing on the community's investment in the light rail, and provides another benefit to market to current and future employees.

Internal Services

DEPARTMENT NARRATIVE

2016 Current-Year Department Projection

The department is projected to finish the year \$99,200 (0.4 percent) under budget. This is mainly due to a continuation of low fuel prices in 2016. Despite higher claims costs in workers compensation (WC) claims and clearing longstanding claims off the books in the recent past, the Risk Management Fund is projected to come in at budget for 2016. All other funds in the department are expected to end the year at or slightly under budget.

There is no longer funding in the Cultural Services Fund as the former Volunteer Coordinator position was moved back to the General Fund in 2016 when the City added funding to create the new community outreach and engagement program. Gifts and Grants Fund revenue and expenditures are no longer expected in 2017 as the grants such as the Kaiser Walk and Wheel grant were one-time.

2017 Department Projection

The Internal Services 2017 budget will increase \$242,200 (1.0 percent) over the 2016 budget. The majority of the increase is due to amendments for the creation of a Respiratory Protection Program, funding to pilot a RTD FlexPass Program, and additional one-time funding for employee relations investigation services. A total of \$63,000 will be transferred in from the General Fund to the Risk Management Fund to offset the cost of the Respiratory Protection Program.

Base adjustments to the 2017 budget will increase the department's budget by a net of \$89,200. The majority of the changes in the base occur in the department's two internal services funds. Additional appropriation for 'Other Adjustments' totaling \$359,400 in the Risk Management Fund is necessary to accommodate rising costs for claims and insurance premiums. 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 \$100,000 in savings are related to declining fuel costs. Cost savings in the base budget also come from the removal of one-time transfers into the department to pay for the upgrade to a web-based Fleet Inventory Management System (\$150,000), transfers into the department to pay for the upgrade to the Risk Management Information System (\$40,000), the removal of one-time contingent employee funding to address low-level administrative tasks in HR (\$25,000) and one-time professional services funding in training to assist employee development programs (\$20,000). Other changes include increases for compensation and mandated costs.

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-235,000
Compensation Adjustments	76,680
Mandated Costs	7,203
Other Adjustments	240,275
Total Base Adjustments	\$89,158

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Human Resources Employee Relations Investigations	0.00	50,000	0	50,000
Program affected: Human Resources Operations				
Adding one-time budget to help with anticipated costs for investigations due to increased workload. This will allow the Employee Relations Division to continue to contract investigations services such as transcription.				

This amendment addresses the Council Goal: Well-Managed City.

Internal Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
RTD FlexPass Program	0.00	40,000	0	40,000
Program affected: Human Resources Operations A new RTD FlexPass Pilot Program will be launched by the City to provide a discount for employees for a variety of RTD transportation passes. The addition will offer transportation benefits and savings for its employees while positioning the City as a more attractive place to work for potential employees. This amendment is one-time in nature and may be renewed if found to be effective.				
This amendment addresses the Council Goal: Well-Managed City.				
New Appropriation Total	0.00	90,000	0	90,000
General Fund Total	0.00	90,000	0	90,000
<u>Risk Management Fund / New Appropriation</u>				
Respiratory Protection Compliance Physicals Program	0.00	63,000	63,000	0
Program affected: Risk Management Fund (Internal Services); Transfers and Other Requirements (Non-Departmental) The City is launching a new health and safety program requiring employees who wear respirators or SCBA equipment to be regularly tested by a third party medical provider. The addition will ensure employees are receiving appropriate testing per both OSHA and NFPA requirements. An ongoing transfer from the General Fund (in Non-Departmental) will fund the program as the departments affected by these requirements are in the General Fund.				
This amendment addresses the Council Goal: Well-Managed City.				
New Appropriation Total	0.00	63,000	63,000	0
Risk Management Fund Total	0.00	63,000	63,000	0
Amendment Request Total All Funds	0.00	153,000	63,000	90,000

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Cultural Services Fund	64,700	13,669	0	0	0
Designated Revenues Fund	0	38,470	0	0	0
Fleet Management Fund	8,998,369	9,115,676	9,138,243	9,074,430	8,923,416
General Fund	5,556,455	6,237,719	6,964,452	6,928,005	7,044,982
Gifts & Grants Fund	0	91,800	0	1,020	0
Risk Management Fund	9,159,466	8,890,743	9,208,792	9,208,792	9,585,247
Expenditures Total	\$23,778,990	\$24,388,077	\$25,311,487	\$25,212,247	\$25,553,645

Internal Services

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Cultural Services Fund	1.00	1.00	0.00	0.00	0.00
Fleet Management Fund	44.00	44.00	44.75	44.75	44.75
General Fund	24.00	25.50	27.50	27.50	27.50
Risk Management Fund	9.00	10.00	10.00	10.00	10.00
Staffing Total	78.00	80.50	82.25	82.25	82.25

PROGRAM DETAIL

Administration

Net Cost \$317,368

This program consists of the activities of the Director of Internal Services and the Internal Services 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	278,849	293,140	306,130	306,600	317,368
Expenditures Total	\$278,849	\$293,140	\$306,130	\$306,600	\$317,368
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	226,894	234,573	242,066	242,671	247,647
Supplies and Services	39,998	1,605	2,349	2,214	2,349
Interfund Charges	49,556	56,962	61,715	61,715	67,372
Capital Related	-37,599	0	0	0	0
Expenditures Total	\$278,849	\$293,140	\$306,130	\$306,600	\$317,368
<u>STAFFING SUMMARY</u>					
General Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	2.00	2.00	2.00	2.00	2.00

Fleet Management Administration

Net Cost \$8,897,941

Administers and manages the replacement and disposal of vehicles, purchases and provides fueling, directs all financial controls; and provides oversight for the entire fleet operations for about 3,000 vehicles and equipment maintained in the City's fleet inventory.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Fleet Management Fund	8,998,369	9,115,676	9,138,243	9,074,430	8,923,416
Expenditures Total	\$8,998,369	\$9,115,676	\$9,138,243	\$9,074,430	\$8,923,416

Internal Services

PROGRAM DETAIL

Fleet Management Administration

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	2,958,476	3,097,177	3,245,804	3,262,780	3,280,972
Supplies and Services	5,645,812	5,794,841	5,410,379	5,329,590	5,302,455
Utilities	132,226	120,196	153,700	153,700	153,700
Interfund Charges	90,302	102,647	124,430	124,430	132,359
Capital Related	171,553	815	203,930	203,930	53,930
Expenditures Total	\$8,998,369	\$9,115,676	\$9,138,243	\$9,074,430	\$8,923,416
<u>STAFFING SUMMARY</u>					
Fleet Management Fund	44.00	44.00	44.75	44.75	44.75
Staffing Total	44.00	44.00	44.75	44.75	44.75
<u>PERFORMANCE MEASURE SUMMARY</u>					
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	86%	86%	80%	86%	80%
Percentage of repairs in the heavy equipment shop completed within 24 hours	83%	86%	80%	86%	80%
Percentage of repairs in the light equipment shop completed within 24 hours	86%	88%	85%	88%	85%
Percentage of the City's fleet vehicle and equipment assets available and in service	95%	96%	90%	96%	90%

Fleet Replacement

Net Cost \$4,218,023

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 about 3,000 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	3,380,303	3,984,240	4,294,743	4,262,244	4,298,023
Expenditures Total	\$3,380,303	\$3,984,240	\$4,294,743	\$4,262,244	\$4,298,023

Internal Services

PROGRAM DETAIL

Fleet Replacement

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Supplies and Services	261,046	188,991	0	204,869	0
Interfund Charges	41,791	44,423	4,800	33,436	8,080
Capital Related	1,861,862	2,359,185	2,230,900	1,964,895	2,230,900
Transfers Out	1,215,604	1,391,641	2,059,043	2,059,044	2,059,043
Expenditures Total	\$3,380,303	\$3,984,240	\$4,294,743	\$4,262,244	\$4,298,023

Human Resources Operations

Net Cost \$2,292,455

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Cultural Services Fund	64,700	13,669	0	0	0
General Fund	1,519,929	1,616,229	1,909,166	1,968,184	1,967,979
Gifts & Grants Fund	0	33,980	0	1,020	0
Risk Management Fund	74,245	251,288	312,101	339,976	324,476
Expenditures Total	\$1,658,874	\$1,915,166	\$2,221,267	\$2,309,180	\$2,292,455

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,353,444	1,448,327	1,879,992	1,633,681	1,823,680
Supplies and Services	305,017	466,364	341,275	675,499	468,775
Interfund Charges	413	475	0	0	0
Expenditures Total	\$1,658,874	\$1,915,166	\$2,221,267	\$2,309,180	\$2,292,455

<u>STAFFING SUMMARY</u>					
Cultural Services Fund	1.00	1.00	0.00	0.00	0.00
General Fund	13.00	14.50	16.50	16.50	16.50
Risk Management Fund	0.00	1.00	1.00	1.00	1.00
Staffing Total	14.00	16.50	17.50	17.50	17.50

Internal Services

PROGRAM DETAIL

Human Resources Operations

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Percentage of initial interviews scheduled within three business days from the date of the complaint	96%	98%	100%	97%	100%
Percentage of investigations completed within stated timelines	100%	97%	90%	99%	90%
Percentage of job evaluations including analysis and recommendations completed no later than 30 days from receiving the job information questionnaire	100%	100%	95%	100%	95%
Percentage of jobs will have a recruitment plan within three days of PCN approval	100%	100%	95%	100%	95%
Percentage of participants indicating the training they had received was relevant and that they plan to apply this training in their work setting	97%	94%	85%	95%	95%
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	98%	100%	100%	100%	100%

Purchasing Services

Net Cost \$461,612

This program oversees: solicitation, award, enforcement and termination of City contracts for all goods, services and construction projects requested by City departments.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	377,374	344,110	454,413	390,977	461,612
Expenditures Total	\$377,374	\$344,110	\$454,413	\$390,977	\$461,612
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	734,172	720,157	819,642	763,327	838,060
Allocated Expenses	-371,408	-388,621	-399,416	-399,416	-410,635
Supplies and Services	14,610	12,574	34,187	27,066	34,187
Expenditures Total	\$377,374	\$344,110	\$454,413	\$390,977	\$461,612
<u>STAFFING SUMMARY</u>					
General Fund	9.00	9.00	9.00	9.00	9.00
Staffing Total	9.00	9.00	9.00	9.00	9.00

Internal Services

PROGRAM DETAIL

Purchasing Services

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Achieve 90 percent of stated administrative lead times listed in the purchasing planner guide	97%	93%	90%	95%	90%

Risk Management

Net Cost \$8,840,608

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Risk Management Fund	9,085,221	8,639,455	8,896,691	8,868,816	9,260,771
Expenditures Total	\$9,085,221	\$8,639,455	\$8,896,691	\$8,868,816	\$9,260,771

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	722,320	772,633	812,977	800,697	814,302
Supplies and Services	8,356,512	7,859,481	8,075,720	8,060,125	8,437,750
Interfund Charges	6,389	7,341	7,994	7,994	8,719
Expenditures Total	\$9,085,221	\$8,639,455	\$8,896,691	\$8,868,816	\$9,260,771

<u>STAFFING SUMMARY</u>					
Risk Management Fund	9.00	9.00	9.00	9.00	9.00
Staffing Total	9.00	9.00	9.00	9.00	9.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
Customer satisfaction surveys of worker's comp customers will exceed 3.5 on satisfaction scale of 0.0 to 5.0	4.6	4.5	3.5	4.7	3.5

Judicial

PROGRAM SUMMARY

Court Reporting \$327,204 4 FTE *Create the official court record for all court proceedings *Maintain court system data	Courtroom Assistants \$460,316 7.5 FTE *Maintain courtroom decorum *Organize people and files for each court	Judicial \$1,662,151 8 FTE *Preside over all court proceedings to ensure the fair and impartial administration of justice
Teen Court \$163,089 2 FTE *Administer the Teen Court Program to divert first-time juvenile offenders from criminal activity	Wellness Court \$241,489 0 FTE *Administer the Wellness Court Program for defendants whose criminal behavior is affected by mental illness	

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	21.50	21.50	21.50	21.50	21.50
EXPENDITURES	2,308,310	2,423,393	2,802,523	2,776,064	2,854,249

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	21.50	21.50	21.50	21.50	21.50
Personal Services	2,228,382	2,311,183	2,340,736	2,502,192	2,415,591
Supplies and Services	61,530	91,052	438,724	250,809	413,480
Interfund Charges	18,398	21,158	23,063	23,063	25,178
Expenditures Total	\$2,308,310	\$2,423,393	\$2,802,523	\$2,776,064	\$2,854,249

DEPARTMENT NARRATIVE

Budget Developments for 2017

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 2017, the department will support Council's Homelessness Priority Project by continuing the operation of the Wellness Court. The Wellness Court addresses the needs of individuals with mental health issues whose actions lead to involvement in the criminal justice system. The Court attempts to prevent criminalization and to reduce recidivism by using a collaborative problem solving approach, providing critical mental health and intensive case management wraparound services. Additionally, Judicial 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 resulting criminal record. Judicial expects a consistently increasing workload for 2017 and is positioned to provide high quality service to citizens within the court system as required. As always, each component of Judicial will continue to incorporate efficiencies into its processes.

2016 Current-Year Department Projection

In 2016, Judicial Department expenditures are projected to be \$26,500 (0.9 percent) lower than budget. The surplus compared to the 2016 Original Budget is primarily a combination of vacancy savings in Teen Court and reduced expenditures in the Wellness Court Program. The budget surplus in the Teen and Wellness Courts is slightly offset by a \$51,300 deficit in the General Fund. The deficit is the result of two retirement payouts for senior judges with maximum longevity. This deficit will require a supplemental budget request.

2017 Department Budget

The 2017 budget for Judicial is \$51,700 (1.9 percent) higher than the 2016 Original Budget. This increase is driven by personal services due to citywide compensation adjustments and benefit increases. An ongoing appropriation of \$135,000 from surcharge fund balance in the Teen Court Designated Revenue Fund, used for transitional housing and housing management, will continue to be monitored for the next two years for fiscal viability.

Additional variances are due to Gifts and Grants Fund and Designated Revenue Fund adjustments. The 2017 Gifts and Grants Fund includes \$37,100 of Byrne Justice Assistance Grant, 2016 grant awards that will carry over into 2017 and provide funding until September 2017. The Byrne Justice Assistance Grant is up for renewal in October of 2017.

Judicial

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-55,369
Compensation Adjustments	74,855
Mandated Costs	2,115
Grant / Designated Revenue Adjustments	30,125
Total Base Adjustments	\$51,726

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Designated Revenues Fund	120,373	130,568	298,823	211,535	298,089
General Fund	2,171,171	2,233,317	2,456,331	2,507,617	2,519,035
Gifts & Grants Fund	16,766	59,508	47,369	56,912	37,125
Expenditures Total	\$2,308,310	\$2,423,393	\$2,802,523	\$2,776,064	\$2,854,249

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 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
Staffing Total	21.50	21.50	21.50	21.50	21.50

PROGRAM DETAIL

Court Reporting

Net Cost \$327,204

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	299,901	307,617	319,787	320,475	327,204
Expenditures Total	\$299,901	\$307,617	\$319,787	\$320,475	\$327,204
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	299,560	307,601	316,009	316,697	323,426
Supplies and Services	341	16	3,778	3,778	3,778
Expenditures Total	\$299,901	\$307,617	\$319,787	\$320,475	\$327,204
<u>STAFFING SUMMARY</u>					
General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	4.00	4.00	4.00	4.00	4.00

Judicial

PROGRAM DETAIL

Courtroom Assistants

Net Cost \$460,316

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	389,292	405,586	446,622	415,333	460,316
Expenditures Total	\$389,292	\$405,586	\$446,622	\$415,333	\$460,316
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	389,181	405,586	445,422	414,233	459,116
Supplies and Services	111	0	1,200	1,100	1,200
Expenditures Total	\$389,292	\$405,586	\$446,622	\$415,333	\$460,316
<u>STAFFING SUMMARY</u>					
General Fund	7.50	7.50	7.50	7.50	7.50
Staffing Total	7.50	7.50	7.50	7.50	7.50

Judicial

Net Cost \$1,625,026

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 is affected by our proceedings.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,481,978	1,492,889	1,589,922	1,675,547	1,625,026
Gifts & Grants Fund	13,456	56,009	40,369	53,812	37,125
Expenditures Total	\$1,495,434	\$1,548,898	\$1,630,291	\$1,729,359	\$1,662,151
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,431,400	1,459,472	1,450,927	1,590,879	1,499,016
Supplies and Services	46,502	69,264	157,387	116,503	139,143
Interfund Charges	17,532	20,162	21,977	21,977	23,992
Expenditures Total	\$1,495,434	\$1,548,898	\$1,630,291	\$1,729,359	\$1,662,151
<u>STAFFING SUMMARY</u>					
General Fund	8.00	8.00	8.00	8.00	8.00
Staffing Total	8.00	8.00	8.00	8.00	8.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Summonses	59,091	53,746	62,000	45,000	49,000

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Designated Revenues Fund	120,373	130,568	163,823	119,862	163,089
Gifts & Grants Fund	3,310	3,499	7,000	3,100	0
Expenditures Total	\$123,683	\$134,067	\$170,823	\$122,962	\$163,089
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	108,241	115,676	128,378	107,342	127,544
Supplies and Services	14,576	17,395	41,359	14,534	34,359
Interfund Charges	866	996	1,086	1,086	1,186
Expenditures Total	\$123,683	\$134,067	\$170,823	\$122,962	\$163,089
<u>STAFFING SUMMARY</u>					
Designated Revenues Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	2.00	2.00	2.00	2.00	2.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Teen court program participants	307	420	435	435	450

Wellness Court

Net Cost \$106,489

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Designated Revenues Fund	0	0	135,000	91,673	135,000
General Fund	0	27,225	100,000	96,262	106,489
Expenditures Total	\$0	\$27,225	\$235,000	\$187,935	\$241,489
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	0	22,848	0	73,041	6,489
Supplies and Services	0	4,377	235,000	114,894	235,000
Expenditures Total	\$0	\$27,225	\$235,000	\$187,935	\$241,489

Library & Cultural Services

PROGRAM SUMMARY

Administration \$748,398 6 FTE *Manages departmental personnel, financial, and public service library functions; houses all general and programming related donations	Art in Public Places \$593,584 1 FTE *Coordinates, manages funding, selects, displays, and maintains public art per City Ordinance 93-63	Arts Programs \$1,425,451 8 FTE *Manages Aurora Fox, music, dance and visual arts programs, Bicentennial Art Center, Show Wagon and Aurora Summer Concerts
Cultural Services Division Management \$277,038 2 FTE *Manages all Cultural Services programs	Historic Services \$544,711 6 FTE *Manages all programs and facilities of the Aurora History Museum and Historic Preservation Sites	Library Collection Management and Systems \$1,425,829 3 FTE *Manages acquisition and cataloging of new and donated materials *Weeds collection for obsolete items *Provides technical/computer support
Library Facilities and Public Services \$3,652,839 59.3 FTE *Provides direct customer services to library users including adult and children's programming and outreach		

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	76.60	78.60	85.10	85.30	85.30
EXPENDITURES	7,029,868	8,000,795	9,293,278	9,039,651	8,667,850

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 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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	76.60	78.60	85.10	85.30	85.30
Personal Services	4,625,267	4,844,214	5,663,751	5,346,107	5,829,567
Supplies and Services	2,234,835	3,023,407	3,410,711	3,369,029	2,618,752
Utilities	55,124	49,231	64,010	42,710	46,209
Interfund Charges	69,787	83,706	84,806	81,505	87,491
Capital Related	44,855	237	70,000	200,300	0
Transfers Out	0	0	0	0	85,831
Expenditures Total	\$7,029,868	\$8,000,795	\$9,293,278	\$9,039,651	\$8,667,850

DEPARTMENT NARRATIVE

Budget Developments for 2017

The primary goals of the Library and Cultural Services Department are to create a superior quality of life for residents, making Aurora a desirable place to live and visit and contribute to the sound financial management of the City.

The priority in 2017 is to secure General Fund support for the operation of the Tallyn's Reach Library of \$297,600 as the remaining balance of Arapahoe Library District funding has been exhausted. Additionally, the Bicentennial Art Center is concluding major upgrades to enhance safety and expand programs. Finally, the Art in Public Places program will have successfully installed all RTD Fastracks artworks and is scheduled to move ahead with a new five-year plan.

The department will continue to seek non-city funding including Scientific and Cultural Facilities District (SCFD) and state library grants.

Other important but less visible priorities for 2017 include:

- Continued Library and Cultural Arts Outreach
- Identifying alternate class programming space
- Staff development
- Storage for the museum and dance programs

2016 Current-Year Department Projection

The 2016 projection for Library and Cultural Services is less than the 2016 Original Budget by \$253,600, primarily due to position vacancies. Along with normal attrition, 6.5 FTE positions were added to the library system in the 2016 budget which were not filled until later in the year. Unprecedented, and likely unrepeatable vacancy savings also occurred in the Cultural Services area. The 2016 projection includes a 0.2 FTE increase as a 0.8 FTE position was increased to 1.0 FTE with a zero

Library & Cultural Services

DEPARTMENT NARRATIVE

dollar impact in the 2016 Spring Supplemental process.

The Cultural Services Division continues to qualify for Scientific and Cultural Services funding which is projected at \$314,400 for the 2016 budget year. This represents 14.7 percent of projected Library and Cultural Services funding sources and exemplifies the division's success with obtaining non-city funding sources. The Library qualified for \$82,600 in state funding for materials, increasing their materials funding by 9.6 percent. Library outreach programs remain committed to reaching at-risk communities and continue to be funded exclusively by donations from the Friends of the Aurora Public Library.

2017 Department Budget

The 2017 budget is \$625,400 less than the 2016 Original Budget. The department budget included \$1.1 million in one-time funding in 2016 with \$490,000 attributable to the Art in Public Places (AIPP) Program. The remaining \$612,200 was primarily for setting up the Iliff Square computer center and to purchase radio frequency identification tagging equipment. When excluding 2016 one-time funds, the 2017 budget is \$476,800 more than 2016. The increase is comprised of \$205,600 for pay and benefit increases and \$271,200 in other adjustments and amendments, primarily in the AIPP Program where the supplies budget was set at the level required to carry out the art acquisition plan. There are no additional FTE requested for the 2017 budget as there are no significant changes to program service levels proposed for the upcoming year.

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-1,102,220
Compensation Adjustments	205,558
Mandated Costs	2,685
Other Adjustments	257,361
Total Base Adjustments	(\$636,616)

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>Designated Revenues Fund / New Appropriation</u>				
Transfer Tallyn's Reach Library Budget to the General Fund	-5.00	-286,362	0	-286,362
Program affected: Transfers and Other Requirements Tallyn's Reach Library has been funded by the balance of revenue from an intergovernmental agreement with the Arapahoe Library District that expired in 2012. In order to keep the facility open, General Fund support is required. This amendment appropriates funding for the library entirely in the General Fund and, in turn, lapses funding in the Designated Revenue Fund. A transfer of \$85,800 in projected remaining library district funds will be transferred to the General Fund as a one-time offset.				
New Appropriation Total	-5.00	-286,362	0	-286,362
Designated Revenues Fund Total	-5.00	-286,362	0	-286,362

Library & Cultural Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Transfer Tallyn's Reach Library Budget to the General Fund	5.00	297,550	0	297,550
Program affected: Transfers and Other Requirements Tallyn's Reach Library has been funded by the balance of revenue from an intergovernmental agreement with the Arapahoe Library District that expired in 2012. In order to keep the facility open, General Fund support is required. This amendment appropriates funding for the library entirely in the General Fund and, in turn, lapses funding in the Designated Revenue Fund. A transfer of \$85,800 in projected remaining library district funds will be transferred to the General Fund as a one-time offset.				
New Appropriation Total	5.00	297,550	0	297,550
General Fund Total	5.00	297,550	0	297,550
Amendment Request Total All Funds	0.00	11,188	0	11,188

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Cultural Services Fund	2,347,315	2,890,043	2,971,876	2,898,704	2,840,784
Designated Revenues Fund	345,902	279,733	359,941	287,508	85,831
General Fund	4,207,756	4,694,424	5,825,201	5,703,300	5,606,092
Gifts & Grants Fund	128,895	136,595	136,260	150,139	135,143
Expenditures Total	\$7,029,868	\$8,000,795	\$9,293,278	\$9,039,651	\$8,667,850

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Cultural Services Fund	16.00	17.00	17.00	17.00	17.00
Designated Revenues Fund	5.00	5.00	5.00	5.00	0.00
General Fund	55.60	56.60	63.10	63.30	68.30
Staffing Total	76.60	78.60	85.10	85.30	85.30

PROGRAM DETAIL

Administration

Net Cost \$688,255

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.

Library & Cultural Services

PROGRAM DETAIL

Administration

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	669,095	662,700	666,338	654,368	688,255
Gifts & Grants Fund	50,084	64,949	61,260	66,636	60,143
Expenditures Total	\$719,179	\$727,649	\$727,598	\$721,004	\$748,398
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	526,861	539,336	554,924	558,782	572,263
Supplies and Services	111,132	141,104	121,490	112,098	121,490
Utilities	234	0	0	0	0
Interfund Charges	42,201	47,209	51,184	50,124	54,645
Capital Related	38,751	0	0	0	0
Expenditures Total	\$719,179	\$727,649	\$727,598	\$721,004	\$748,398
<u>STAFFING SUMMARY</u>					
General Fund	6.00	6.00	6.00	6.00	6.00
Staffing Total	6.00	6.00	6.00	6.00	6.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Maintain 80% or better overall customer satisfaction rating across programs based on feedback from customer comment cards	96%	97%	80%	95%	90%

Art in Public Places

Net Cost \$583,643

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 the City's metropolitan districts' required public art plans and all transit oriented art development. The City Council appointed Art in Public Places Commission sets annual goals for community outreach and education.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Cultural Services Fund	233,687	535,809	740,779	810,088	593,584
Expenditures Total	\$233,687	\$535,809	\$740,779	\$810,088	\$593,584
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	57,407	63,158	93,569	94,700	97,023
Supplies and Services	169,315	471,514	646,086	714,714	495,407
Utilities	603	603	800	350	800
Interfund Charges	258	297	324	324	354
Capital Related	6,104	237	0	0	0
Expenditures Total	\$233,687	\$535,809	\$740,779	\$810,088	\$593,584

Library & Cultural Services

PROGRAM DETAIL

Art in Public Places

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>STAFFING SUMMARY</u>					
Cultural Services Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	1.00	1.00	1.00	1.00	1.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
100% of reported graffiti on public art pieces will be documented and removed within two business days of notification	100%	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)	55%	150%	60%	60%	60%
90% of art pieces needing maintenance or repairs have received maintenance and/or repairs	93%	99%	90%	90%	90%
90% of citizen based requests for public art maintenance (lighting, cleaning etc.) will be solved within 30 days	90%	90%	90%	90%	90%
90% of citizen based requests for public art maintenance (lighting, cleaning etc.) will be staff inspected within 72 hours	100%	95%	90%	90%	90%
Increase citizen contacts by 5% or more over same quarter in prior year (shown as monthly average)	5%	5%	5%	5%	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)	140	183	50	133	120

Arts Programs

Net Cost \$426,201

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Cultural Services Fund	1,389,593	1,646,060	1,376,332	1,440,505	1,425,451
Expenditures Total	\$1,389,593	\$1,646,060	\$1,376,332	\$1,440,505	\$1,425,451

Library & Cultural Services

PROGRAM DETAIL

Arts Programs

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	674,712	654,678	684,584	766,946	812,874
Supplies and Services	659,945	943,292	626,876	631,677	567,627
Utilities	52,097	45,450	60,520	40,960	43,809
Interfund Charges	2,839	2,640	4,352	922	1,141
Expenditures Total	\$1,389,593	\$1,646,060	\$1,376,332	\$1,440,505	\$1,425,451

<u>STAFFING SUMMARY</u>					
Cultural Services Fund	8.00	7.00	7.00	7.00	8.00
Staffing Total	8.00	7.00	7.00	7.00	8.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
Art classes 90% customer satisfaction based on feedback from customer service comment cards	99.0%	99.8%	90.0%	95.0%	90.0%
Aurora Fox 80% customer satisfaction based on feedback from customer service comment cards	95.5%	87.0%	80.0%	85.0%	80.0%
Dance classes 90% customer satisfaction based on feedback from customer service comment cards	98.7%	99.3%	90.0%	98.0%	90.0%
Drama classes 90% customer satisfaction based on feedback from customer service comment cards	99.0%	97.7%	90.0%	95.0%	90.0%
Music classes 90% customer satisfaction based on feedback from customer service comment cards	96.5%	96.0%	90.0%	95.0%	90.0%
Pottery program 90% customer satisfaction based on feedback from customer service comment cards	97.3%	97.5%	90.0%	95.0%	90.0%

Cultural Services Division Management

Net Cost \$258,038

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Cultural Services Fund	301,832	273,183	331,948	241,599	277,038
Expenditures Total	\$301,832	\$273,183	\$331,948	\$241,599	\$277,038

Library & Cultural Services

PROGRAM DETAIL

Cultural Services Division Management

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	224,314	193,191	264,580	165,096	193,250
Supplies and Services	61,640	61,732	47,465	56,600	62,060
Interfund Charges	15,878	18,260	19,903	19,903	21,728
Expenditures Total	\$301,832	\$273,183	\$331,948	\$241,599	\$277,038
<u>STAFFING SUMMARY</u>					
Cultural Services Fund	2.00	3.00	3.00	3.00	2.00
Staffing Total	2.00	3.00	3.00	3.00	2.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Maintain 80% or better overall customer satisfaction rating across programs based on feedback from customer comment cards	90.0%	97.4%	80.0%	94.7%	80.0%
Successfully complete annual Scientific and Cultural Facilities District qualification audit	Yes	Yes	Yes	Yes	Yes

Historic Services

Net Cost \$444,991

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Cultural Services Fund	422,203	434,991	522,817	406,512	544,711
Expenditures Total	\$422,203	\$434,991	\$522,817	\$406,512	\$544,711
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	281,212	365,622	486,977	342,502	502,786
Supplies and Services	138,742	65,455	33,150	62,510	40,325
Utilities	2,190	3,178	2,690	1,400	1,600
Interfund Charges	59	736	0	100	0
Expenditures Total	\$422,203	\$434,991	\$522,817	\$406,512	\$544,711
<u>STAFFING SUMMARY</u>					
Cultural Services Fund	5.00	6.00	6.00	6.00	6.00
Staffing Total	5.00	6.00	6.00	6.00	6.00

Library & Cultural Services

PROGRAM DETAIL

Historic Services

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
90% customer satisfaction based on feedback from customer service comment cards	97.3%	99.4%	90.0%	98.0%	90.0%
Percentage of Section 106 reviews completed within statutory requirements	100%	100%	90%	100%	100%
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 \$1,323,079

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,117,855	1,397,294	1,581,470	1,732,160	1,350,829
Gifts & Grants Fund	73,592	71,646	75,000	83,503	75,000
Expenditures Total	\$1,191,447	\$1,468,940	\$1,656,470	\$1,815,663	\$1,425,829
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	357,685	338,187	261,291	280,312	300,706
Supplies and Services	830,740	1,122,549	1,323,068	1,332,151	1,123,068
Interfund Charges	3,022	8,204	2,111	3,200	2,055
Capital Related	0	0	70,000	200,000	0
Expenditures Total	\$1,191,447	\$1,468,940	\$1,656,470	\$1,815,663	\$1,425,829
<u>STAFFING SUMMARY</u>					
General Fund	5.00	4.00	3.00	3.00	3.00
Staffing Total	5.00	4.00	3.00	3.00	3.00

Library & Cultural Services

PROGRAM DETAIL

Library Collection Management and Systems

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Average 2.4 visits per capita each year	3.1	2.9	2.4	3.0	2.4
Maintain library circulation levels at or above 2.2 outside circulation per capita	2.8	2.9	2.2	3.1	2.2
Material Availability: 90% excellent or above average customer service satisfaction	95.3%	97.1%	90.0%	94.0%	90.0%

Library Facilities and Public Services

Net Cost \$3,455,408

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 over one million 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Designated Revenues Fund	345,902	279,733	359,941	287,508	85,831
General Fund	2,420,806	2,634,430	3,577,393	3,316,772	3,567,008
Gifts & Grants Fund	5,219	0	0	0	0
Expenditures Total	\$2,771,927	\$2,914,163	\$3,937,334	\$3,604,280	\$3,652,839
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	2,503,076	2,690,042	3,317,826	3,137,769	3,350,665
Supplies and Services	263,321	217,761	612,576	459,279	208,775
Interfund Charges	5,530	6,360	6,932	6,932	7,568
Capital Related	0	0	0	300	0
Transfers Out	0	0	0	0	85,831
Expenditures Total	\$2,771,927	\$2,914,163	\$3,937,334	\$3,604,280	\$3,652,839
<u>STAFFING SUMMARY</u>					
Designated Revenues Fund	5.00	5.00	5.00	5.00	0.00
General Fund	44.60	46.60	54.10	54.30	59.30
Staffing Total	49.60	51.60	59.10	59.30	59.30

Library & Cultural Services

PROGRAM DETAIL

Library Facilities and Public Services

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Building Appearance: 90% excellent or above average customer satisfaction rating	93.4%	96.6%	90.0%	94.0%	90.0%
Computer Usability: 90% or better based on customer feedback cards	93.3%	94.1%	90.0%	92.0%	90.0%
Maintain a 90% excellent or above average customer service satisfaction rating	95.3%	96.7%	90.0%	95.0%	90.0%
Staff Courtesy: 90% excellent or above average customer satisfaction rating	96.5%	97.7%	90.0%	97.0%	90.0%
Wait Time for Staff: 90% excellent or above average customer satisfaction rating	96.8%	97.4%	90.0%	97.0%	90.0%

Neighborhood Services

PROGRAM SUMMARY

Administration \$409,733 2.8 FTE *Provides oversight, administration, and management of programs, budget, and personnel (includes risk allocations)	Animal Services \$2,142,037 26 FTE *Enforcement; provides shelter, veterinary care, placement, adoption, or other disposition; pet licensing and education	Code Enforcement \$2,428,351 29 FTE *Assures a well-maintained city and housing stock *Provides education and enforcement of City ordinances
Community Development Program Management \$953,633 18.2 FTE *Provides oversight, administration, and management of CDBG, HOME, and ESG programs and projects	Community Housing Development Organization \$136,850 0 FTE *Pass-through federal funds for non-profit organizations which use HOME funds to provide safe and affordable housing to Aurora citizens	Community Relations \$234,554 2 FTE *Resource for human, community, social, cultural, and language services *Liaison to Human Relations and Veteran Affairs Commissions
Emergency Solutions Grants and Motel Vouchers \$286,252 0 FTE *Pass-through federal funds for grants to non-profit emergency shelter providers *Aurora hotel voucher program	Home Ownership Assistance Program \$260,107 0 FTE *Funding for direct financial assistance to qualified first-time homebuyers	Homeless Initiative \$1,977,916 1 FTE *Provides year-round emergency shelter service *Provides assistance to families at risk of becoming homeless
Neighborhood Liaison & Mediation Services \$433,554 4 FTE *Serves as the City's service link to over 400 neighborhood organizations *Mediation services for conflict resolution and problem solving	Neighborhood Stabilization Program \$26,000 0 FTE *Funding to purchase foreclosed, vacant or abandoned residential properties for rehabilitation and sale through NSP	Original Aurora Renewal Program \$108,300 0 FTE *Assists with the physical, social, and economic revitalization of Original Aurora
Public Facilities \$250,000 0 FTE *CDBG funding for area-specific benefits such as Northwest Alley Paving and Northwest Street Lights	Rehabilitation \$1,379,725 0 FTE *Provides a wide range of single-family, commercial, and multi-family rehabilitation programs (includes funding for administration)	Transfers and Other Requirements \$1,201,290 0 FTE *Anticipated/unprogrammed gifts and grants to be transferred to programs *Other one-time grants or programs

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	76.60	81.00	83.00	83.00	83.00
EXPENDITURES	10,334,149	10,833,410	11,653,461	11,794,560	12,228,302

Neighborhood Services

DESCRIPTION

Neighborhood Services consists of four divisions: Neighborhood Support, Animal Services, Community Development and Community Relations. The mission of the 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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	76.60	81.00	83.00	83.00	83.00
Personal Services	5,261,598	5,606,534	6,082,930	5,706,353	6,241,508
Allocated Expenses	0	-20,675	-24,847	0	0
Supplies and Services	4,813,608	4,963,807	5,379,258	5,847,545	5,721,665
Interfund Charges	193,194	219,723	216,120	240,662	232,729
Capital Related	65,749	64,021	0	0	32,400
Expenditures Total	\$10,334,149	\$10,833,410	\$11,653,461	\$11,794,560	\$12,228,302

DEPARTMENT NARRATIVE

Budget Developments for 2017

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 2017, 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 facilitate meaningful dialogue and strengthen neighborhoods, by serving as community liaisons, managing the neighborhood grant program and providing ongoing education and enforcement of City ordinances. Code Enforcement will implement education and proactive enforcement activities to arrest neighborhood decline and protect property values from blight, deterioration and graffiti. Code Enforcement will also oversee the Systematic Multi-Family Housing inspection program to ensure the City's multi-family housing meets standards for maintenance, health and safety. 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 U.S. 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 promoting open dialogue and strategies to address community and social structure relationships.

2016 Current-Year Department Projection

The total 2016 expenditure projection for the Neighborhood Services Department is \$141,100 (1.2 percent) higher than the 2016 Original Budget. This budget variance is due to an increase in the Community Development Block Grant (CDBG) award of \$67,000 and an increase in the Home Investment Partnerships Grant (HOME) award of \$85,200. In turn, the required General Fund match for HOME projects has increased by \$19,200. The appropriation of these grants will be adjusted in the 2016 Fall Supplemental, followed by a 2017 Spring Supplemental to appropriate actual program income. In addition, the 2016 Original Budget does not include \$43,000 added in the 2016 Spring Supplemental process associated with an intergovernmental agreement between the City's Animal Services division and Arapahoe County to provide shelter and care for approximately 220 animals impounded by Arapahoe County per year.

Neighborhood Services

DEPARTMENT NARRATIVE

Increases in expenditures are partially offset by vacancy savings which have occurred primarily in Neighborhood Support and are also due to the delay in recruiting for the new Homelessness Program Director position. In addition to staff turnover, vacancy savings in Neighborhood Support can be largely attributed to the vacant Manager of Neighborhood Support position, whose tasks were performed initially by the interim Director and later by the Director.

2017 Department Budget

The 2017 budget for Neighborhood Services is \$574,800 (4.9 percent) higher than the 2016 Original Budget. Increases in CDBG and HOME grant awards including the increase in the General Fund HOME grant match account for \$171,300 of this increase as grants have been aligned to the actual 2016 award amounts. The 2017 budget also includes an expected increase of \$150,000 in HOME program income. Other amendments to the 2017 budget include \$32,400 to equip code enforcement and animal protection officers with body-worn cameras as a means to increase officer safety. Beginning in 2017, \$20,000 will be permanently allocated to the successful Clean-Up Day event which had previously relied upon the approval of annual one-time funding requests. The 2017 budget also includes one-time funding of \$50,000 to provide disadvantaged individuals earned income in return for the completion of clean-up projects around the Colfax Corridor. At the October 1, 2016 Budget Workshop, Council also added one-time funding of \$20,000 for a signature event in celebration of Martin Luther King, Jr. Additional 2017 budget increases are largely associated with citywide pay and benefit increases.

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-4,105,181
Mid Year Modifications	43,000
Compensation Adjustments	158,578
Mandated Costs	16,609
Grant / Designated Revenue Adjustments	20,000
Other Adjustments	5,000
Total Base Adjustments	(\$3,861,994)

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>Community Development Fund / New Appropriation</u>				
Appropriation for Anticipated CDBG Funded Programs	0.00	1,071,752	0	1,071,752
Program affected: CDBG funded programs This amendment adds \$1.1 million to the 2016 ongoing budget in order to align the CDBG program appropriation for 2017 to the total anticipated funding level and program income for a total of \$2,794,758. This includes an anticipated grant award equal to 2016 at \$2,724,758 and \$70,000 in program income. Please see Citizens' Advisory Committee on Housing and Community Development for the detailed plan by project in the Public Input section of this book (Section H).				

This amendment addresses the Council Goal: Quality of Life.

Neighborhood Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>Community Development Fund / New Appropriation</u>				
Appropriation for Anticipated HOME Funded Programs	0.00	1,715,014	0	1,715,014
<p>Program affected: HOME funded programs</p> <p>This amendment adds \$1.7 million to the 2016 ongoing budget in order to align the HOME program appropriation for 2017 to the total anticipated grant funding, program income and General Fund match for a total of \$1,717,605. This includes an anticipated grant award equal to 2016 at \$912,330, \$600,000 in program income, and \$205,275 for the General Fund match. Please see Citizens' Advisory Committee on Housing and Community Development for the detailed plan by project in the Public Input section of this book (Section H).</p> <p>This amendment addresses the Council Goal: Quality of Life.</p>				
Appropriation for Anticipated NSP Funded Programs	0.00	22,669	0	22,669
<p>Program affected: Neighborhood Stabilization Program (NSP)</p> <p>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 2017 anticipated program revenue for the NSP and NSP3 programs.</p> <p>This amendment addresses the Council Goal: Quality of Life.</p>				
New Appropriation Total	0.00	2,809,435	0	2,809,435
Community Development Fund Total	0.00	2,809,435	0	2,809,435
<u>General Fund / New Appropriation</u>				
Cleanup Day	0.00	20,000	0	20,000
<p>Program affected: Neighborhood Liaison and Mediation Services</p> <p>This amendment will provide ongoing funding for the successful Cleanup Day event which was held by the City of Aurora in 2015 and 2016. The purpose of the Clean-Up Day is to demonstrate the City's commitment to clean and healthy neighborhoods and to give citizens the opportunity to discard household items that have high disposal costs.</p> <p>This amendment addresses the Council Goal: Quality of Life.</p>				
Code Enforcement and Animal Services Body-Worn Cameras	0.00	32,400	0	32,400
<p>Program affected: Code Enforcement, Animal Services</p> <p>This amendment will fund body-worn cameras for Code Enforcement and Animal Protection Officers. These cameras will help officers perform their duties with increased safety and transparency as officers regularly enter private property to address code and animal-related violations that raise levels of emotion, increasing the potential for quick escalations. Having officers equipped with video recorders will deter citizens from performing illegal actions and will allow supervisors to have an accurate picture of what is encountered in the field.</p> <p>This amendment addresses the Council Priority Program: Code Enforcement and the Council Goal: Safe Community.</p>				

Neighborhood Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Colfax Cleanup Pilot	0.00	50,000	0	50,000
Program affected: Homeless Initiative This amendment will provide one-time funding to clean up portions of Colfax Avenue by hiring disadvantaged individuals, such as those who are homeless or day laborers, to participate in cleanup projects on a daily basis. This amendment addresses the Council Priority Project: Homeless Items and the Council Goal: Quality of Life.				
DNA Test Kits for Restricted Breed Compliance	0.00	5,000	6,200	-1,200
Program affected: Animal Services This amendment will provide funding to meet an increasing demand in conducting genetic testing for pitbull DNA. The use of DNA test kits has proven more accurate than visual identification and allows for less staff time. Service fees will cover the cost of kits as well as the staff time needed to process tests. This amendment addresses the Council Goal: Safe Community.				
Martin Luther King, Jr. Celebration	0.00	20,000	0	20,000
Program affected: Community Relations Each January, the City hosts events in commemoration of Martin Luther King, Jr. At the October 1, 2016 Budget Workshop, City Council added one-time funding of \$20,000 for a Saturday signature event as it relates to this celebration. This amendment addresses the Council Goal: Quality of Life.				
New Appropriation Total	0.00	127,400	6,200	121,200
General Fund Total	0.00	127,400	6,200	121,200
<u>Marijuana Tax Revenue Fund / New Appropriation</u>				
Homelessness Projects	0.00	1,500,000	0	1,500,000
Program affected: Homeless Initiative In the 2016 budget, Council approved the one-time use of \$1.5 million to fund homelessness projects with marijuana tax revenue. In addition to \$1.5 million budgeted in 2016, Council has approved another \$1.5 million for each of the next two years for a total of \$4.5 million in support of combating homelessness. This amendment addresses the Council Priority Project: Homeless Items and the Council Goal: Quality of Life.				
New Appropriation Total	0.00	1,500,000	0	1,500,000
Marijuana Tax Revenue Fund Total	0.00	1,500,000	0	1,500,000
Amendment Request Total All Funds	0.00	4,436,835	6,200	4,430,635

Neighborhood Services

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Abatement Fund	424,118	424,930	0	0	0
Community Development Fund	5,496,318	5,206,452	4,211,028	4,397,161	4,531,813
General Fund	4,037,424	4,724,554	6,964,305	6,919,271	5,718,361
Gifts & Grants Fund	376,289	477,474	478,128	478,128	478,128
Marijuana Tax Revenue Fund	0	0	0	0	1,500,000
Expenditures Total	\$10,334,149	\$10,833,410	\$11,653,461	\$11,794,560	\$12,228,302

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Abatement Fund	3.50	3.50	0.00	0.00	0.00
Community Development Fund	22.20	23.20	22.20	22.20	22.20
General Fund	50.90	54.30	60.80	60.80	60.80
Staffing Total	76.60	81.00	83.00	83.00	83.00

PROGRAM DETAIL

Administration

Net Cost \$409,733

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, Marijuana Tax Revenue 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
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EXPENDITURE SUMMARY BY FUND

General Fund	369,501	475,004	376,658	525,167	409,733
Expenditures Total	\$369,501	\$475,004	\$376,658	\$525,167	\$409,733

EXPENDITURE SUMMARY BY TYPE

Personal Services	302,485	356,299	288,672	378,840	314,694
Supplies and Services	5,663	48,149	11,080	69,421	11,080
Interfund Charges	61,353	70,556	76,906	76,906	83,959
Expenditures Total	\$369,501	\$475,004	\$376,658	\$525,167	\$409,733

STAFFING SUMMARY

General Fund	2.80	2.80	2.80	2.80	2.80
Staffing Total	2.80	2.80	2.80	2.80	2.80

Neighborhood Services

PROGRAM DETAIL

Animal Services

Net Cost \$1,635,361

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 13 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 Animal Welfare 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 is therefore not part of the net cost calculation for the program.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,881,291	1,926,784	1,930,949	2,007,677	2,044,537
Gifts & Grants Fund	32,693	50,360	103,974	55,888	97,500
Expenditures Total	\$1,913,984	\$1,977,144	\$2,034,923	\$2,063,565	\$2,142,037

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,455,629	1,574,870	1,733,847	1,683,303	1,782,471
Supplies and Services	395,975	320,934	266,810	330,326	308,336
Interfund Charges	35,472	42,204	34,266	49,936	38,930
Capital Related	26,908	39,136	0	0	12,300
Expenditures Total	\$1,913,984	\$1,977,144	\$2,034,923	\$2,063,565	\$2,142,037

<u>STAFFING SUMMARY</u>					
General Fund	24.00	25.00	26.00	26.00	26.00
Staffing Total	24.00	25.00	26.00	26.00	26.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
Maintain a Length of Stay rate of 14 days or less for dogs	N/A	N/A	N/A	14	14
Maintain a Length of Stay rate of 21 days or less for cats	N/A	N/A	N/A	21	21
Maintain a save rate of 85% or higher	79%	89%	85%	85%	85%
Meet with realtors, home owners associations, Neighborhood Groups, and rental leasing agents in the City to educate on restricted breed regulations six times per year	N/A	N/A	N/A	N/A	6
Percent of priority one calls responded to in under 20 minutes	84%	78%	85%	85%	85%
Percent of priority two calls responded to in under 60 minutes	N/A	87%	85%	85%	90%
Reduce the amount of restricted breed calls that need to be handled yearly by 5%	N/A	N/A	N/A	N/A	5%

Neighborhood Services

PROGRAM DETAIL

Code Enforcement

Net Cost \$1,485,572

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 2017, 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Abatement Fund	424,118	424,930	0	0	0
Community Development Fund	299,261	291,009	264,132	255,272	265,000
General Fund	1,334,089	1,492,247	2,183,172	1,957,643	2,163,351
Expenditures Total	\$2,057,468	\$2,208,186	\$2,447,304	\$2,212,915	\$2,428,351
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,728,318	1,778,224	2,055,104	1,843,127	2,086,539
Supplies and Services	224,784	331,818	327,355	296,071	250,683
Interfund Charges	65,525	73,259	64,845	73,717	71,029
Capital Related	38,841	24,885	0	0	20,100
Expenditures Total	\$2,057,468	\$2,208,186	\$2,447,304	\$2,212,915	\$2,428,351
<u>STAFFING SUMMARY</u>					
Abatement Fund	3.50	3.50	0.00	0.00	0.00
Community Development Fund	5.00	5.00	4.00	4.00	4.00
General Fund	19.10	20.50	25.00	25.00	25.00
Staffing Total	27.60	29.00	29.00	29.00	29.00

Neighborhood Services

PROGRAM DETAIL

Code Enforcement

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
60% of graffiti removals are proactive	N/A	N/A	N/A	N/A	60%
90% of graffiti calls handled within three business days	100%	100%	90%	90%	90%
90% of time complaints are responded to within two business days	97%	97%	90%	90%	90%
Conduct four community apartment manager/owner training sessions educating on the systematic multi-family housing inspection program	N/A	N/A	N/A	N/A	4
Conduct ten mock housing and/or hotel/motel inspections	N/A	N/A	N/A	N/A	10
For systematic multi-family housing inspections, maintain an initial inspection compliance percentage of 50%	N/A	N/A	N/A	N/A	50%
Hotel/Motel inspections are completed within the scheduled time at a 100% rate	N/A	N/A	N/A	N/A	100%
Maintain a voluntary compliance rate of 95%	93%	93%	95%	95%	95%
Maintain an overall case cycle time of 30 days or less	N/A	N/A	N/A	N/A	30
Maintain the violation rate generated by proactive inspections of greater than 55% (Nov thru Mar) or 60% (Apr thru Oct)	68%	64%	60%	60%	60%
Maintain the violation rate generated by secondary inspections to less than or equal to 6% (Nov thru Mar) or 5% (Apr thru Oct)	4%	4%	5%	5%	5%
Systematic multi-family housing inspections are completed within the scheduled time at a 75% rate	N/A	N/A	N/A	N/A	75%

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Community Development Fund	762,394	872,444	923,269	794,082	953,633
Expenditures Total	\$762,394	\$872,444	\$923,269	\$794,082	\$953,633

Neighborhood Services

PROGRAM DETAIL

Community Development Program Management

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,286,550	1,396,999	1,401,612	1,303,707	1,421,895
Allocated Expenses	-534,128	-480,000	-503,190	-433,707	-517,943
Supplies and Services	-10,594	-66,440	-2,373	-105,172	22,714
Interfund Charges	20,566	21,885	27,220	29,254	26,967
Expenditures Total	\$762,394	\$872,444	\$923,269	\$794,082	\$953,633
<u>STAFFING SUMMARY</u>					
Community Development Fund	17.20	18.20	18.20	18.20	18.20
Staffing Total	17.20	18.20	18.20	18.20	18.20

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Community Development Fund	139,297	-87,919	125,000	251,301	136,850
Expenditures Total	\$139,297	(\$87,919)	\$125,000	\$251,301	\$136,850
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Supplies and Services	139,297	-87,919	125,000	251,301	136,850
Expenditures Total	\$139,297	(\$87,919)	\$125,000	\$251,301	\$136,850

Community Relations

Net Cost \$218,060

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	175,299	179,851	192,512	183,475	218,060
Gifts & Grants Fund	2,382	8,863	6,560	9,116	16,494
Expenditures Total	\$177,681	\$188,714	\$199,072	\$192,591	\$234,554

Neighborhood Services

PROGRAM DETAIL

Community Relations

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	140,374	124,011	169,669	107,663	170,217
Supplies and Services	37,307	64,703	29,403	84,928	64,337
Expenditures Total	\$177,681	\$188,714	\$199,072	\$192,591	\$234,554
<u>STAFFING SUMMARY</u>					
General Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	2.00	2.00	2.00	2.00	2.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Coordinate 12 Key Community Response Team (KCRT) member presentations addressing law enforcement/community and social structure relationships	N/A	N/A	N/A	N/A	12
Percent of Police briefings on use of force to Key Community Response Team (KCRT) scheduled within 24 hours of requests following incidents	N/A	N/A	N/A	N/A	100%
Plan/facilitate six community Forums on Race Relations examining community dynamics, promoting open dialogue and strategies to move beyond race as a line of division in the community	N/A	N/A	N/A	N/A	6

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), 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 crises. In addition, CDBG funds are budgeted for the Aurora Warms the Night hotel voucher program to provide motel vouchers on severe weather nights, and for Aurora@Home to help support the navigator position.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Community Development Fund	53,793	49,859	47,000	47,000	47,000
Gifts & Grants Fund	259,477	353,089	271,817	291,741	239,252
Expenditures Total	\$313,270	\$402,948	\$318,817	\$338,741	\$286,252
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	27,450	21,662	0	0	0
Allocated Expenses	0	0	18,128	19,000	17,943
Supplies and Services	285,820	381,286	300,689	319,741	268,309
Expenditures Total	\$313,270	\$402,948	\$318,817	\$338,741	\$286,252

Neighborhood Services

PROGRAM DETAIL

Home Ownership Assistance Program

Net Cost \$0

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Community Development Fund	396,200	1,184,496	100,000	-119,725	200,000
General Fund	20,324	31,154	21,210	21,210	21,210
Gifts & Grants Fund	81,040	59,958	31,619	45,700	38,897
Expenditures Total	\$497,564	\$1,275,608	\$152,829	(\$52,815)	\$260,107
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	68,174	52,047	0	11,366	0
Supplies and Services	429,390	1,223,561	152,829	-64,181	260,107
Expenditures Total	\$497,564	\$1,275,608	\$152,829	(\$52,815)	\$260,107
<u>PERFORMANCE MEASURE SUMMARY</u>					
Percent of potential foreclosure cases that are resolved (15 outcomes per quarter)	72%	70%	65%	65%	65%
Percent of senior citizens that received reverse mortgage counseling and proceeded to secure a reverse mortgage	N/A	64%	50%	50%	50%
Provide down payment and/or closing cost assistance to first-time homebuyers	25	26	22	22	30

Neighborhood Services

PROGRAM DETAIL

Homeless Initiative

Net Cost \$1,927,916

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 \$40,000 of Designated Revenue funding 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 the 2016 budget, 1.0 FTE Homelessness Program Director was added to the program to coordinate, implement and administer the City of Aurora homeless programs. In addition, Council approved the use of \$4.5 million of marijuana tax revenue to fund homelessness projects over three years. One-time funds in the 2017 budget include \$50,000 in HOME grant awards for Aurora@Home and \$50,000 for a Colfax Cleanup Pilot Project, which will be used to provide low or no income individuals daily employment opportunities.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Community Development Fund	0	180,176	350,000	417,754	50,000
General Fund	0	256,800	1,854,740	1,805,628	427,916
Marijuana Tax Revenue Fund	0	0	0	0	1,500,000
Expenditures Total	\$0	\$436,976	\$2,204,740	\$2,223,382	\$1,977,916
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	0	0	92,940	43,828	116,116
Supplies and Services	0	436,976	2,111,800	2,179,554	1,861,800
Expenditures Total	\$0	\$436,976	\$2,204,740	\$2,223,382	\$1,977,916
<u>STAFFING SUMMARY</u>					
General Fund	0.00	0.00	1.00	1.00	1.00
Staffing Total	0.00	0.00	1.00	1.00	1.00

Neighborhood Liaison & Mediation Services

Net Cost \$433,554

The Neighborhood Liaison program provides Aurora's 415 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, Neighbor-to-Neighbor Roundtables, Traffic Calming Go-Slow 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, mediation services to facilitate communication and conflict resolution, as well as the New Hire Onboarding Tour.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	256,920	362,714	405,064	418,497	433,554
Gifts & Grants Fund	0	0	0	9,997	0
Expenditures Total	\$256,920	\$362,714	\$405,064	\$428,494	\$433,554

Neighborhood Services

PROGRAM DETAIL

Neighborhood Liaison & Mediation Services

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	252,618	302,422	341,086	334,519	349,576
Supplies and Services	4,302	60,292	63,978	93,975	83,978
Expenditures Total	\$256,920	\$362,714	\$405,064	\$428,494	\$433,554
<u>STAFFING SUMMARY</u>					
General Fund	3.00	4.00	4.00	4.00	4.00
Staffing Total	3.00	4.00	4.00	4.00	4.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
50% (17 per month) of neighborhood groups will re-register annually	N/A	N/A	N/A	N/A	50%
Identify, initiate, and implement 12 (one per month) Neighborhood Action Plans, in collaboration with Neighborhood Services divisions and other City departments	N/A	N/A	N/A	N/A	12
Present information and provide outreach and education about neighborhood programs and resources at neighborhood and community meetings and on tours (10 per month)	N/A	N/A	N/A	N/A	120

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Community Development Fund	595,937	222,956	20,000	34,798	26,000
Expenditures Total	\$595,937	\$222,956	\$20,000	\$34,798	\$26,000
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Allocated Expenses	148,480	75,000	0	14,707	0
Supplies and Services	445,023	145,157	16,949	17,040	22,669
Interfund Charges	2,434	2,799	3,051	3,051	3,331
Expenditures Total	\$595,937	\$222,956	\$20,000	\$34,798	\$26,000

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 Alleyway Lighting program, which will be completed in 2016 as represented by the performance measure estimate below.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Community Development Fund	115,374	74,982	78,000	47,089	108,000
General Fund	0	0	0	-26	0
Gifts & Grants Fund	697	5,204	6,921	3,630	300
Expenditures Total	\$116,071	\$80,186	\$84,921	\$50,693	\$108,300
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Allocated Expenses	63,441	34,325	45,000	50,000	90,000
Supplies and Services	51,007	43,995	37,887	693	18,300
Interfund Charges	1,623	1,866	2,034	0	0
Expenditures Total	\$116,071	\$80,186	\$84,921	\$50,693	\$108,300
<u>PERFORMANCE MEASURE SUMMARY</u>					
Coordinate the installation of 60 alleyway lights	193	81	60	60	0

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Community Development Fund	284,824	631,448	447,000	447,000	250,000
Expenditures Total	\$284,824	\$631,448	\$447,000	\$447,000	\$250,000
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Supplies and Services	284,824	631,448	447,000	447,000	250,000
Expenditures Total	\$284,824	\$631,448	\$447,000	\$447,000	\$250,000
<u>PERFORMANCE MEASURE SUMMARY</u>					
Pave 4 alleys in N.W. Aurora	5	4	6	4	4

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Community Development Fund	2,016,459	2,297,841	943,966	1,506,002	1,379,725
Expenditures Total	\$2,016,459	\$2,297,841	\$943,966	\$1,506,002	\$1,379,725
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Allocated Expenses	322,207	350,000	415,215	350,000	410,000
Supplies and Services	1,688,031	1,940,687	520,953	1,148,204	961,212
Interfund Charges	6,221	7,154	7,798	7,798	8,513
Expenditures Total	\$2,016,459	\$2,297,841	\$943,966	\$1,506,002	\$1,379,725
<u>PERFORMANCE MEASURE SUMMARY</u>					
Customer satisfaction scores for city employees dealing with home rehabilitations	100%	99%	95%	95%	95%
Number of rehab projects completed annually	41	57	65	65	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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Community Development Fund	832,779	-510,840	912,661	716,588	1,115,605
Gifts & Grants Fund	0	0	57,237	62,056	85,685
Expenditures Total	\$832,779	(\$510,840)	\$969,898	\$778,644	\$1,201,290
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Supplies and Services	832,779	-510,840	969,898	778,644	1,201,290
Expenditures Total	\$832,779	(\$510,840)	\$969,898	\$778,644	\$1,201,290

Non-Departmental

PROGRAM SUMMARY

Building Leases \$7,054,231 0 FTE *Leases for city buildings	Compensation Reserve and Pension Costs \$1,069,943 15 FTE *Funding for compensation-related increases and vacancy savings targets, Development Review Fund overhires	Developer Incentives \$1,911,404 0 FTE *Incentives and revenue cost-sharing agreements
Snow Removal \$2,483,585 0 FTE *Overtime, equipment, and supplies for snow removal	Special Improvement Districts \$334,485 0 FTE *Expenditures related to Special Improvement Districts	Transfers and Other Requirements \$51,192,144 0 FTE *Transfers to other funds

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	0.00	0.00	15.00	15.00	15.00
EXPENDITURES	59,798,187	66,545,701	73,543,611	85,918,082	64,045,792

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	0.00	0.00	15.00	15.00	15.00
Personal Services	738,879	1,227,962	2,093,472	2,075,989	1,497,148
Allocated Expenses	40,451	0	0	0	0
Supplies and Services	5,360,740	9,802,318	8,546,241	7,904,626	9,427,257
Utilities	925	615	197,000	147,000	808
Interfund Charges	162,965	220,675	212,413	212,413	302,549
Debt Related	7,009,912	2,531,064	2,350,518	2,359,243	332,444
Capital Related	316,219	471,783	50,000	50,000	50,000
Transfers Out	46,168,096	52,291,284	60,093,967	73,168,811	52,435,586
Expenditures Total	\$59,798,187	\$66,545,701	\$73,543,611	\$85,918,082	\$64,045,792

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 typically account for 80 percent of Non-Departmental spending in any given year. The main transfer is from the General Fund to the Capital Projects Fund (CPF), which is based primarily on the receipt of construction-related use tax.

Budget Developments for 2017

Non-Departmental is the home for citywide compensation adjustments, transfers and other expenditures not specifically tied to one department. It is not typically 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 \$233,800 budget amendment associated with the Moorhead Subsidy, helping to meet the Quality of Life council goal. An amendment of \$2.5 million in the Development Review Fund for the second year of a two-year planned step towards the replacement of the City's workflow system, will further the Business and Development goal. Other significant amendments include an increase in anticipated vacancy savings of \$500,000 in the General Fund to assist with budget balancing and a set of technical amendments moving \$2.0 million from the General Fund to the newly created Marijuana Tax Revenue Fund for recreation center debt and moving the budget and creating a subsidy for the newly created Parking and Mobility Fund. At the October 1, 2016 Budget Workshop, Council added one-time transfers of \$950,000 from the General Fund and \$2.25 million from the Marijuana Tax Revenue Fund to the Capital Projects Fund for additional transportation and median projects.

2016 Current-Year Department Projections

For all funds, the 2016 projection is \$12.4 million (16.8 percent) higher than the original budget, with most of the increase in the General Fund. This is primarily due to an \$8.4 million loan payment for Regatta Plaza from TABOR funds and an additional \$4.4 million CPF transfer. Supplementals will be necessary for these increases. The Designated Revenue Fund is projected to be \$833,700 less than originally budgeted due to less than budgeted spending on incentives.

2017 Department Budget

For all funds, the 2017 budget is \$9.5 million (12.9 percent) less than the 2016 Original Budget, due almost entirely to one-time payments in 2016 not expected to recur in 2017. The largest of the 2016 one-time payments is \$13.5 million in transfers from the General Fund to the Capital Project Fund. The increase in anticipated vacancy savings noted above is the primary driver in the \$596,300 (28.5 percent) decrease in personal services. The \$881,000 (10.3 percent) increase in supplies is primarily due to the additional Visit Aurora payment associated with higher lodger's tax. Utility funding set aside for additional street lights is not expected to be needed in 2017, which causes the decline in utilities.

Non-Departmental

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-20,467,819
Compensation Adjustments	-96,324
Mandated Costs	4,610,173
Other Adjustments	286,395
Total Base Adjustments	(\$15,667,575)

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
Workflow System Replacement - Second Year	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 second in the two-year \$5.0 million plan to replace or upgrade the system.</p> <p>This amendment addresses the Council Goal: Well-Managed City.</p>				
New Appropriation Total	0.00	2,500,000	0	2,500,000
Development Review Fund Total	0.00	2,500,000	0	2,500,000
<u>General Fund / New Appropriation</u>				
Additional Moorhead Subsidy due to Expanded Facility and Offerings	0.00	233,771	0	233,771
<p>Program affected: Operating Transfers and Other Requirements</p> <p>This additional Moorhead Recreation Center subsidy is due to the additional recreational offerings, which come with additional costs and additional revenue, at the upgraded center. The expected additional revenue will not cover the additional costs, so the subsidy is necessary. This ties to a Moorhead Center amendment in Parks, Recreation, and Open Space in the Recreation Fund.</p> <p>This amendment addresses the Council Goal: Quality of Life.</p>				
Increase Anticipated Vacancy Savings	0.00	-500,000	0	-500,000
<p>Program affected: Compensation Reserve</p> <p>In order to balance 2017 and start to balance 2018, an additional \$500,000 of anticipated vacancy savings has been included in the General Fund. There will now be \$1.2 million in vacancy savings in the General Fund.</p> <p>This amendment addresses the Council Goal: Well-Managed City.</p>				

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Public Safety Recruitment Campaign	0.00	100,000	0	100,000
<p>Program affected: Compensation Reserve</p> <p>This \$100,000 one-time amendment is for a public safety recruitment campaign for Police, Fire, and Public Safety Communications. The intent is to reach more public service-related applicants to strengthen numbers, quality, and diversity. This effort is critical due to the necessary hiring of additional firefighters for the 48-hour work week adjustment.</p> <p>This amendment addresses the Council Priority Programs: Fire Emergency Services, Police District Operations, and Public Safety Communications and the Council Goal: Safe Community.</p>				
Respiratory Protection Compliance Physicals	0.00	63,000	0	63,000
<p>Program affected: Operating Transfers and Other Requirements and Crime Lab Section</p> <p>This add will transfer \$63,000 to Internal Services in the Risk Fund to cover Respiratory Protection Compliance Physicals. It is partially offset by a \$50,000 reduction in the Police Department budget for the same purpose.</p> <p>This amendment addresses the Council Goal: Well-Managed City.</p>				
Technical: Movement of Recreation Center Funding to Marijuana Tax Revenue Fund	0.00	-2,000,000	0	-2,000,000
<p>Program affected: Operating Transfers and Other Requirements</p> <p>With the creation of the new Marijuana Tax Revenue Fund, the \$2.0 million ongoing recreation center funding is being lapsed in the General Fund and reappropriated in the new fund.</p>				
Transfer of Funds to CPF for Heritage Eagle Bend Intersection	0.00	250,000	0	250,000
<p>Program affected: Transfers and Other Requirements</p> <p>At the October 1, 2016 Budget Workshop, Council added \$250,000 in funding for a solution to an issue with the Heritage Eagle Bend Intersection.</p>				
Transfer of funds to CPF for Tower Road Median	0.00	550,000	0	550,000
<p>Program affected: Transfers and Other Requirements</p> <p>At the October 1, 2016 Budget Workshop, Council added \$550,000 in funding for a Xeroscaped median on Tower Road between Iliff and Girard.</p>				
Transfer of Funds to CPF or General Medians	0.00	150,000	0	150,000
<p>Program affected: Transfers and Other Requirements</p> <p>At the October 1, 2016 Budget Workshop, Council added \$150,000 in funding for general medians. This transfer will fund the first year of the median increase. General median increases in 2018-2021 will be funded from General Management capital impact fees.</p>				

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Transfer Parking Program Costs from the General Fund to the Parking and Mobility Fund and Establish Program Budget in the Parking and Mobility Fund	0.00	572,985	0	572,985
<p>Program affected: Engineering Services, Operating Transfers and Other Requirements</p> <p>This amendment transfers the Parking and Mobility Program from the General Fund to the newly created Parking and Mobility Fund. The transfer includes the personal services budget for 1.0 FTE Parking Program Manager and the 2017 base budget for parking operations. This request also adds an additional \$544,300 to the Parking and Mobility Program's ongoing budget to account for continued implementation of the Parking and Mobility Business Plan. This includes a vendor contract to provide turn-key parking management service focused on: off-street parking; on-street parking; parking permit issuance; parking enforcement; citation adjudication & administration (including Hearing Officer); meter operation; and a customer service portal. Over time, the revenue generated from the Parking and Mobility Program is expected to fully pay for its costs, but until then, a Non-Departmental subsidy from the General Fund is necessary to balance the fund.</p> <p>This amendment addresses the Council Priority Project: Transit-oriented Development (TOD).</p>				
Transfer Tallyn's Reach Library Budget to the General Fund	0.00	0	85,831	-85,831
<p>Program affected: Transfers and Other Requirements</p> <p>Tallyn's Reach Library has been funded by the balance of revenue from an intergovernmental agreement with the Arapahoe Library District that expired in 2012. In order to keep the facility open, General Fund support is required. This amendment appropriates funding for the library entirely in the General Fund and, in turn, lapses funding in the Designated Revenue Fund. A transfer of \$85,800 in projected remaining library district funds will be transferred to the General Fund as a one-time offset.</p>				
New Appropriation Total	0.00	-580,244	85,831	-666,075
General Fund Total	0.00	-580,244	85,831	-666,075
<u>Marijuana Tax Revenue Fund / New Appropriation</u>				
Technical: Movement of Recreation Center Funding to Marijuana Tax Revenue Fund	0.00	2,000,000	0	2,000,000
<p>Program affected: Operating Transfers and Other Requirements</p> <p>With the creation of the new Marijuana Tax Revenue Fund, the \$2.0 million ongoing recreation center funding is being lapsed in the General Fund and reappropriated in the new fund.</p>				
Transfer of Funds to CPF for Concrete and Asphalt Projects	0.00	2,000,000	0	2,000,000
<p>Program affected: Transfers and Other Requirements</p> <p>At the October 1, 2016 Budget Workshop, Council added \$2.0 million in funding for concrete and asphalt projects funded via a transfer from the Marijuana Tax Revenue Fund.</p>				

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>Marijuana Tax Revenue Fund / New Appropriation</u>				
Transfer of Funds to CPF for General Medians	0.00	250,000	0	250,000
Program affected: Transfers and Other Requirements At the October 1, 2016 Budget Workshop, Council added \$250,000 in ongoing funding for general median projects funded via a transfer from the Marijuana Tax Revenue Fund.				
New Appropriation Total	0.00	4,250,000	0	4,250,000
Marijuana Tax Revenue Fund Total	0.00	4,250,000	0	4,250,000
Amendment Request Total All Funds	0.00	6,169,756	85,831	6,083,925

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Abatement Fund	0	0	293,155	331,588	0
Community Development Fund	0	0	0	0	6,550
Conservation Trust Fund	150,000	150,000	163,052	150,000	153,062
Cultural Services Fund	0	0	5,944	0	25,927
Debt Service (GO) Fund	6,555,565	2,362,734	0	0	0
Debt Service (SID) Fund	545,987	286,627	352,789	361,676	334,485
Designated Revenues Fund	1,707,225	3,916,151	1,698,199	864,450	1,687,131
Development Review Fund	1,100,000	1,154,960	3,934,461	3,835,419	4,143,130
Enhanced E-911 Fund	0	0	7,500	0	26,535
Fleet Management Fund	0	0	40,288	0	28,235
General Fund	49,780,093	58,659,239	66,474,775	80,374,949	52,980,413
Gifts & Grants Fund	-40,683	15,990	0	0	831
Golf Courses Fund	0	0	39,782	0	14,065
Marijuana Tax Revenue Fund	0	0	0	0	4,250,000
Open Space Fund	0	0	24,499	0	15,153
Parks Development Fund	0	0	0	0	355
Recreation Fund	0	0	41,257	0	58,817
Risk Management Fund	0	0	7,587	0	3,917
Wastewater Fund	0	0	135,693	0	88,832
Water Fund	0	0	324,630	0	228,354
Expenditures Total	\$59,798,187	\$66,545,701	\$73,543,611	\$85,918,082	\$64,045,792

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Development Review Fund	0.00	0.00	15.00	15.00	15.00
Staffing Total	0.00	0.00	15.00	15.00	15.00

Non-Departmental

PROGRAM DETAIL

Building Leases

Net Cost \$7,054,231

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 2017, another \$100,000 increase is budgeted.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	4,730,220	6,654,231	8,954,231	8,954,231	7,054,231
Expenditures Total	\$4,730,220	\$6,654,231	\$8,954,231	\$8,954,231	\$7,054,231
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Debt Related	0	0	2,000,000	2,000,000	0
Transfers Out	4,730,220	6,654,231	6,954,231	6,954,231	7,054,231
Expenditures Total	\$4,730,220	\$6,654,231	\$8,954,231	\$8,954,231	\$7,054,231

Non-Departmental

PROGRAM DETAIL

Compensation Reserve and Pension Costs

Net Cost \$1,048,326

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 pay increases are being held in the departments as opposed to Non-Departmental. The budget in 2016 includes the addition of 15.0 unfunded FTE to the program in the Development Review Fund to allow for hiring flexibility for the departments in the fund. There is a small amount of pay set aside in 2017 for implementing any new market salary adjustments.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Abatement Fund	0	0	293,155	331,588	0
Community Development Fund	0	0	0	0	6,550
Conservation Trust Fund	0	0	0	0	3,062
Cultural Services Fund	0	0	5,944	0	25,927
Designated Revenues Fund	0	0	25,515	0	14,236
Development Review Fund	0	0	99,042	0	56,036
Enhanced E-911 Fund	0	0	7,500	0	26,535
Fleet Management Fund	0	0	40,288	0	28,235
General Fund	27,828	48,587	975,901	1,587,400	499,038
Gifts & Grants Fund	0	0	0	0	831
Golf Courses Fund	0	0	39,782	0	14,065
Open Space Fund	0	0	24,499	0	15,153
Parks Development Fund	0	0	0	0	355
Recreation Fund	0	0	41,257	0	58,817
Risk Management Fund	0	0	7,587	0	3,917
Wastewater Fund	0	0	135,693	0	88,832
Water Fund	0	0	324,630	0	228,354
Expenditures Total	\$27,828	\$48,587	\$2,020,793	\$1,918,988	\$1,069,943
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	9,231	48,587	1,532,177	1,477,746	883,482
Supplies and Services	18,597	0	195,461	109,654	186,461
Transfers Out	0	0	293,155	331,588	0
Expenditures Total	\$27,828	\$48,587	\$2,020,793	\$1,918,988	\$1,069,943
<u>STAFFING SUMMARY</u>					
Development Review Fund	0.00	0.00	15.00	15.00	15.00
Staffing Total	0.00	0.00	15.00	15.00	15.00

Non-Departmental

PROGRAM DETAIL

Developer Incentives

Net Cost \$1,211,404

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Designated Revenues Fund	56,517	0	700,000	0	700,000
General Fund	2,372,907	1,145,584	1,111,404	1,369,400	1,211,404
Expenditures Total	\$2,429,424	\$1,145,584	\$1,811,404	\$1,369,400	\$1,911,404
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	0	22	0	0	0
Supplies and Services	805,413	1,145,562	1,811,404	1,369,400	1,911,404
Transfers Out	1,624,011	0	0	0	0
Expenditures Total	\$2,429,424	\$1,145,584	\$1,811,404	\$1,369,400	\$1,911,404

Snow Removal

Net Cost \$2,483,585

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	2,570,175	4,327,928	2,378,218	2,378,218	2,483,585
Expenditures Total	\$2,570,175	\$4,327,928	\$2,378,218	\$2,378,218	\$2,483,585
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	599,291	943,603	514,084	514,084	529,507
Supplies and Services	1,772,143	3,103,997	1,600,721	1,600,721	1,600,721
Utilities	925	615	1,000	1,000	808
Interfund Charges	147,365	220,675	212,413	212,413	302,549
Capital Related	50,451	59,038	50,000	50,000	50,000
Expenditures Total	\$2,570,175	\$4,327,928	\$2,378,218	\$2,378,218	\$2,483,585
<u>PERFORMANCE MEASURE SUMMARY</u>					
\$ per inch of snow	28,336	38,000	35,000	30,000	35,000
\$ per storm	55,788	73,588	80,000	70,000	80,000

Non-Departmental

PROGRAM DETAIL

Special Improvement Districts

Net Cost \$312,977

This program accounts for the payment of principal and interest on special assessment bonds in the Debt Service SID Fund. Revenues are from special assessments levied on properties benefiting from projects constructed by the bonds.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Debt Service (SID) Fund	545,987	286,627	352,789	361,676	334,485
Expenditures Total	\$545,987	\$286,627	\$352,789	\$361,676	\$334,485
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Supplies and Services	43,100	-23,187	2,271	2,433	2,041
Debt Related	502,887	309,814	350,518	359,243	332,444
Expenditures Total	\$545,987	\$286,627	\$352,789	\$361,676	\$334,485

Transfers and Other Requirements

Net Cost \$50,219,249

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 each year as well. 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. The increase in the Development Review Fund in 2016 is due primarily to the Workflow System Replacement amendment. The increase in the General Fund is due to an additional capital transfer to the Capital Projects Fund and the Regatta Plaza loan payment. In 2016, \$2.0 million debt service for a recreation center was added. In 2017, the new Marijuana Tax Revenue Fund has been created and the \$2.0 million recreation center debt has been moved to that fund.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Conservation Trust Fund	150,000	150,000	163,052	150,000	150,000
Designated Revenues Fund	1,650,708	3,916,151	972,684	864,450	972,895
Development Review Fund	1,100,000	1,154,960	3,835,419	3,835,419	4,087,094
General Fund	39,949,304	46,389,453	53,055,021	66,085,700	41,732,155
Gifts & Grants Fund	32,807	19,870	0	0	0
Marijuana Tax Revenue Fund	0	0	0	0	4,250,000
Expenditures Total	\$42,882,819	\$51,630,434	\$58,026,176	\$70,935,569	\$51,192,144
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	130,256	146,456	47,211	84,159	84,159
Supplies and Services	2,672,930	5,567,506	4,936,384	4,822,418	5,726,630
Utilities	0	0	196,000	146,000	0
Capital Related	265,768	412,745	0	0	0
Transfers Out	39,813,865	45,503,727	52,846,581	65,882,992	45,381,355
Expenditures Total	\$42,882,819	\$51,630,434	\$58,026,176	\$70,935,569	\$51,192,144

Parks, Recreation & Open Space

PROGRAM SUMMARY

Administration \$1,190,026 6 FTE *Oversees planning and management of the PROS department to ensure efficient and effective operations in accordance with our mission	Aquatics \$2,167,375 12 FTE *Provides safe, fun and healthy aquatics facilities and activities to enhance the quality of life for our community	Fitness and General Recreation \$404,017 3 FTE *Provides essential recreation and health/wellness programs to promote active, healthy lifestyles
Forestry \$1,845,100 12 FTE *Creates a healthy, natural environment by maintaining the Urban Forest and planting new trees throughout the City	Golf \$8,016,204 37 FTE *Provides a superior golf experience *Responsible fiscal management and operational efficiency *Sound environmental principles	Open Space and Natural Resources \$3,343,978 28 FTE *Creates a healthy environment by acquiring and managing open space properties, trails, reservoirs, and programming nature centers
Parks Operations & Management \$11,248,814 84 FTE *Creates healthy environments and encourages active lifestyles by maintaining parks/ facilities and providing great customer service	Planning, Design and Construction \$1,494,726 15.75 FTE *Creates healthy environments by managing the planning, design and construction processes	Preschool and Youth Programs \$1,655,505 11 FTE *Provides programming for youth to ensure a safe environment, promote active and healthy lifestyles, and encourage positive development
Recreation Centers \$1,960,725 15 FTE *Provides essential facilities to promote safe, active and healthy lifestyles for the community	Recreation Division Management \$957,971 8 FTE *Oversees planning and management of the Recreation Services Division to ensure efficient and effective operations fulfilling our mission	Senior Programs \$920,320 8 FTE *Essential programs and services to encourage active and healthy lifestyles for adults ages 50 and over
Special Events and Marketing \$1,352,349 8 FTE *Planning and production of citywide special events, and marketing events and programs which are essential to a strong community	Special Programs \$579,369 7.8 FTE *Essential programming for persons with disabilities and the frail elderly to maintain health and encourage social interaction	Sports Programs \$2,014,523 12 FTE *Provides team/individual sports for youth and adults while encouraging an active and healthy lifestyle and positively impacting the economy
Transfers and Other Requirements \$1,123,200 0 FTE *Transfer to ACLC from the Open Space Fund		

Parks, Recreation & Open Space

DEPARTMENT SUMMARY					
	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	251.55	256.55	260.55	260.55	267.55
EXPENDITURES	36,062,678	36,976,427	39,178,457	38,938,603	40,274,202

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	251.55	256.55	260.55	260.55	267.55
Personal Services	20,818,278	21,585,736	23,431,120	23,223,618	24,735,352
Allocated Expenses	-50,002	0	-49,447	-102,670	-49,447
Supplies and Services	6,159,331	7,010,955	6,115,546	6,739,432	6,242,406
Utilities	4,061,176	4,136,918	5,538,104	5,151,857	5,327,411
Interfund Charges	1,823,271	1,897,765	1,976,666	1,997,714	1,944,147
Debt Related	984,707	938,109	795,505	595,505	511,567
Capital Related	388,021	269,067	220,263	149,066	239,566
Transfers Out	1,877,896	1,137,877	1,150,700	1,184,081	1,323,200
Expenditures Total	\$36,062,678	\$36,976,427	\$39,178,457	\$38,938,603	\$40,274,202

DEPARTMENT NARRATIVE

Budget Developments for 2017

The Parks, Recreation & Open Space Department (PROS) is responsible for encouraging active lifestyles and creating healthy environments in order to establish a higher quality of life for Aurora's citizens. During 2017, the department will continue to focus on the acquisition, design, maintenance, programming and operation of the City's parks, recreation facilities, trails, natural open space areas, golf courses, and management of the City's urban forest.

A major focus in 2017 will be the spring reopening of the Moorhead Recreation Center following a multi-year renovation project. The facility updates were developed with extensive input from patrons and neighbors, and includes 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. Phase II construction of the indoor aquatics area was accelerated into 2016, allowing a 2017 spring opening. The indoor lap pool, a zero-entry leisure pool with spray features, and a large water slide feature will be the foundation for the new year-round aquatics programming at the center.

There are also adjustments to the PROS budget that will ensure the department can continue to provide well-maintained infrastructure, attractive parks, and connectivity to new and important parts of the city. The PROS Department will be providing year-round maintenance for landscapes and public spaces along the RTD light rail line when operational in 2017. Improvements to City Center Park will be initiated in 2017. This follows the 2016 Aurora Water East Alameda Avenue pedestrian underpass and drainage improvement projects. At the end of 2016, the non-profit Plains Conservation Center will no longer be operating in the iconic location of the same name. The PROS Department will be responsible for maintaining

Parks, Recreation & Open Space

DEPARTMENT NARRATIVE

day-to-day operations of the Plains Conservation Center buildings and open space areas while ensuring educational services continue into the future.

2016 Current-Year Department Projection

PROS has worked to manage expenditures through various department budget review processes throughout the year. The overall 2016 department projection for PROS is \$239,900 lower compared to the 2016 Original Budget, primarily due to savings in the Golf Courses Fund off-set by increases in the Recreation Fund. The Golf Courses Fund projection decreased due to a technical correction in Debt Service expense associated with the Aurora Hills pump station repayment timing and the retiring of old golf cart debt. Golf Courses Fund operating expenses were projected lower than budget in response to lower revenue projections. At the same time, the Recreation Division is experiencing increased demand for services resulting in higher projected expenses and revenues. The Recreation Fund addition will be included in a supplemental budget process and has a net-zero impact on the Recreation Fund due to offsetting revenues that exceed expenses. This addition is due to greater than anticipated expenditures in supplies and services for recreation programming. The supplemental budget process will also include numerous grant related awards received during 2016. Funding for PROS operating and capital projects comes from a diverse array of sources, including lottery proceeds (Conservation Trust Fund-CTF), dedicated County Open Space taxes (Open Space Fund – Arapahoe County and Adams County), grants and developer funding (Parks Development Fund – PDF), each carrying its own set of specific uses.

2017 Department Budget

The 2017 budget includes several changes totaling just over \$1.1 million in operating expenses compared to the 2016 Original Budget. The majority of the 2017 budget increase is attributed to new staff, operating, and programming costs associated with the expanded Moorhead Recreation Center, and other smaller increases associated with rising demand for recreational services. The remaining 2017 budget changes are associated with RTD light rail line maintenance, operation of the Plains Conservation Center and department-wide utilities cost adjustments. An important part of the increase includes adding 7.0 FTE as PROS provides additional services for the Moorhead Recreation Center (3.0 FTE), maintenance along the RTD light rail system (3.0 FTE), and oversight at the Plains Conservation Center (1.0 FTE). At the October 1, 2016 Fall Budget Workshop, City Council added \$10,000 of event startup costs for the Bruskers, Brews, and BBQ event as well as made a contribution of \$15,000 to the Colorado Freedom Memorial. Over 80 percent of the 2017 budget additions for PROS are offset by additional revenues generated from increasing demand for recreational services, from projected RTD reimbursement for services, and Arapahoe County share-back from the quarter cent Open Space Tax.

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	84,183
Compensation Adjustments	264,417
Mandated Costs	-298,639
Grant / Designated Revenue Adjustments	-76,459
Other Adjustments	-249,977
Total Base Adjustments	(\$276,475)

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Aurora Line Maintenance, Offset with RTD Revenue	3.00	391,028	391,028	0
Program affected: Parks & Forestry				
The City will be responsible for year-round maintenance for landscaping and public spaces along the Aurora RTD light rail line when operational at the beginning of 2017. Year-round maintenance generally includes landscape maintenance (irrigation and plant materials), trash removal, snow removal, and graffiti				

Parks, Recreation & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
cleanup. The new appropriation includes a \$206,000 one-time equipment expense for utility vehicle, pickup truck, trailers and tools. The remaining \$185,000 is an on-going expense for 3.0 FTE (\$155,000) and seasonal employee wages (\$30,000). The annual cost is expected to be fully reimbursed by RTD through an intergovernmental agreement.				
This amendment addresses the Council Goal: Excellent Infrastructure.				
Aurora Reservoir Maintenance, Offset by Additional Revenue	0.00	25,000	95,000	-70,000
Program affected: Open Space & Natural Resources				
Visitations at the Aurora Reservoir continue to grow each year with corresponding double digit revenue growth. Well-maintained facilities and equipment will continue to attract visitors and ensure the regional amenity remains a popular destination. The one-time appropriation will fund painting the north and west sides of buildings damaged by hail, replacing breezeway rafters due to age, and replacing some fishing and pedal boats due to increased wear and age. Additional revenues generated from the increased number of boat rentals and park entries will cover the cost of the repairs and replacements.				
This amendment addresses the Council Priority Program: Parks, Open Space, and Natural Resources and the Council Goal: Quality of Life.				
Buskers, Brews, and BBQ event startup costs	0.00	10,000	0	10,000
The City has a long history of celebrating the seasons and our community delivering many special events throughout the year that include the Veterans Salute, Global Fest, Pumpkin Chunkin Colorado, Fourth of July Spectacular, and Holiday Tree Lighting. The one-time appropriation will allow for further event development incorporating Buskers (colorful street performers), Brews, and BBQ.				
The amendment addresses the Council Goal: Quality of Life.				
Colorado Freedom Memorial Contribution	0.00	15,000	0	15,000
The Colorado Freedom Memorial Foundation was created by a group of volunteers who believe that it is important to recognize the contributions of those who gave their lives in the service of their country. Through the foundation's tireless efforts, the Colorado Freedom Memorial, located in Aurora, Colorado near Buckley Affair Force in Springhill Community Park, is the first monument in America to honor veterans of all wars, by name, in one place that were residents of this state. The City continues its generous support with this one-time appropriation to the memorial foundation.				
This amendment addresses the Council Goal: Quality of Life.				

Parks, Recreation & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Plains Conservation Center Management	0.00	35,000	0	35,000
<p>Program affected: Open Space & Natural Resources</p> <p>The non-profit Plains Conservation Center (PCC) no longer plans to operate the City owned properties of the same name as of the end of 2016. The City has owned the buildings since 1996, while the maintenance and programming responsibilities for the site were transferred to PCC under the terms of a long term lease and IGA with the City. Responsibility for the day-to-day maintenance and operation for an unusual set of buildings will now come to the City. The \$35,000 on-going budget appropriation will fund periodic repairs, utilities, and insurance expenses for buildings and vehicles - 15 buildings, barns, replica soddies, and several vehicles and wagons. The on-going \$98,600 appropriation for rangers will be funded through the Open Space Fund from the Arapahoe County quarter-cent share back Open Space Tax that allows for funding patrol and environmental education staff. The Arapahoe County Open Space Tax has restricted use for which building maintenance, vehicle maintenance, and utilities are not allowable expenses.</p> <p>This amendment addresses the Council Priority Program: Parks, Open Space, and Natural Resources and the Council Goal: Quality of Life.</p>				
New Appropriation Total	3.00	476,028	486,028	-10,000
General Fund Total	3.00	476,028	486,028	-10,000
<u>Open Space Fund / New Appropriation</u>				
Plains Conservation Center Management	1.00	98,558	0	98,558
<p>Program affected: Open Space & Natural Resources</p> <p>The non-profit Plains Conservation Center (PCC) no longer plans to operate the City owned properties of the same name as of the end of 2016. The City has owned the buildings since 1996, while the maintenance and programming responsibilities for the site were transferred to PCC under the terms of a long term lease and IGA with the City. Responsibility for the day-to-day maintenance and operation for an unusual set of buildings will now come to the City. The \$35,000 on-going budget appropriation will fund periodic repairs, utilities, and insurance expenses for buildings and vehicles - 15 buildings, barns, replica soddies, and several vehicles and wagons. The on-going \$98,600 appropriation for rangers will be funded through the Open Space Fund from the Arapahoe County quarter-cent share back Open Space Tax that allows for funding patrol and environmental education staff. The Arapahoe County Open Space Tax has restricted use for which building maintenance, vehicle maintenance, and utilities are not allowable expenses.</p> <p>This amendment addresses the Council Priority Program: Parks, Open Space, and Natural Resources and the Council Goal: Quality of Life.</p>				
New Appropriation Total	1.00	98,558	0	98,558

Parks, Recreation & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
Open Space Fund Total	1.00	98,558	0	98,558
<u>Recreation Fund / New Appropriation</u>				
Enhanced Programming of Popular Recreation Offerings	0.00	100,000	140,000	-40,000
<p>Program affected: Recreation</p> <p>The amendment allows recreation staff to generate greater revenue by optimizing the programs at Beck Recreation Center, Utah Pool, Del Mar Pool, Active Adult Fitness, and Youth Softball/Baseball. In order to generate the revenue, recreation staff will need to increase expenditures on recreation programming to benefit the citizens of Aurora. This amendment allows recreation staff to increase programming by \$100,000 and as a result they anticipate that the recreation division will augment revenues by \$140,000 primarily in the form of increased admissions and class revenue.</p> <p>This amendment addresses the Council Priority Program: Parks, Open Space, and Natural Resources and the Council Goal: Quality of Life.</p>				
Moorhead Operation and Maintenance	3.00	628,929	628,929	0
<p>Program affected: Recreation</p> <p>As part of the 2015 Budget process, City Council approved funding to renovate and expand Moorhead Recreation Center. The requested \$629,000 expense budget will cover increased temporary staff and other operations and maintenance costs associated with the new, larger facility. The new expense will be offset by new revenues of \$395,200 and an additional subsidy of \$233,800. The new revenues will be earned in the form of increased facility usage. The center is planned to be open approximately 87 hours per week.</p> <p>This amendment addresses the Council Priority Project: Fitzsimons Area Development, the Council Priority Program: Parks, Open Space, and Natural Resources and the Council Goal: Quality of Life.</p>				
Technical: Compass Program Budget Adjustment	0.00	68,705	71,000	-2,295
<p>Program affected: Recreation</p> <p>The COMPASS program continues to grow and is fully funded by the Aurora Public School grant revenues. This expense amendment (\$68,700) will increase the program budget from \$206,000 to \$275,000, allowing the City to support increasing after school program needs. The revenue amendment (\$71,000) offsets the full program expense increase and corrects a \$2,300 revenue budget shortfall in the original program appropriation.</p> <p>This amendment addresses the Council Priority Program: Parks, Open Space, and Natural Resources and the Council Goal: Quality of Life.</p>				
New Appropriation Total	3.00	797,634	839,929	-42,295
Recreation Fund Total	3.00	797,634	839,929	-42,295
Amendment Request Total All Funds	7.00	1,372,220	1,325,957	46,263

Parks, Recreation & Open Space

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Abatement Fund	0	0	0	33,381	0
Conservation Trust Fund	1,323,070	841,408	935,232	935,232	909,823
Designated Revenues Fund	842,090	632,312	932,833	825,740	855,747
Development Review Fund	0	53,000	53,000	53,000	53,000
General Fund	12,047,090	13,029,786	13,864,843	13,746,384	13,997,091
Gifts & Grants Fund	266,682	386,741	261,265	295,873	262,659
Golf Courses Fund	7,953,753	7,923,131	8,264,965	7,932,992	8,217,216
Open Space Fund	4,023,069	4,130,985	4,434,493	4,434,492	4,650,412
Parks Development Fund	78,016	81,211	83,622	83,622	85,646
Recreation Fund	9,528,908	9,897,853	10,348,204	10,597,887	11,242,608
Expenditures Total	\$36,062,678	\$36,976,427	\$39,178,457	\$38,938,603	\$40,274,202

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Conservation Trust Fund	21.77	21.77	11.72	11.72	11.72
Designated Revenues Fund	9.46	9.46	9.46	9.46	9.46
General Fund	83.34	88.34	90.34	90.34	93.34
Golf Courses Fund	38.00	38.00	38.00	38.00	38.00
Open Space Fund	22.43	22.43	32.48	32.48	33.48
Parks Development Fund	0.75	0.75	0.75	0.75	0.75
Recreation Fund	75.80	75.80	77.80	77.80	80.80
Staffing Total	251.55	256.55	260.55	260.55	267.55

PROGRAM DETAIL

Administration

Net Cost \$1,108,980

Administration includes the Business Services Division and the department Director. This function offers department leadership, finance, budget, payroll, hiring and administrative support to all PROS divisions.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,035,475	1,117,896	1,229,911	1,056,958	1,108,980
Gifts & Grants Fund	5,819	7,918	10,000	0	10,000
Open Space Fund	96,081	59,704	65,077	65,077	71,046
Expenditures Total	\$1,137,375	\$1,185,518	\$1,304,988	\$1,122,035	\$1,190,026

Parks, Recreation & Open Space

PROGRAM DETAIL

Administration

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	669,392	642,206	749,017	643,034	596,413
Supplies and Services	-22,617	85,292	73,237	3,967	67,237
Interfund Charges	386,013	443,465	482,734	489,589	526,376
Capital Related	104,587	14,555	0	-14,555	0
Expenditures Total	\$1,137,375	\$1,185,518	\$1,304,988	\$1,122,035	\$1,190,026
<u>STAFFING SUMMARY</u>					
General Fund	7.00	7.00	7.00	7.00	6.00
Staffing Total	7.00	7.00	7.00	7.00	6.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Respond to 100% of Council requests regarding routine maintenance issues within the established deadline	95%	100%	100%	100%	100%

Aquatics

Net Cost \$1,030,175

The Aquatics 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. The program is essential to encourage Aurora's citizens to maintain an active lifestyle.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Recreation Fund	1,852,413	2,192,877	2,000,466	2,134,141	2,167,375
Expenditures Total	\$1,852,413	\$2,192,877	\$2,000,466	\$2,134,141	\$2,167,375
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,406,659	1,671,844	1,533,452	1,622,049	1,681,956
Supplies and Services	237,703	288,011	210,036	269,746	210,036
Utilities	201,054	221,420	252,100	236,668	271,700
Interfund Charges	6,493	11,602	4,878	5,678	3,683
Capital Related	504	0	0	0	0
Expenditures Total	\$1,852,413	\$2,192,877	\$2,000,466	\$2,134,141	\$2,167,375
<u>STAFFING SUMMARY</u>					
Recreation Fund	12.00	12.00	12.00	12.00	12.00
Staffing Total	12.00	12.00	12.00	12.00	12.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Customer ratings on a "1-4 scale"	91%	88%	80%	85%	80%
Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings					

Parks, Recreation & Open Space

PROGRAM DETAIL

Fitness and General Recreation

Net Cost \$72,717

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 a wide range of activities from cooking to dog obedience, fitness, aerobics and yoga. Diverse programs such as these are an essential component of a well-rounded community for individual choice.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Recreation Fund	426,599	364,695	407,545	534,335	404,017
Expenditures Total	\$426,599	\$364,695	\$407,545	\$534,335	\$404,017
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	357,634	274,262	316,980	423,784	313,452
Supplies and Services	68,965	90,433	90,565	110,551	90,565
Expenditures Total	\$426,599	\$364,695	\$407,545	\$534,335	\$404,017
<u>STAFFING SUMMARY</u>					
Recreation Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	3.00	3.00	3.00	3.00	3.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Customer ratings on a "1-4 scale"	97%	88%	80%	89%	80%
Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings					

Forestry

Net Cost \$1,253,527

The Forestry 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, such as clean air and shade for homes, which results in reduced utility bills and increased property values.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Abatement Fund	0	0	0	33,381	0
Designated Revenues Fund	393,293	331,393	589,174	575,860	588,573
General Fund	1,102,384	1,194,807	1,201,564	1,208,069	1,256,527
Expenditures Total	\$1,495,677	\$1,526,200	\$1,790,738	\$1,817,310	\$1,845,100

Parks, Recreation & Open Space

PROGRAM DETAIL

Forestry

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	841,311	758,902	975,581	1,002,198	1,052,884
Supplies and Services	506,321	630,742	669,025	632,924	669,025
Utilities	0	500	1,100	550	579
Interfund Charges	144,338	130,176	145,032	145,032	122,612
Capital Related	3,707	5,880	0	3,225	0
Transfers Out	0	0	0	33,381	0
Expenditures Total	\$1,495,677	\$1,526,200	\$1,790,738	\$1,817,310	\$1,845,100
<u>STAFFING SUMMARY</u>					
Designated Revenues Fund	6.00	6.00	6.00	6.00	6.00
General Fund	5.00	6.00	5.00	5.00	6.00
Staffing Total	11.00	12.00	11.00	11.00	12.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
80% of forestry inspections to be completed within 10 business days	82%	75%	80%	80%	80%
Resolve 100% identified high priority tree issues at the site within 10 business days of inspection	100%	100%	90%	100%	100%
Service 5,000 trees per year (416 trees per month)	4,763	6,866	3,500	5,000	5,000

Golf

Net Cost \$0

The Golf Program operates as 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 environmental principles that guide its management and operational activities.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Golf Courses Fund	7,953,753	7,923,131	8,264,965	7,734,251	8,016,204
Expenditures Total	\$7,953,753	\$7,923,131	\$8,264,965	\$7,734,251	\$8,016,204
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	4,040,551	4,162,956	4,250,479	4,131,806	4,270,095
Supplies and Services	1,799,885	1,783,220	1,817,855	1,757,385	1,670,821
Utilities	866,286	865,594	1,095,304	1,057,825	1,126,804
Interfund Charges	152,991	173,252	195,822	191,730	203,614
Debt Related	984,707	938,109	795,505	595,505	511,567
Capital Related	109,333	0	110,000	0	33,303
Transfers Out	0	0	0	0	200,000
Expenditures Total	\$7,953,753	\$7,923,131	\$8,264,965	\$7,734,251	\$8,016,204

Parks, Recreation & Open Space

PROGRAM DETAIL

Golf

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>STAFFING SUMMARY</u>					
Golf Courses Fund	38.00	38.00	38.00	38.00	37.00
Staffing Total	38.00	38.00	38.00	38.00	37.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Annual net operating income is greater than the 3 year average (e.g. 0% net income equals the average income over the last 3 years)	49%	17%	-61%	-26%	10%
Average Golf Fund Net Operating Income per Round	N/A	\$2.11	\$0.47	\$1.21	\$1.50

Open Space and Natural Resources

Net Cost \$2,441,478

The Open Space & Natural Resources (OSNR) program creates a healthy environment for the Aurora community by programming, managing, patrolling and enhancing open space and natural resources, including reservoirs and trail corridors. Offering outdoor recreational opportunities at these sites encourages an active lifestyle essential to a healthy Aurora. This program also seeks grant funds for the acquisition of open space properties such as Triple Creek Trail Corridor benefiting Aurora citizens. OSNR also provides educational opportunities which help get kids outdoors while fostering a greater understanding of the essential nature of the natural world at the Morrison Nature Center at Star K Ranch, the AWQUA Lounge at Aurora Reservoir and the Plains Conservation Center.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Conservation Trust Fund	433,908	420,703	468,110	468,110	464,516
General Fund	1,068,311	1,336,843	1,414,021	1,304,711	1,392,346
Gifts & Grants Fund	26,014	13,260	10,122	13,509	10,000
Open Space Fund	984,705	1,141,835	1,290,495	1,290,495	1,456,773
Recreation Fund	22,193	17,074	19,882	19,882	20,343
Expenditures Total	\$2,535,131	\$2,929,715	\$3,202,630	\$3,096,707	\$3,343,978
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,940,031	2,233,696	2,571,138	2,455,395	2,668,209
Allocated Expenses	-1,831	0	0	0	0
Supplies and Services	341,651	436,005	356,157	357,055	416,157
Utilities	73,823	80,804	85,500	85,500	84,874
Interfund Charges	181,457	179,210	179,835	188,757	174,738
Capital Related	0	0	10,000	10,000	0
Expenditures Total	\$2,535,131	\$2,929,715	\$3,202,630	\$3,096,707	\$3,343,978
<u>STAFFING SUMMARY</u>					
Conservation Trust Fund	6.00	6.00	6.00	6.00	6.00
General Fund	6.32	9.32	9.32	9.32	8.32
Open Space Fund	12.68	12.68	12.68	12.68	13.68
Staffing Total	25.00	28.00	28.00	28.00	28.00

Parks, Recreation & Open Space

PROGRAM DETAIL

Open Space and Natural Resources

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Environmental education customer ratings on "1-4 scale" Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings	97%	100%	80%	95%	80%
Respond to 90% of non-emergency ranger patrol inquiries within two days	97%	100%	90%	95%	90%
Respond to 90% of wildlife/citizen interactions within two days	99%	100%	90%	95%	90%
Year to date monthly revenue is greater than the three year average	100%	83%	90%	90%	90%

Parks Operations & Management

Net Cost \$10,496,112

Parks Operations & Management 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. Parks are essential to maintaining a healthy balance in citizen's lives.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Conservation Trust Fund	381,563	241,356	314,839	314,839	317,616
Designated Revenues Fund	448,797	300,919	343,659	249,880	267,174
General Fund	8,635,417	9,153,860	9,795,592	9,612,721	9,663,293
Open Space Fund	571,818	975,110	982,544	982,543	1,000,731
Expenditures Total	\$10,037,595	\$10,671,245	\$11,436,634	\$11,159,983	\$11,248,814

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	5,276,223	5,440,112	5,980,816	5,910,078	6,057,922
Allocated Expenses	-9,647	0	0	0	0
Supplies and Services	1,435,805	1,674,547	1,181,608	1,092,321	1,171,608
Utilities	2,383,061	2,534,703	3,392,100	3,228,907	3,080,385
Interfund Charges	787,501	796,839	781,847	800,678	732,636
Capital Related	164,652	225,044	100,263	127,999	206,263
Expenditures Total	\$10,037,595	\$10,671,245	\$11,436,634	\$11,159,983	\$11,248,814

<u>STAFFING SUMMARY</u>					
Conservation Trust Fund	10.15	10.15	4.58	4.58	4.58
Designated Revenues Fund	3.46	3.46	3.46	3.46	3.46
General Fund	62.39	63.39	66.39	66.39	67.39
Open Space Fund	3.00	3.00	8.57	8.57	8.57
Staffing Total	79.00	80.00	83.00	83.00	84.00

Parks, Recreation & Open Space

PROGRAM DETAIL

Parks Operations & Management

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Customer Ratings on a "excellent" to "unacceptable" scale of overall opinion of parks and playground result in 80% "excellent" or "good" (May-Oct)	92%	89%	80%	90%	80%
Supervisor Ratings on a "1-4" scale park assessment result in 80% "3" or "4" rating	84%	81%	80%	80%	80%

Planning, Design and Construction

Net Cost \$1,494,726

The Planning, Design and Construction program plans, designs and oversees the 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Conservation Trust Fund	507,599	179,349	152,283	152,283	127,691
Development Review Fund	0	53,000	53,000	53,000	53,000
General Fund	205,503	216,559	223,755	228,045	229,727
Open Space Fund	522,569	846,459	975,677	975,677	998,662
Parks Development Fund	78,016	81,211	83,622	83,622	85,646
Expenditures Total	\$1,313,687	\$1,376,578	\$1,488,337	\$1,492,627	\$1,494,726

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,328,897	1,342,778	1,502,177	1,510,246	1,504,639
Allocated Expenses	-50,000	0	-49,447	-49,447	-49,447
Supplies and Services	22,054	16,558	21,833	15,676	21,833
Interfund Charges	12,498	17,242	13,774	16,152	17,701
Capital Related	238	0	0	0	0
Expenditures Total	\$1,313,687	\$1,376,578	\$1,488,337	\$1,492,627	\$1,494,726

<u>STAFFING SUMMARY</u>					
Conservation Trust Fund	5.62	5.62	1.14	1.14	1.14
General Fund	2.63	2.63	2.63	2.63	2.63
Open Space Fund	6.75	6.75	11.23	11.23	11.23
Parks Development Fund	0.75	0.75	0.75	0.75	0.75
Staffing Total	15.75	15.75	15.75	15.75	15.75

Parks, Recreation & Open Space

PROGRAM DETAIL

Planning, Design and Construction

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
90% of Capital Grant Policies and procedures are on track based on established cycle due dates	100%	100%	90%	100%	90%
90% of Capital Project Schedules are accurate and on track based on predetermined timelines	98%	98%	90%	90%	90%
90% of GIS and Development Review work orders are complete by the established due date	100%	93%	90%	90%	90%

Preschool and Youth Programs

Net Cost \$380,646

The Preschool and Youth 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Gifts & Grants Fund	204,869	348,926	216,125	273,125	217,659
Recreation Fund	1,101,251	1,130,708	1,369,654	1,340,821	1,437,846
Expenditures Total	\$1,306,120	\$1,479,634	\$1,585,779	\$1,613,946	\$1,655,505

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,012,350	1,079,079	1,298,024	1,293,594	1,332,565
Allocated Expenses	0	0	0	-53,223	0
Supplies and Services	283,207	389,475	278,987	360,795	313,340
Utilities	6,860	6,071	8,300	12,312	8,300
Interfund Charges	3,703	5,009	468	468	1,300
Expenditures Total	\$1,306,120	\$1,479,634	\$1,585,779	\$1,613,946	\$1,655,505

<u>STAFFING SUMMARY</u>					
Recreation Fund	10.00	10.00	11.00	11.00	11.00
Staffing Total	10.00	10.00	11.00	11.00	11.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
Customer (Parent) ratings on a "1-4 scale" Customer Service questions on user satisfaction survey result in 85% "3" or "4" ratings	90%	88%	80%	90%	85%

Parks, Recreation & Open Space

PROGRAM DETAIL

Recreation Centers

Net Cost \$1,104,667

The Recreation Centers program provides facilities, in various locations throughout the community, for recreation classes and activities to promote safe, active and healthy lifestyles that foster a sense of community. These dynamic spaces are essential to encourage the citizens of Aurora to engage in an active and healthy lifestyle.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Recreation Fund	1,224,471	1,231,222	1,327,796	1,273,108	1,960,725
Expenditures Total	\$1,224,471	\$1,231,222	\$1,327,796	\$1,273,108	\$1,960,725
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	921,259	943,737	993,034	922,841	1,535,168
Supplies and Services	90,185	95,107	110,776	116,660	180,675
Utilities	179,366	159,792	190,500	178,424	241,569
Interfund Charges	3,661	2,586	3,486	4,186	3,313
Capital Related	0	0	0	20,997	0
Transfers Out	30,000	30,000	30,000	30,000	0
Expenditures Total	\$1,224,471	\$1,231,222	\$1,327,796	\$1,273,108	\$1,960,725
<u>STAFFING SUMMARY</u>					
Recreation Fund	12.00	12.00	12.00	12.00	15.00
Staffing Total	12.00	12.00	12.00	12.00	15.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Customer ratings on a "1-4 scale"	89%	88%	80%	83%	80%
Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings					

Recreation Division Management

Net Cost \$950,771

Recreation Division Management oversees efficient and effective planning and management of the Recreation 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Gifts & Grants Fund	2,500	0	5,000	0	5,000
Recreation Fund	907,057	971,271	940,236	1,038,014	952,971
Expenditures Total	\$909,557	\$971,271	\$945,236	\$1,038,014	\$957,971

Parks, Recreation & Open Space

PROGRAM DETAIL

Recreation Division Management

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	487,075	511,666	514,355	514,960	522,518
Supplies and Services	322,548	348,864	309,056	410,629	304,698
Utilities	2,324	0	400	0	400
Interfund Charges	97,610	110,063	121,425	111,425	130,355
Capital Related	0	678	0	1,000	0
Expenditures Total	\$909,557	\$971,271	\$945,236	\$1,038,014	\$957,971
<u>STAFFING SUMMARY</u>					
Recreation Fund	8.00	8.00	8.00	8.00	8.00
Staffing Total	8.00	8.00	8.00	8.00	8.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
80% of division service level measures met	100%	88%	80%	84%	80%
Year to date monthly revenue is greater than the three year adjusted average	92%	92%	90%	90%	90%

Senior Programs

Net Cost \$574,620

Senior Programs provide essential facilities, classes, activities and outreach programs to encourage active and healthy lifestyles focused on adults age 50 plus, but 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Gifts & Grants Fund	2,026	0	18	18	0
Recreation Fund	895,834	821,787	917,227	903,293	920,320
Expenditures Total	\$897,860	\$821,787	\$917,245	\$903,311	\$920,320
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	685,440	616,857	719,408	659,291	732,159
Supplies and Services	152,200	162,915	137,568	190,526	137,568
Utilities	32,232	30,532	36,200	31,271	36,200
Interfund Charges	23,488	11,483	24,069	22,223	14,393
Capital Related	4,500	0	0	0	0
Expenditures Total	\$897,860	\$821,787	\$917,245	\$903,311	\$920,320
<u>STAFFING SUMMARY</u>					
Recreation Fund	8.00	8.00	8.00	8.00	8.00
Staffing Total	8.00	8.00	8.00	8.00	8.00

Parks, Recreation & Open Space

PROGRAM DETAIL

Senior Programs

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Customer ratings on a "1-4 scale"	96%	88%	80%	80%	80%
Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings					

Special Events and Marketing

Net Cost \$1,184,849

Special Events and Marketing connects with both residents and visitors by creating dynamic special events and innovative marketing techniques reflecting a positive image of Aurora.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	0	9,821	0	335,880	346,218
Golf Courses Fund	0	0	0	198,741	201,012
Recreation Fund	714,929	748,763	810,189	713,742	805,119
Expenditures Total	\$714,929	\$758,584	\$810,189	\$1,248,363	\$1,352,349

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	240,880	297,095	328,538	649,090	743,154
Supplies and Services	469,071	438,433	476,789	594,411	606,789
Utilities	152	146	100	100	100
Interfund Charges	4,826	0	4,762	4,762	2,306
Capital Related	0	22,910	0	0	0
Expenditures Total	\$714,929	\$758,584	\$810,189	\$1,248,363	\$1,352,349

<u>STAFFING SUMMARY</u>					
General Fund	0.00	0.00	0.00	0.00	3.00
Golf Courses Fund	0.00	0.00	0.00	0.00	1.00
Recreation Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	4.00	4.00	4.00	4.00	8.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
Achieve a 28% "open rate" for the monthly e-newsletter, PROS news	28%	28%	25%	28%	28%
Achieve a monthly average organic reach of 1,200 on Facebook	1,689	1,850	1,200	1,700	1,200
Customer ratings on a "1-4 scale" survey result in 80% "3" or "4" ratings indicating that they were satisfied with the event	72%	99%	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%

Parks, Recreation & Open Space

PROGRAM DETAIL

Special Programs

Net Cost \$168,369

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Gifts & Grants Fund	13,978	16,612	20,000	9,221	20,000
Recreation Fund	701,478	707,351	581,781	683,145	559,369
Expenditures Total	\$715,456	\$723,963	\$601,781	\$692,366	\$579,369
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	575,069	511,411	510,366	507,556	497,855
Supplies and Services	107,161	184,502	56,963	157,858	56,963
Utilities	14,199	13,737	16,100	12,100	16,100
Interfund Charges	18,527	14,313	18,352	14,852	8,451
Capital Related	500	0	0	0	0
Expenditures Total	\$715,456	\$723,963	\$601,781	\$692,366	\$579,369
<u>STAFFING SUMMARY</u>					
Recreation Fund	7.80	7.80	7.80	7.80	7.80
Staffing Total	7.80	7.80	7.80	7.80	7.80
<u>PERFORMANCE MEASURE SUMMARY</u>					
Customer ratings on a "1-4 scale"	90%	88%	80%	80%	80%
Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings					

Sports Programs

Net Cost \$0

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Gifts & Grants Fund	0	25	0	0	0
Recreation Fund	1,682,683	1,712,105	1,973,428	1,957,406	2,014,523
Expenditures Total	\$1,682,683	\$1,712,130	\$1,973,428	\$1,957,406	\$2,014,523

Parks, Recreation & Open Space

PROGRAM DETAIL

Sports Programs

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,035,507	1,099,135	1,187,755	977,696	1,226,363
Supplies and Services	345,192	386,851	325,091	668,928	325,091
Utilities	301,819	223,619	460,400	308,200	460,400
Interfund Charges	165	2,525	182	2,182	2,669
Capital Related	0	0	0	400	0
Expenditures Total	\$1,682,683	\$1,712,130	\$1,973,428	\$1,957,406	\$2,014,523
<u>STAFFING SUMMARY</u>					
Recreation Fund	11.00	11.00	12.00	12.00	12.00
Staffing Total	11.00	11.00	12.00	12.00	12.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Customer ratings on a "1-4 scale"	87%	88%	80%	80%	80%
Customer Service questions on user satisfaction survey result in 80% "3" or "4" ratings					

Transfers and Other Requirements

Net Cost \$1,123,200

Transfers out to ACLC for debt service on Certificates of Participation for the acquisition of and improvements to park land primarily at the Aurora Sports Park.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Open Space Fund	1,847,896	1,107,877	1,120,700	1,120,700	1,123,200
Expenditures Total	\$1,847,896	\$1,107,877	\$1,120,700	\$1,120,700	\$1,123,200
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Transfers Out	1,847,896	1,107,877	1,120,700	1,120,700	1,123,200
Expenditures Total	\$1,847,896	\$1,107,877	\$1,120,700	\$1,120,700	\$1,123,200

Planning & Development Services

PROGRAM SUMMARY

Administration \$373,784 3 FTE *Department administration and special projects	Aurora Urban Renewal \$394,443 3 FTE *Promote and manage 21 urban renewal project areas	Business Services \$556,119 5 FTE *Assist Aurora businesses and coordinate business programs *Business Advisory Board *Small Business Dev. Center (Host)
Development Services \$1,430,532 5 FTE *Economic development incentives *Contracts with AEDC and ACED *Retail analysis and assistance	Multimodal Transportation Team \$486,921 4 FTE *Transportation planning *Liaison with regional transportation partners & RTD *Bike/Ped program	Planning \$2,577,910 22 FTE *Customer service / data services *Amend and update zoning code *Process land use applications *Update Comprehensive Plan

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	35.00	36.00	42.00	42.00	42.00
EXPENDITURES	4,158,834	5,451,933	6,266,113	6,059,726	5,819,709

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	35.00	36.00	42.00	42.00	42.00
Personal Services	3,410,286	3,669,179	4,352,945	3,904,268	4,438,104
Allocated Expenses	-119,367	-106,546	0	-21,000	0
Supplies and Services	794,805	1,762,879	1,828,524	2,047,404	1,294,644
Utilities	3,459	1,881	4,700	2,500	2,548
Interfund Charges	64,651	73,201	79,944	79,801	84,413
Capital Related	0	0	0	11,753	0
Transfers Out	5,000	51,339	0	35,000	0
Expenditures Total	\$4,158,834	\$5,451,933	\$6,266,113	\$6,059,726	\$5,819,709

DEPARTMENT NARRATIVE

Budget Developments for 2017

The Planning & Development Services Department's primary goal is to ensure Aurora is a city comprised of great places to locate, expand and operate a business, and provide for well-planned residential growth and development. In 2017, 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 providing continued support for the draft zoning code and 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 in Westerly Creek and along the Aurora Line as well as other urban renewal areas. The department will participate in efforts to continually improve development review and to improve its support of small business.

2016 Current-Year Department Projection

The 2016 projection for Planning & Development Services is under 2016 Original Budget by \$206,400 (3.3 percent). The majority of savings comes from vacancy savings which helps offset the over spending in supplies and services for the New Jobs Rewards Program and costs associated with Regatta Plaza redevelopment.

Planning & Development Services

DEPARTMENT NARRATIVE

2017 Department Budget

The 2017 budget will decrease \$446,400 (7.1 percent) over the 2016 Original budget. The majority of savings is due to base adjustments including removal of one-time funding for the Comprehensive Plan Update (\$550,000), one-time funding for Zoning Code Implementation (\$80,200), and funding for one-time department-specific mandated costs (\$15,000). Additions to the budget include one-time funding to retain the contract project manager and operating expenses for the Comprehensive Plan Update (\$110,300), additional grant funds for the Aurora Economic Development Council and Accelerate Colorado (\$100,000), and one-time funding for the New Job Rewards Program (\$5,000). Other base adjustments include increases for compensation and risk and fleet internal charges.

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-645,200
Compensation Adjustments	-13,134
Mandated Costs	2,317
Grant / Designated Revenue Adjustments	-5,680
Total Base Adjustments	(\$661,697)

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
Retain Comprehensive Plan Update Contract Project Manager and Other Operating Costs	0.00	110,293	0	110,293
Program affected: Planning The City is past due for a regular update of the Comprehensive Plan and the City Council expressed interest. There is increasing community interest in development and there is a strong need for a thorough community discussion of future development. Started in 2016, the Comprehensive Plan Update effort is anticipated to continue through 2017. It will be necessary to retain the Contract Project Manager position to oversee this project through its completion. This amendment also includes operating budget of \$12,000 to fund community outreach efforts.				
This amendment addresses the Council Goal: Business and Development.				
New Appropriation Total	0.00	110,293	0	110,293
Development Review Fund Total	0.00	110,293	0	110,293

Planning & Development Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Additional Funds for Aurora Economic Development Council (AEDC) and Accelerate Colorado	0.00	100,000	0	100,000
Program affected: Development Services At the October 1, 2016 Fall Budget Workshop, the Council added \$75,000 to the Aurora Economic Development Council (AEDC) and \$25,000 to Accelerate Colorado. The intention of the Aurora Economic Development Council (AEDC) funds is to focus on bringing international business to Aurora. The grant is intended to help AEDC hire additional capacity to help perform its core business.				
This addresses a Council goal: Business and Development.				
Rewards Budget for New Jobs Program	0.00	5,000	0	5,000
Program affected: Development Services The City's New Job Reward Program was adopted in May of 2010 as a short-term incentive program to stimulate job creation within the City of Aurora during the current economic downturn. This amendment is to establish a one-time operating budget which uses portions of occupational, property and use tax revenue to reimburse small local business for job creation.				
This amendment addresses the Council Goal: Business and Development.				
New Appropriation Total	0.00	105,000	0	105,000
General Fund Total	0.00	105,000	0	105,000
Amendment Request Total All Funds	0.00	215,293	0	215,293

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Designated Revenues Fund	266,692	335,735	384,583	385,159	394,443
Development Review Fund	1,279,761	1,392,133	2,453,339	2,358,677	2,001,424
General Fund	2,451,810	3,342,458	3,090,491	3,045,590	3,092,672
Gifts & Grants Fund	160,571	381,607	337,700	270,300	331,170
Expenditures Total	\$4,158,834	\$5,451,933	\$6,266,113	\$6,059,726	\$5,819,709

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Designated Revenues Fund	3.00	3.00	3.00	3.00	3.00
Development Review Fund	11.00	11.00	17.00	17.00	17.00
General Fund	19.00	20.00	20.00	20.00	20.00
Gifts & Grants Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	35.00	36.00	42.00	42.00	42.00

Planning & Development Services

PROGRAM DETAIL

Administration

Net Cost \$373,784

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	327,604	887,737	347,190	314,181	373,784
Expenditures Total	\$327,604	\$887,737	\$347,190	\$314,181	\$373,784
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	300,668	305,656	313,586	263,110	341,629
Supplies and Services	14,377	569,343	18,145	35,812	18,145
Interfund Charges	12,559	12,738	15,459	15,259	14,010
Expenditures Total	\$327,604	\$887,737	\$347,190	\$314,181	\$373,784
<u>STAFFING SUMMARY</u>					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	3.00	3.00	3.00	3.00	3.00

Aurora Urban Renewal

Net Cost \$0

Funding in this program will implement plans and strategies, promote redevelopment opportunities, solicit private investment and projects for 21 urban renewal areas, 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Designated Revenues Fund	266,692	335,735	384,583	385,159	394,443
Expenditures Total	\$266,692	\$335,735	\$384,583	\$385,159	\$394,443
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	266,692	332,735	381,254	382,159	391,114
Supplies and Services	0	3,000	3,329	3,000	3,329
Expenditures Total	\$266,692	\$335,735	\$384,583	\$385,159	\$394,443
<u>STAFFING SUMMARY</u>					
Designated Revenues Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	3.00	3.00	3.00	3.00	3.00

Planning & Development Services

PROGRAM DETAIL

Aurora Urban Renewal

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
98% of all disbursements and district questions resolved with agreed upon time frames	100%	100%	98%	100%	98%

Business Services

Net Cost \$224,949

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. They 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. They serve as a liaison for business input and recognition through the Business Advisory Board. Also they 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	183,524	290,942	234,373	234,373	224,949
Gifts & Grants Fund	160,571	380,286	337,700	270,300	331,170
Expenditures Total	\$344,095	\$671,228	\$572,073	\$504,673	\$556,119

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	270,499	393,082	404,520	414,206	409,246
Allocated Expenses	0	0	0	-21,000	0
Supplies and Services	73,596	278,146	167,553	111,467	146,873
Expenditures Total	\$344,095	\$671,228	\$572,073	\$504,673	\$556,119

<u>STAFFING SUMMARY</u>					
General Fund	3.00	3.00	3.00	3.00	3.00
Gifts & Grants Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	5.00	5.00	5.00	5.00	5.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
95% of clients satisfied	97%	97%	95%	95%	95%

Planning & Development Services

PROGRAM DETAIL

Development Services

Net Cost \$1,430,532

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. They complete special projects, analyze and support retail development, and negotiate economic development and incentive agreements. Also they handle realtor, broker and developer inquiries. They 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). Lastly, they recruit new and support existing businesses in conjunction with existing economic development organizations.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	777,674	976,139	1,333,870	1,522,561	1,430,532
Expenditures Total	\$777,674	\$976,139	\$1,333,870	\$1,522,561	\$1,430,532
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	346,910	352,468	511,214	473,673	505,028
Supplies and Services	422,305	570,366	817,956	1,011,388	922,956
Utilities	3,459	1,881	4,700	2,500	2,548
Interfund Charges	0	85	0	0	0
Transfers Out	5,000	51,339	0	35,000	0
Expenditures Total	\$777,674	\$976,139	\$1,333,870	\$1,522,561	\$1,430,532
<u>STAFFING SUMMARY</u>					
General Fund	4.00	5.00	5.00	5.00	5.00
Staffing Total	4.00	5.00	5.00	5.00	5.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
98% of all disbursements and client questions resolved within agreed upon timeframes	100%	100%	98%	100%	98%

Multimodal Transportation Team

Net Cost \$486,921

The Multimodal Transportation Team focuses on a range of transportation planning activities including transit, connectivity, 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 Regional Transportation District (RTD).

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	476,720	476,567	509,292	372,241	486,921
Expenditures Total	\$476,720	\$476,567	\$509,292	\$372,241	\$486,921

Planning & Development Services

PROGRAM DETAIL

Multimodal Transportation Team

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	463,242	465,557	498,112	357,781	475,741
Supplies and Services	13,478	11,010	11,180	14,460	11,180
Expenditures Total	\$476,720	\$476,567	\$509,292	\$372,241	\$486,921
<u>STAFFING SUMMARY</u>					
General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	4.00	4.00	4.00	4.00	4.00

Planning

Net Cost \$1,071,370

Planning 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. Data Services 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Development Review Fund	1,279,761	1,392,133	2,453,339	2,358,677	2,001,424
General Fund	686,288	711,073	665,766	602,234	576,486
Gifts & Grants Fund	0	1,321	0	0	0
Expenditures Total	\$1,966,049	\$2,104,527	\$3,119,105	\$2,960,911	\$2,577,910
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,762,275	1,819,681	2,244,259	2,013,339	2,315,346
Allocated Expenses	-119,367	-106,546	0	0	0
Supplies and Services	271,049	331,014	810,361	871,277	192,161
Interfund Charges	52,092	60,378	64,485	64,542	70,403
Capital Related	0	0	0	11,753	0
Expenditures Total	\$1,966,049	\$2,104,527	\$3,119,105	\$2,960,911	\$2,577,910
<u>STAFFING SUMMARY</u>					
Development Review Fund	11.00	11.00	17.00	17.00	17.00
General Fund	5.00	5.00	5.00	5.00	5.00
Staffing Total	16.00	16.00	22.00	22.00	22.00

Planning & Development Services

PROGRAM DETAIL

Planning

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Data Services/Customer Satisfaction: 95% of respondents will rate their experience with Data Services as 5 on a scale of 1 to 5	96%	97%	95%	98%	95%
Data Services/On-Time Rate: 95% of the work products will be provided by the customer's due date	99%	99%	95%	99%	95%
Development Review: Meet stated review timeframes for 98% of all submittals	94%	90%	98%	98%	98%
Planning/Bucket List: 90% of all planning review items assigned by Building staff are on time.	N/A	83%	90%	77%	90%
Planning/Case Retirement: 90% of all complete cases are retired within 30 days of closing.	N/A	50%	90%	64%	90%

Police

PROGRAM SUMMARY

Administration-Chief \$10,936,649 22 FTE *Leads and directs Police services for the community *Includes Internal Affairs, Media Relations and Recruiting	Business Services Division \$8,146,633 81.5 FTE *Provides financial support, manages grants, facilities, equipment and IT systems, maintains records, property, evidence and vehicle impound	Community Resources Section \$3,299,668 24 FTE *School Resource Officers (SROs) provide on-campus police liaison with community high schools
Compliance & Prof Standard Division \$9,418,506 79 FTE *Conducts recruit academies and in-service training, recruits and investigates officer candidates, and manages policy and accreditation	Crime Lab Section \$2,386,411 24 FTE *Crime Lab personnel collect, process, preserve and analyze physical evidence	District 1 \$17,222,203 150 FTE *Provides patrol and investigative services within the District 1 area *Applies specialized resources to solve quality of life issues
District 2 \$13,691,443 121 FTE *Provides patrol and investigative services within the District 2 area *Applies specialized resources to solve quality of life issues	District 3 \$13,021,627 113 FTE *Provides patrol and investigative services within the District 3 area *Applies specialized resources to solve quality of life issues	Investigations Bureau \$10,239,763 79 FTE *Conducts criminal investigations requiring specialized experience *Provides assistance to victims of crimes
Investigative Support Section \$4,494,183 32 FTE *Provides investigative and operations resources in support of specialized tasks	Narcotics Section \$2,757,207 22 FTE *Narcotics personnel detect and investigate crimes related to drugs, prostitution and organized crime	Operations Support Section \$4,463,604 36 FTE *Plans, directs and controls highly specialized investigative and tactical teams
Special Operations Bureau \$1,839,211 7 FTE *Leads special operations sections: Investigative Support, Narcotics, Metro Gang Task Force and AGRIP	Traffic Section \$7,614,374 47 FTE *Promotes transportation safety through directed enforcement of traffic laws and supports special events	

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
CIVIL - FTE	670.00	677.00	682.00	682.00	696.00
REGULAR - FTE	124.50	131.50	141.50	141.50	141.50
EXPENDITURES	93,655,966	99,300,343	104,037,749	101,945,715	109,531,482

Police

DESCRIPTION

The Aurora Police Department is a full-service law enforcement agency serving the citizens of the City of Aurora. The department is committed 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 Operations and Support functions. The Investigative Division's programs and services include Narcotics, Investigations, Investigative Support, Special Operations, Community Resources, Traffic, Crime Lab, the Metro Gang Task Force, and the Electronic Support Section. The Compliance and Professional Standards Division's programs include the Training Academy, Background Investigations, Employee Support Unit and Professional Standards. The Business Services Division's programs include Records, Property and Evidence, Administrative Services, and facilities and equipment functions. Other support programs and functions include the Internal Affairs Bureau, Equal Employment Opportunity, Recruiting and Police Administration.

COUNCIL GOALS AND OBJECTIVES SUPPORTED

*Assure a safe community for people.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	794.50	808.50	823.50	823.50	837.50
Personal Services	82,078,809	85,882,353	90,765,973	89,249,903	95,446,120
Supplies and Services	6,169,355	7,566,355	7,059,849	6,520,951	7,779,004
Utilities	359	324	400	404	403
Interfund Charges	5,154,699	5,529,150	5,689,127	5,613,657	6,011,151
Capital Related	196,634	266,051	466,290	504,690	294,804
Transfers Out	56,110	56,110	56,110	56,110	0
Expenditures Total	\$93,655,966	\$99,300,343	\$104,037,749	\$101,945,715	\$109,531,482

DEPARTMENT NARRATIVE

Budget Developments for 2017

The Police Department is committed to maintaining and improving peace, order, and safety through excellence in law enforcement and community service. The 2017 Police Department budget focuses on programs which will allow the department to promote a desirable quality of life in the community and assure a safe community for its citizens. In accordance with the staffing mandate, 9.0 FTE Patrol Officers will be added to the department's authorized strength in 2017. In addition, a new police unit focused on proactive community policing initiatives will begin patrolling the Westerly Creek area with a combination of vehicle, bicycle, and foot patrols. During the October 1st Budget Workshop, City Council approved an additional 5.0 FTE Patrol Officers to the department's authorized strength.

2016 Current-Year Department Projection

Across all funds, the 2016 projection is anticipated to be \$2.1 million less than the 2016 Original Budget. The Gifts and Grants Fund accounts for approximately \$1.8 million of the variance due to a reduction in the number of task forces with which Police was involved; the most notable being the transfer of the Colorado Metropolitan Auto Theft Task Force (CMATT) administration from Aurora to Lakewood. Furthermore, the Designated Revenues Fund projects \$210,000 of savings from contract services in the Aurora for Youth Program and Photo Red Light.

The Police Department expects to end the current fiscal year with savings of approximately \$92,100 (0.1 percent) in the General Fund. The department is anticipating that overtime usage by officers will exceed the current budget by 12.0 percent due to several factors including being short on staffing and the increased presence of presidential candidates visiting Colorado, which require that police provide security for these visits as necessary. Supplies and other services are also expected to exceed budget in 2016 due to the requirement to maintain Twin City Security patrols of the municipal complex until the fencing project is completed. These overages are offset with vacancy savings from both career and civil FTE. The Police Department currently has 16 career service vacancies in the process of recruitment or background investigation. It is anticipated that all these vacancies will be filled before the end of the third quarter. A lateral police academy commenced on June 13 with 12

Police

DEPARTMENT NARRATIVE

lateral officers and an additional academy is scheduled in October for 25 basic officers and 12 laterals. The Narcotics and Electronic Support Section will be moving to a new facility in the fourth quarter which also was not anticipated during the 2016 budget preparation.

2017 Department Budget

The Police Department's 2017 budget in all funds will increase approximately \$5.5 million (5.3 percent) over the 2016 Original Budget. The budget increase is driven by an additional \$1.3 million added to the Old Hire Pension based on an actuarial study, pay equalization bonuses as part of the APA agreement, citywide temporary and overtime pay increases, and traditional step and grade increases. Mandated cost increases for the department total an additional \$356,400.

New budget amendments in 2017 account for approximately \$1.7 million of the \$5.5 million increase. These amendments include adding 5.0 FTE Patrol Officers approved at the October 1st Budget Workshop, adding 9.0 FTE Patrol Officers and equipment to meet the 2017 staffing mandate, leasing new space for the Narcotics and Electronic Support Sections, as well as new funds for the District 1 Westerly Creek Bicycle Patrol Unit. The \$50,000 respiratory protection compliance physical budget for the department will be transferred to the Risk Management Fund and administered out of Internal Services. Also included in the 2017 budget is a technical fix to transfer 1.0 FTE Police Lieutenant from the Gifts and Grants Fund to the General Fund due to a change in funding for the Colorado Metro Auto Theft Task Force which will fund 80 percent of each of three civil service positions for the 2016-2017 award year.

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-86,598
Compensation Adjustments	3,854,384
Mandated Costs	356,370
Grant / Designated Revenue Adjustments	-13,647
Other Adjustments	-284,434
Total Base Adjustments	\$3,826,075

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 5.0 FTE Patrol Officers	5.00	585,000	0	585,000
Program affected: Training Section During the City Council budget workshop on October 1, City Council added 5.0 FTE additional officers to its authorized strength. Included with the personal services costs for these officers are funds to purchase fully-marked patrol vehicles, Mobile Data Computers (MDC), mobile radios, portable radios, Microsoft Office software licenses, tasers, body-worn cameras and uniform costs for the five officers.				
This amendment addresses the Council Priority Program: Police District Operations and the Council Goal: Safe Community.				

Police

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 9.0 FTE Officers and Equipment for 2017 Police Staffing Mandate	9.00	1,047,093	0	1,047,093
<p>Program affected: Training Section</p> <p>In accordance with the police staffing mandate, the Police Department will add 9.0 additional patrol officers to its authorized strength in 2017. Included with the personal services costs for these officers are three fully-marked patrol vehicles, three Mobile Data Computers (MDCs), three Mobile Radios, nine portable radios, nine Microsoft Office software licenses, nine tasers, nine body-worn cameras and uniform costs for the nine officers.</p> <p>This amendment addresses the Council Priority Program: Police District Operations and the Council Goal: Safe Community.</p>				
Narcotics Building Lease	0.00	80,000	0	80,000
<p>Program affected: Narcotics Section</p> <p>This amendment provides funding to rent a new 10,000 square feet building for the Narcotics and Electronic Support Section. The current location has heating and cooling systems that are no longer going to be maintained by Facilities. Operations of the Narcotics Section must be in a covert location due to the undercover nature of its operations. The Electronic Support Section is responsible for the maintenance and operation of the body worn camera system and the in-car video systems as well as the maintenance of the Mesh systems in place at several locations in the City.</p> <p>This amendment addresses the Council Goal: Safe Community.</p>				
Respiratory Protection Compliance Physicals	0.00	-50,000	0	-50,000
<p>Program affected: Operating Transfers and Other Requirements and Crime Lab Section</p> <p>This add will transfer \$63,000 to Internal Services in the Risk Fund to cover Respiratory Protection Compliance Physicals. It is partially offset by a \$50,000 reduction in the Police Department budget for the same purpose.</p> <p>This amendment addresses the Council Goal: Well-Managed City.</p>				
Transfer 1.0 FTE Police Lieutenant from Gifts and Grants Fund to General Fund	1.00	134,437	0	134,437
<p>Programs affected: Investigative Support Section</p> <p>Fiscal management of the Colorado Metropolitan Auto Theft Task Force (CMATT) grant has been transferred to Lakewood Police Department. The amount of funds available have also been reduced. Therefore, the City will need to transfer 1.0 FTE Lieutenant from the Gifts and Grants Fund to the General Fund. This position continues to support the operation and is in compliance with the consent decree mandate for Police staffing. This request is tied to a 2016 technical adjustment that will occur in the Fall Supplemental.</p> <p>This amendment addresses the Council Priority Program: Police District Operations and the Council Goal: Safe Community.</p>				

Police

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Westerly Creek Bicycle Patrol Unit	0.00	5,565	0	5,565
Program affected: District 1 Patrol The Westerly Creek Village Community Plan includes the deployment of a new police unit focused on proactive community policing initiatives. The unit will be a combination of patrol vehicles, bicycle patrols, and foot patrols. This amendment provides funding for operating supplies related to the bicycle units that will be deployed in urban areas. This amendment addresses the Council Priority Program: Police District Operations, the Council Priority Project: Westerly Creek and the Council Goal: Safe Community.				
New Appropriation Total	15.00	1,802,095	0	1,802,095
General Fund Total	15.00	1,802,095	0	1,802,095
<u>Gifts & Grants Fund / New Appropriation</u>				
Transfer 1.0 FTE Police Lieutenant from Gifts and Grants Fund to General Fund	-1.00	-134,437	0	-134,437
Programs affected: Investigative Support Section Fiscal management of the Colorado Metropolitan Auto Theft Task Force (CMATT) grant has been transferred to Lakewood Police Department. The amount of funds available have also been reduced. Therefore, the City will need to transfer 1.0 FTE Lieutenant from the Gifts and Grants Fund to the General Fund. This position continues to support the operation and is in compliance with the consent decree mandate for Police staffing. This request is tied to a 2016 technical adjustment that will occur in the Fall Supplemental. This amendment addresses the Council Priority Program: Police District Operations and the Council Goal: Safe Community.				
New Appropriation Total	-1.00	-134,437	0	-134,437
Gifts & Grants Fund Total	-1.00	-134,437	0	-134,437
Amendment Request Total All Funds	14.00	1,667,658	0	1,667,658

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Designated Revenues Fund	3,176,420	3,542,996	3,818,074	3,607,694	3,835,778
General Fund	87,099,778	92,425,155	96,530,576	96,438,500	102,133,543
Gifts & Grants Fund	3,379,768	3,332,192	3,689,099	1,899,521	3,562,161
Expenditures Total	\$93,655,966	\$99,300,343	\$104,037,749	\$101,945,715	\$109,531,482

Police

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Designated Revenues Fund	8.50	7.50	11.00	11.00	11.00
Designated Revenues Fund Civil FTE	4.15	5.15	5.15	5.15	5.15
General Fund	116.00	124.00	130.50	130.50	130.50
General Fund Civil FTE	660.85	666.85	673.45	673.45	688.45
Gifts & Grants Fund Civil FTE	5.00	5.00	3.40	3.40	2.40
Staffing Total	794.50	808.50	823.50	823.50	837.50

PROGRAM DETAIL

Administration-Chief

Net Cost \$10,936,649

The Chief of Police and executive staff lead and direct the planning, organization and operations of the department's law enforcement resources including 691 uniformed officers and 141.5 civilian employees, dedicated to the pursuit of a safer Aurora community. This program includes the Internal Affairs Section, Department Media Relations staff, the transfer in of Police Recruiting personnel and the newly established Employee Support and Wellness Unit. This program also includes payment of department-wide related costs such as risk charges and Old Hire pension costs.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	8,484,065	8,489,562	8,836,414	9,270,216	10,936,649
Expenditures Total	\$8,484,065	\$8,489,562	\$8,836,414	\$9,270,216	\$10,936,649
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	5,339,195	4,973,119	5,105,025	5,366,604	6,869,409
Supplies and Services	437,748	404,502	345,725	518,568	364,129
Interfund Charges	2,707,122	3,111,941	3,385,664	3,385,044	3,703,111
Expenditures Total	\$8,484,065	\$8,489,562	\$8,836,414	\$9,270,216	\$10,936,649
<u>STAFFING SUMMARY</u>					
General Fund	5.00	5.00	5.00	5.00	5.00
General Fund Civil FTE	13.85	17.00	14.00	14.00	17.00
Staffing Total	18.85	22.00	19.00	19.00	22.00

Police

PROGRAM DETAIL

Business Services Division

Net Cost \$6,138,073

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 technical support for 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. Additional services include: court and secondary employment scheduling, quartermaster support, equipment, fleet, and facilities.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	5,188,778	6,080,173	6,751,846	7,468,708	7,195,619
Gifts & Grants Fund	271,124	129,106	40,592	128,094	951,014
Expenditures Total	\$5,459,902	\$6,209,279	\$6,792,438	\$7,596,802	\$8,146,633
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	4,205,429	4,656,019	5,420,851	5,733,807	5,844,489
Supplies and Services	1,209,622	1,405,888	1,356,068	1,788,120	2,282,015
Interfund Charges	17,184	18,012	15,519	23,875	20,129
Capital Related	27,667	129,360	0	51,000	0
Expenditures Total	\$5,459,902	\$6,209,279	\$6,792,438	\$7,596,802	\$8,146,633
<u>STAFFING SUMMARY</u>					
General Fund	53.50	62.50	68.50	68.50	72.50
General Fund Civil FTE	9.00	9.00	9.00	9.00	9.00
Staffing Total	62.50	71.50	77.50	77.50	81.50
<u>PERFORMANCE MEASURE SUMMARY</u>					
Error rate on National Incident-Based Reporting System (NIBRS) submissions is less than 5%	2.75%	2.92%	5.00%	2.00%	5.00%

Police

PROGRAM DETAIL

Community Resources Section

Net Cost \$2,500,247

The School Resource Officer (SRO) program places officers in 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. Aurora For Youth performs youth outreach through Explorers, Aurora Police Activities Club, Teen Academy, and youth education programs Drug Abuse Resistance Education (DARE) and Gang Rescue and Support Project (GRASP) to prevent delinquency.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Designated Revenues Fund	424,833	715,256	691,345	653,781	695,171
General Fund	2,735,273	2,589,809	2,913,847	2,454,745	2,501,747
Gifts & Grants Fund	87,514	83,386	96,887	103,242	102,750
Expenditures Total	\$3,247,620	\$3,388,451	\$3,702,079	\$3,211,768	\$3,299,668
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	2,987,994	2,969,963	3,225,753	2,796,997	2,835,074
Supplies and Services	190,781	351,201	408,450	358,395	407,940
Interfund Charges	64,775	67,287	67,876	56,376	56,654
Capital Related	4,070	0	0	0	0
Expenditures Total	\$3,247,620	\$3,388,451	\$3,702,079	\$3,211,768	\$3,299,668
<u>STAFFING SUMMARY</u>					
Designated Revenues Fund	0.50	0.50	1.00	1.00	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	26.00	22.00	26.00	26.00	21.00
Staffing Total	28.50	24.50	29.00	29.00	24.00

Police

PROGRAM DETAIL

Compliance & Prof Standard Division

Net Cost \$9,417,006

The Compliance and Professional Standards Division provides guidance to the agency on policy training and background investigations and employee wellness. 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 supervisor training for all supervisors. 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 Background Section, administers recruit field training, and conducts background investigations. Background Investigators travel to the home cities of applicants to conduct a more thorough background investigation. 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	4,340,779	5,526,776	6,781,035	6,225,294	9,418,506
Expenditures Total	\$4,340,779	\$5,526,776	\$6,781,035	\$6,225,294	\$9,418,506
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	3,956,107	4,695,037	6,185,078	5,585,742	8,460,141
Supplies and Services	337,413	658,413	481,456	529,775	614,689
Interfund Charges	47,259	42,635	60,361	55,637	48,872
Capital Related	0	130,691	54,140	54,140	294,804
Expenditures Total	\$4,340,779	\$5,526,776	\$6,781,035	\$6,225,294	\$9,418,506
<u>STAFFING SUMMARY</u>					
General Fund	5.00	3.00	3.00	3.00	3.00
General Fund Civil FTE	50.00	38.90	55.00	55.00	76.00
Staffing Total	55.00	41.90	58.00	58.00	79.00

Crime Lab Section

Net Cost \$2,378,301

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	2,222,285	2,340,454	2,450,152	2,569,333	2,386,411
Expenditures Total	\$2,222,285	\$2,340,454	\$2,450,152	\$2,569,333	\$2,386,411

Police

PROGRAM DETAIL

Crime Lab Section

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,988,347	2,104,441	2,154,579	2,312,738	2,191,716
Supplies and Services	156,401	152,644	217,609	178,410	167,489
Interfund Charges	21,427	27,259	21,854	22,075	27,206
Transfers Out	56,110	56,110	56,110	56,110	0
Expenditures Total	\$2,222,285	\$2,340,454	\$2,450,152	\$2,569,333	\$2,386,411
<u>STAFFING SUMMARY</u>					
General Fund	21.00	22.00	22.00	22.00	22.00
General Fund Civil FTE	2.00	2.00	2.00	2.00	2.00
Staffing Total	23.00	24.00	24.00	24.00	24.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Requests for internal lab service completed within 30 days of the time	92%	94%	90%	90%	90%

District 1

Net Cost \$17,200,193

District 1, one of three decentralized districts, provide patrol services and specialized functions including investigations and Police Area Representatives (PAR) officers for its designated geographic area. The goal is to safeguard the community through proactive policing, community engagement and effective resource management.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	17,789,128	18,467,101	18,787,379	17,570,865	17,222,203
Expenditures Total	\$17,789,128	\$18,467,101	\$18,787,379	\$17,570,865	\$17,222,203
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	17,066,482	17,757,355	18,156,938	16,921,414	16,588,806
Supplies and Services	81,994	59,091	59,968	76,820	64,013
Interfund Charges	640,652	644,655	570,473	572,631	569,384
Capital Related	0	6,000	0	0	0
Expenditures Total	\$17,789,128	\$18,467,101	\$18,787,379	\$17,570,865	\$17,222,203
<u>STAFFING SUMMARY</u>					
General Fund	5.00	5.00	5.00	5.00	5.00
General Fund Civil FTE	161.00	163.00	164.00	164.00	145.00
Staffing Total	166.00	168.00	169.00	169.00	150.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Monthly median response time to high priority calls < 5.5 minutes.	4.25	4.17	5.50	4.00	5.50

Police

PROGRAM DETAIL

District 2

Net Cost \$13,656,643

District 2, one of three decentralized districts, provide patrol services and specialized functions including investigations and Police Area Representatives (PAR) officers for its designated geographic area. The goal is to safeguard the community through proactive policing, community engagement and effective resource management.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	13,987,338	14,490,482	15,050,421	13,520,351	13,691,443
Expenditures Total	\$13,987,338	\$14,490,482	\$15,050,421	\$13,520,351	\$13,691,443
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	13,426,126	13,946,646	14,546,260	13,027,243	13,237,200
Supplies and Services	65,455	47,206	61,137	61,772	54,587
Utilities	359	324	400	404	403
Interfund Charges	495,398	496,306	442,624	430,932	399,253
Expenditures Total	\$13,987,338	\$14,490,482	\$15,050,421	\$13,520,351	\$13,691,443
<u>STAFFING SUMMARY</u>					
General Fund	9.00	9.00	10.00	10.00	6.00
General Fund Civil FTE	122.00	131.00	127.00	127.00	115.00
Staffing Total	131.00	140.00	137.00	137.00	121.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Monthly median response time to high priority calls < 5.5 minutes.	5.0	5.0	5.5	5.0	5.5

District 3

Net Cost \$12,999,027

District 3, one of three decentralized districts, provide patrol services and specialized functions including investigations and Police Area Representatives (PAR) officers for its designated geographic area. The goal is to safeguard the community through proactive policing, community engagement and effective resource management.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	11,760,791	12,583,679	12,548,677	12,535,600	13,021,627
Expenditures Total	\$11,760,791	\$12,583,679	\$12,548,677	\$12,535,600	\$13,021,627
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	11,225,050	12,091,254	12,041,214	12,068,051	12,491,810
Supplies and Services	59,010	47,584	54,288	50,689	48,908
Interfund Charges	476,731	444,841	453,175	416,860	480,909
Expenditures Total	\$11,760,791	\$12,583,679	\$12,548,677	\$12,535,600	\$13,021,627

Police

PROGRAM DETAIL

District 3

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>STAFFING SUMMARY</u>					
General Fund	4.00	4.00	4.00	4.00	4.00
General Fund Civil FTE	108.00	112.00	107.00	107.00	109.00
Staffing Total	112.00	116.00	111.00	111.00	113.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Monthly median response time to high priority calls < 6.5 minutes.	5.49	5.58	6.50	6.00	6.50

Investigations Bureau

Net Cost \$9,112,060

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. The Investigations Bureau Commander also oversees the Crime Laboratory, Community Resources Section, Electronic Support Section, and Traffic Section.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Designated Revenues Fund	813,812	940,117	1,009,996	958,160	1,001,476
General Fund	7,442,864	7,841,104	8,238,319	8,993,189	9,154,560
Gifts & Grants Fund	115,095	215,488	287,565	145,039	83,727
Expenditures Total	\$8,371,771	\$8,996,709	\$9,535,880	\$10,096,388	\$10,239,763
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	7,609,990	7,638,154	8,116,758	8,680,188	9,048,468
Supplies and Services	626,980	1,214,674	869,632	875,759	1,032,323
Interfund Charges	134,801	143,881	137,340	140,891	158,972
Capital Related	0	0	412,150	399,550	0
Expenditures Total	\$8,371,771	\$8,996,709	\$9,535,880	\$10,096,388	\$10,239,763
<u>STAFFING SUMMARY</u>					
Designated Revenues Fund	6.00	6.00	8.00	8.00	8.00
Designated Revenues Fund Civil FTE	0.15	0.15	0.15	0.15	0.15
General Fund	7.00	7.00	7.00	7.00	7.00
General Fund Civil FTE	57.00	55.85	56.85	56.85	63.85
Staffing Total	70.15	69.00	72.00	72.00	79.00

Police

PROGRAM DETAIL

Investigations Bureau

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
100% of victims/families of homicide, sexual assault, felony, domestic violence, robbery, and aggravated assault contacted by victim services staff within five business days	99.40%	99.90%	100%	100%	100%
Homicide cases cleared in one year > 60%	68.67%	70.92%	60.00%	62.40%	60.00%

Investigative Support Section

Net Cost \$3,569,781

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 Metropolitan Auto Theft Task Force (CMATT) participates in the multi-agency team formed to reduce motor vehicle theft and associated criminal enterprises in the Denver/Aurora area.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	3,265,708	3,785,713	3,631,087	3,588,655	3,573,871
Gifts & Grants Fund	1,277,139	897,114	1,514,441	463,871	920,312
Expenditures Total	\$4,542,847	\$4,682,827	\$5,145,528	\$4,052,526	\$4,494,183

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	3,711,033	4,129,812	4,199,223	3,873,128	4,084,726
Supplies and Services	604,969	396,335	778,018	34,756	233,360
Interfund Charges	162,134	156,680	168,287	144,642	176,097
Capital Related	64,711	0	0	0	0
Expenditures Total	\$4,542,847	\$4,682,827	\$5,145,528	\$4,052,526	\$4,494,183

<u>STAFFING SUMMARY</u>					
General Fund	1.00	1.50	1.00	1.00	1.00
General Fund Civil FTE	31.00	35.10	29.60	29.60	28.60
Gifts & Grants Fund Civil FTE	4.00	4.00	3.40	3.40	2.40
Staffing Total	36.00	40.60	34.00	34.00	32.00

Police

PROGRAM DETAIL

Narcotics Section

Net Cost \$2,710,767

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 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).

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	2,364,011	2,607,237	2,857,867	2,668,375	2,713,857
Gifts & Grants Fund	102,965	30,141	43,596	17,896	43,350
Expenditures Total	\$2,466,976	\$2,637,378	\$2,901,463	\$2,686,271	\$2,757,207
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	2,265,166	2,484,136	2,706,697	2,499,542	2,483,206
Supplies and Services	94,826	49,877	96,506	89,822	175,206
Interfund Charges	106,984	103,365	98,260	96,907	98,795
Expenditures Total	\$2,466,976	\$2,637,378	\$2,901,463	\$2,686,271	\$2,757,207
<u>STAFFING SUMMARY</u>					
General Fund	2.00	2.00	2.00	2.00	2.00
General Fund Civil FTE	20.00	20.00	22.00	22.00	20.00
Staffing Total	22.00	22.00	24.00	24.00	22.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
95% of marijuana reports with investigations are initiated in three business days	100.0%	99.6%	95.0%	98.8%	95.0%

Operations Support Section

Net Cost \$4,463,604

The Operations Support Section is comprised of highly specialized tactical support teams. The Special Weapons and Tactics (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. Strategic Response Teams have been consolidated into this section.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,934,263	2,019,876	2,059,744	3,946,748	4,463,604
Expenditures Total	\$1,934,263	\$2,019,876	\$2,059,744	\$3,946,748	\$4,463,604
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,784,326	1,886,881	1,930,914	3,767,187	4,326,930
Supplies and Services	45,122	42,888	44,597	84,614	44,397
Interfund Charges	104,815	90,107	84,233	94,947	92,277
Expenditures Total	\$1,934,263	\$2,019,876	\$2,059,744	\$3,946,748	\$4,463,604

Police

PROGRAM DETAIL

Operations Support Section

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>STAFFING SUMMARY</u>					
General Fund Civil FTE	14.00	15.00	15.00	15.00	36.00
Staffing Total	14.00	15.00	15.00	15.00	36.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
SWAT active control of scene within two hours of request 90% of the time	97%	100%	90%	100%	90%

Special Operations Bureau

Net Cost \$893,465

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 Aurora Gang Reduction Impact Program.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,007,413	992,832	960,508	900,125	893,635
Gifts & Grants Fund	974,123	1,513,512	995,317	599,970	945,576
Expenditures Total	\$1,981,536	\$2,506,344	\$1,955,825	\$1,500,095	\$1,839,211
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,391,250	1,392,614	1,359,403	1,201,108	1,234,133
Supplies and Services	556,020	1,106,698	583,437	289,095	597,010
Interfund Charges	10,767	7,032	12,985	9,892	8,068
Capital Related	23,499	0	0	0	0
Expenditures Total	\$1,981,536	\$2,506,344	\$1,955,825	\$1,500,095	\$1,839,211
<u>STAFFING SUMMARY</u>					
General Fund	1.50	1.00	1.00	1.00	1.00
General Fund Civil FTE	7.00	7.00	7.00	7.00	6.00
Gifts & Grants Fund Civil FTE	1.00	1.00	0.00	0.00	0.00
Staffing Total	9.50	9.00	8.00	8.00	7.00

Police

PROGRAM DETAIL

Traffic Section

Net Cost \$4,646,231

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 motorcades. Units include the Motorcycle Enforcement Team (MET), DUI Unit, Day and Night Traffic Units and the Photo Red Light Program.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Designated Revenues Fund	1,937,775	1,887,623	2,116,733	1,995,753	2,139,131
General Fund	4,577,082	4,610,357	4,663,280	4,726,296	4,959,811
Gifts & Grants Fund	551,808	463,445	710,701	441,409	515,432
Expenditures Total	\$7,066,665	\$6,961,425	\$7,490,714	\$7,163,458	\$7,614,374
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	5,122,314	5,156,922	5,617,280	5,416,154	5,750,012
Supplies and Services	1,703,014	1,629,354	1,702,958	1,584,356	1,692,938
Interfund Charges	164,650	175,149	170,476	162,948	171,424
Capital Related	76,687	0	0	0	0
Expenditures Total	\$7,066,665	\$6,961,425	\$7,490,714	\$7,163,458	\$7,614,374
<u>STAFFING SUMMARY</u>					
Designated Revenues Fund	2.00	1.00	2.00	2.00	2.00
Designated Revenues Fund Civil FTE	3.00	4.00	4.00	4.00	4.00
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	40.00	39.00	39.00	39.00	40.00
Staffing Total	46.00	45.00	46.00	46.00	47.00

Public Defender

PROGRAM SUMMARY

Public Defender

\$943,945 10 FTE

*Represent indigent defendants who face a jail sentence

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	8.50	9.00	10.00	10.00	10.00
EXPENDITURES	749,345	782,166	945,144	945,143	943,945

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	8.50	9.00	10.00	10.00	10.00
Personal Services	680,369	717,072	863,710	846,158	862,922
Supplies and Services	64,671	60,143	76,037	93,588	75,131
Interfund Charges	4,305	4,951	5,397	5,397	5,892
Expenditures Total	\$749,345	\$782,166	\$945,144	\$945,143	\$943,945

DEPARTMENT NARRATIVE

Budget Developments for 2017

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 2017, 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. In correspondence with these values, the recruitment process for the Chief Public Defender position will begin in 2017. The department expects continued growth through 2017, with anticipated increases in open and in-custody arraignment cases (4.0 percent), case interviews (6.0 percent), and appearances in court (7.0 percent) compared to 2016 projections. Despite this growth, the cost per case remains low at an average of \$153 per case.

2016 Current-Year Department Projection

Total expenditures in the Public Defender's 2016 projection are forecasted to remain at the original 2016 budget. There is a slight decrease in personal services due to vacancy savings from the Chief Public Defender position. These vacancy savings are offset in supplies and services due to increased spending on computers and office equipment. The Chief Public Defender position will remain vacant for the remainder of 2016, with duties performed by a senior level Public Defender in an interim role.

2017 Department Budget

The 2017 budget for the Public Defender's Office is \$1,200 lower than the 2016 Original Budget. This minimal budget variance is driven by the citywide increase for pay offset by reclass savings associated with the newly vacant Chief Public Defender position. In addition, multiple employees in this department are electing to use less costly health insurance plans.

Public Defender

BASE ADJUSTMENTS

Base Adjustments	2017
Prior Year One Times	-1,200
Compensation Adjustments	-788
Mandated Costs	789
Total Base Adjustments	(\$1,199)

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	749,345	782,166	945,144	945,143	943,945
Expenditures Total	\$749,345	\$782,166	\$945,144	\$945,143	\$943,945

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
General Fund	8.50	9.00	10.00	10.00	10.00
Staffing Total	8.50	9.00	10.00	10.00	10.00

PROGRAM DETAIL

Public Defender

Net Cost \$943,945

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	749,345	782,166	945,144	945,143	943,945
Expenditures Total	\$749,345	\$782,166	\$945,144	\$945,143	\$943,945
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	680,369	717,072	863,710	846,158	862,922
Supplies and Services	64,671	60,143	76,037	93,588	75,131
Interfund Charges	4,305	4,951	5,397	5,397	5,892
Expenditures Total	\$749,345	\$782,166	\$945,144	\$945,143	\$943,945
<u>STAFFING SUMMARY</u>					
General Fund	8.50	9.00	10.00	10.00	10.00
Staffing Total	8.50	9.00	10.00	10.00	10.00

Public Safety Communications

PROGRAM SUMMARY

Public Safety Communications

\$11,817,552 91 FTE

*Provides all Fire and Police radio communications and dispatch

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	81.00	81.00	91.00	91.00	91.00
EXPENDITURES	6,224,797	6,901,948	11,986,765	11,265,409	11,817,552

Public Safety Communications

DESCRIPTION

The Public Safety Communications Department is responsible for processing administrative, non-emergency and 911 calls and for dispatching all police and fire emergency equipment.

COUNCIL GOALS AND OBJECTIVES SUPPORTED

*Assure a safe community for people.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	81.00	81.00	91.00	91.00	91.00
Personal Services	6,084,052	5,874,254	7,100,476	6,323,527	7,031,134
Supplies and Services	22,897	47,527	26,981	22,574	26,981
Interfund Charges	117,848	134,752	147,928	147,928	160,453
Capital Related	0	0	0	60,000	0
Transfers Out	0	845,415	4,711,380	4,711,380	4,598,984
Expenditures Total	\$6,224,797	\$6,901,948	\$11,986,765	\$11,265,409	\$11,817,552

DEPARTMENT NARRATIVE

Budget Developments for 2017

The Public Safety Communication Department's primary goal is to ensure a safe community. For 2017, the department will continue to focus on providing exceptional customer service and meeting the industry standard of answering 95 percent of all 911 calls within 10 seconds. The Public Safety Communications Department is also working towards completing the implementation of the Priority Dispatch Protocols. The protocols will provide standardization and consistency to citizens and first responders; improving the quality of service we provide to our customers. Priority Dispatch will provide Fire, Police, and EMS responders the ability to maximize resources by consistently dispatching the right-sized response to emergencies.

2016 Current-Year Department Projection

The 2016 projection for Public Safety Communications is under the 2016 Original Budget by \$721,400 across all funds. Supervisor vacancies in the first half of the year have amounted to a \$306,500 savings in the General Fund and higher than normal telecommunicator turnover has led to a \$414,900 savings in the E-911 Fund. The department will host a larger than normal training class in August 2016 in hopes of filling vacancies and getting more dispatchers on the floor by spring 2017.

2017 Department Budget

The Public Safety Communications Department's 2017 budget will be \$169,200 (1.4 percent) less than the 2016 Original Budget. The budget decrease is primarily driven by personnel-related expenditures. Significant turnover in 2016 has resulted in more entry-level position being budgeted in 2017. These positions are down classed to entry-level trainees that must undergo six months of training and have over 1.5 years of experience on the call floor before career progressing to higher steps in the department. The General Fund subsidy to the E-911 Fund to fund dispatchers will be reduced due to the higher number of trainees in the fund. In an effort to retain these trainees, the department has increased the hourly wage to be more competitive with neighboring call centers.

BASE ADJUSTMENTS

Base Adjustments	2017
Compensation Adjustments	-69,342
Mandated Costs	12,525
Other Adjustments	-112,396
Total Base Adjustments	(\$169,213)

Public Safety Communications

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Enhanced E-911 Fund	0	845,415	5,319,036	4,904,139	5,212,347
General Fund	6,224,797	6,056,533	6,667,729	6,361,270	6,605,205
Expenditures Total	\$6,224,797	\$6,901,948	\$11,986,765	\$11,265,409	\$11,817,552

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Enhanced E-911 Fund	0.00	63.00	73.00	73.00	73.00
General Fund	81.00	18.00	18.00	18.00	18.00
Staffing Total	81.00	81.00	91.00	91.00	91.00

PROGRAM DETAIL

Public Safety Communications

Net Cost \$11,808,720

Provides all Fire and Police radio communications, 911 call taking, dispatch services and records management of incoming calls for service and dispatch communications.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
EXPENDITURE SUMMARY BY FUND					
Enhanced E-911 Fund	0	845,415	5,319,036	4,904,139	5,212,347
General Fund	6,224,797	6,056,533	6,667,729	6,361,270	6,605,205
Expenditures Total	\$6,224,797	\$6,901,948	\$11,986,765	\$11,265,409	\$11,817,552
EXPENDITURE SUMMARY BY TYPE					
Personal Services	6,084,052	5,874,254	7,100,476	6,323,527	7,031,134
Supplies and Services	22,897	47,527	26,981	22,574	26,981
Interfund Charges	117,848	134,752	147,928	147,928	160,453
Capital Related	0	0	0	60,000	0
Transfers Out	0	845,415	4,711,380	4,711,380	4,598,984
Expenditures Total	\$6,224,797	\$6,901,948	\$11,986,765	\$11,265,409	\$11,817,552
STAFFING SUMMARY					
Enhanced E-911 Fund	0.00	63.00	73.00	73.00	73.00
General Fund	81.00	18.00	18.00	18.00	18.00
Staffing Total	81.00	81.00	91.00	91.00	91.00

Public Safety Communications

PROGRAM DETAIL

Public Safety Communications

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
100% of all Tow Request Logs will be submitted to APD Impound by 8:00 am each day	91.70%	93.60%	100%	87.40%	100%
90% of all monthly quality assurance audits will conform to established department standards	N/A	93.30%	90.00%	90.00%	90.00%
92% of all Fire and EMS events will be initiated and dispatched to appropriate apparatus within 90 seconds	97.61%	97.25%	92.00%	92.12%	92.00%
95% of 911 calls answered within 10 seconds	97.63%	95.67%	95.00%	90.00%	95.00%
98% of all recording requests will be filled within 36 hours of receipt during the business week	100%	100%	98.00%	100%	100%

Public Works

PROGRAM SUMMARY

Administration \$1,236,976 5 FTE *Administrative, budget, and managerial duties	Building Division \$7,313,401 61 FTE *Building plan review, inspections, and permitting	Engineering Services \$4,998,406 41 FTE *Design and construct CIP projects *Review and approve civil plans *Traffic and Facilities Engineering * Parking and Mobility Program
Facilities Operations \$4,845,519 34 FTE *Maintenance and repair of City buildings	Public Improvements \$1,197,502 14 FTE *Permits and inspects infrastructure construction *Reviews and tests developer and City infrastructure projects	Public Utilities \$8,030,528 0 FTE *Street light/traffic signal energy bills *Public buildings utility bills
Real Property Services \$1,086,486 14 FTE *Property transactions involving acquisition, right-of-way, development and land surveying services	Street Operations \$6,493,898 87 FTE *Maintenance of City streets *Cleaning of City streets *Snow removal	Traffic Operations \$2,212,950 24 FTE *Install, maintain, and operate traffic devices throughout Aurora

DEPARTMENT SUMMARY

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
REGULAR - FTE	249.00	258.00	272.00	272.00	280.00
EXPENDITURES	30,645,298	32,535,101	36,765,125	35,848,203	37,415,666

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	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Regular - FTE	249.00	258.00	272.00	272.00	280.00
Personal Services	19,079,706	20,735,021	23,419,631	23,139,549	24,543,333
Allocated Expenses	-2,569,689	-2,667,169	-2,862,714	-2,954,255	-3,641,253
Supplies and Services	2,969,014	4,271,432	4,607,723	5,255,902	5,473,042
Utilities	7,293,929	6,834,941	8,319,117	7,148,451	8,025,288
Interfund Charges	2,755,922	3,037,292	3,028,297	2,977,081	2,902,065
Capital Related	1,063,216	270,384	199,871	228,173	100,871
Transfers Out	53,200	53,200	53,200	53,302	12,320
Expenditures Total	\$30,645,298	\$32,535,101	\$36,765,125	\$35,848,203	\$37,415,666

DEPARTMENT NARRATIVE

Budget Developments for 2017

The Public Works Department ensures excellent infrastructure that is well maintained and operated and is dedicated to providing excellent service to its customers. In 2017, several funding adjustments will help ensure that the department can continue to focus on Council priority programs and goals including street operations, excellent infrastructure, business development, and transit-oriented development (TOD). The adjustments include:

- Aurora Water Patch Crew- Aurora Water performs many repairs that require the removal and replacement of street pavement sections and currently contracts out the work. The 2017 budget includes funding for a Public Works Patch Crew to perform the work in-house on behalf of Aurora Water to maintain consistency and ensure quality standards. The adjustment includes funding for equipment and a full patch crew of 8.0 FTE.
- Establishment of City of Aurora Public Safety Training Center (CAPSTC) program budget- In early 2016, CAPSTC officially opened for use by the City's Police and Fire Departments. The 2017 budget will establish an ongoing operating budget for the facility, including ground maintenance, equipment maintenance, scheduling software, and contingent administrative support.
- Establishment of Parking and Mobility program budget- With the completion of the Aurora Line light rail project and two parking garages in 2016, Public Works continues to implement the Parking and Mobility Business Plan. In 2017, a Parking Fund will be created and 1.0 FTE Parking Program Manager will be moved from the General Fund to the new fund. Budget will also be added to the Parking Fund for a vendor contract to provide parking management services, including maintenance and management of the Iliff parking garage.
- 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

Public Works

DEPARTMENT NARRATIVE

2017 budget will continue contracted roof inspections in response to a large backlog of inspections from hail storm damage and increased construction activity.

2016 Current-Year Department Projection

The Public Works projection for 2016 is \$916,900 (2.5 percent) less than the 2016 Original Budget primarily due to General Fund savings (\$1.4 million) related to lower utility costs in the Public Building and Street Lighting programs. This is offset by increased expenses in the Development Review Fund (\$487,700) as a result of the high workload associated with the current level of development and construction activity. Key contributors to the overage in the Development Review Fund include additional personal services to provide better customer service to our citizens and the development community.

2017 Department Budget

The Public Works 2017 budget is designed to maintain service levels as workload increases, particularly related to development activity, the Parking and Mobility program, and new public facilities. In response to these workloads, the 2017 budget includes several changes resulting in an increase of \$650,500 when compared to the 2016 Original Budget. The increase is a result of the establishment of budgets for the Parking and Mobility program (\$544,300) and CAPSTC facility (\$157,100) and adjustments in personal services costs as a result of market pay adjustments is offset by savings in mandated costs related to reduced fuel and utility charges.

The addition of light rail stations along the I-225 corridor 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 2017 budget establishes the program's ongoing budget (\$544,300) to include contracted parking management services (off-street parking, on-street parking, and parking permit issuance) and operations, maintenance, and management for the Iliff parking garage. There is an anticipated revenue offset of \$294,500 which includes revenue from daily and overnight parking charges, monthly parking permits, and reimbursement from RTD for the operations and maintenance of the Iliff parking garage.

The establishment of the Aurora Water Patch Crew will assist Aurora Water with repairs that require the removal and replacement of street pavement sections. In the 2017 budget, a full crew of 8.0 FTE will be added to the Public Works budget. This is a net zero add to the General Fund as the expenses will be offset by a transfer from the Water Fund using the funds previously allocated for contracted services. This amendment will ensure consistent quality of work, and more timely repairs than possible with the current contracting methodology.

Capital projects will continue to demand a great deal of staff time in 2017 with very limited resources. Highlights of the 2017 capital program will include: bike and pedestrian access improvements near light rail stations; six ongoing Transportation Improvement Projects (TIP); continued implementation of the Bike Aurora plan; continued work of the 6th Avenue Parkway extension; additional Alameda Ave. left turn lane; design of Central Recreation Center; construction of Fire Station 15; and completion of Moorhead and District 2/Traffic facility improvements. The full operation of the Aurora Line light rail will demand significant attention throughout the year from the Traffic Engineering, Transportation Engineering, and Traffic Operations teams.

The 2017 budget meets basic requirements for Public Works 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	2017
Prior Year One Times	-877,000
Compensation Adjustments	585,074
Mandated Costs	-390,166
Other Adjustments	-119,419
Total Base Adjustments	(\$801,511)

Public Works

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
Roof Inspection Contract	0.00	750,000	0	750,000
<p>Program affected: Building Division</p> <p>This amendment appropriates funding for the 2017 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 the Council Goal: Business and Development.</p>				
New Appropriation Total	0.00	750,000	0	750,000
Development Review Fund Total	0.00	750,000	0	750,000
<u>General Fund / New Appropriation</u>				
Aurora Water Patch Crew	8.00	0	0	0
<p>Program affected: Street Operations, Operations and Maintenance, Financial Administration</p> <p>Aurora Water performs many infrastructure repairs that require the removal and replacement of street pavement sections and currently contracts out the work. There have been continual performance issues with the contractors including instances where city crews have had to supplement work and repair or redo poor quality work. The 2017 budget includes funding for a Public Works Patch Crew to maintain consistency and ensure quality standards. This includes funding for equipment and a full patch crew of 8.0 FTE. This is a net zero add in the General Fund due to a transfer from the Water Fund, but will result in a slight increase in ongoing expenses to the Water Fund.</p> <p>This amendment addresses the Council Priority Program: Street Operations and the Council Goal: Excellent Infrastructure.</p>				
Establishment of City of Aurora Public Safety Training Center (CAPSTC) Program Budget	0.00	157,128	0	157,128
<p>Program affected: Facilities Operations</p> <p>This request will establish the City of Aurora Public Safety Training Center (CAPSTC) ongoing budget for the facility, including ground maintenance, equipment maintenance, preventative maintenance and service for Audio/Visual equipment, and the purchase of a scheduling software. This amendment also includes a contingent employee to assist the Facility Manager in daily administrative tasks.</p> <p>This amendment addresses the Council Goal: Safe Community.</p>				

Public Works

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Transfer Parking Program Costs from the General Fund to the Parking and Mobility Fund and Establish Program Budget in the Parking and Mobility Fund	-1.00	-323,161	0	-323,161
<p>Program affected: Engineering Services, Operating Transfers and Other Requirements</p> <p>This amendment transfers the Parking and Mobility Program from the General Fund to the newly created Parking and Mobility Fund. The transfer includes the personal services budget for 1.0 FTE Parking Program Manager and the 2017 base budget for parking operations. This request also adds an additional \$544,300 to the Parking and Mobility Program's ongoing budget to account for continued implementation of the Parking and Mobility Business Plan. This includes a vendor contract to provide turn-key parking management service focused on: off-street parking; on-street parking; parking permit issuance; parking enforcement; citation adjudication & administration (including Hearing Officer); meter operation; and a customer service portal. Over time, the revenue generated from the Parking and Mobility Program is expected to fully pay for its costs, but until then, a Non-Departmental subsidy from the General Fund is necessary to balance the fund.</p> <p>This amendment addresses the Council Priority Project: Transit-oriented Development (TOD).</p>				
Two Stop Signs	0.00	600	0	600
<p>Program affected: Traffic Operations</p> <p>At the October 3, 2016 City Council Budget Workshop, Council approved \$600 in funding for proposed stops signs on Evanston Way at South Eagle Circle and on Evanston Way at Fraser Court.</p> <p>This amendment addresses a Council Goal: Excellent Infrastructure.</p>				
New Appropriation Total	7.00	-165,433	0	-165,433
General Fund Total	7.00	-165,433	0	-165,433

Public Works

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2017			
	FTE	Budget	Revenue	Net
<u>Parking and Mobility Fund / New Appropriation</u>				
Transfer Parking Program Costs from the General Fund to the Parking and Mobility Fund and Establish Program Budget in the Parking and Mobility Fund	1.00	867,485	867,485	0
<p>Program affected: Engineering Services, Operating Transfers and Other Requirements</p> <p>This amendment transfers the Parking and Mobility Program from the General Fund to the newly created Parking and Mobility Fund. The transfer includes the personal services budget for 1.0 FTE Parking Program Manager and the 2017 base budget for parking operations. This request also adds an additional \$544,300 to the Parking and Mobility Program's ongoing budget to account for continued implementation of the Parking and Mobility Business Plan. This includes a vendor contract to provide turn-key parking management service focused on: off-street parking; on-street parking; parking permit issuance; parking enforcement; citation adjudication & administration (including Hearing Officer); meter operation; and a customer service portal. Over time, the revenue generated from the Parking and Mobility Program is expected to fully pay for its costs, but until then, a Non-Departmental subsidy from the General Fund is necessary to balance the fund.</p> <p>This amendment addresses the Council Priority Project: Transit-oriented Development (TOD).</p>				
New Appropriation Total	1.00	867,485	867,485	0
Parking and Mobility Fund Total	1.00	867,485	867,485	0
Amendment Request Total All Funds	8.00	1,452,052	867,485	584,567

EXPENDITURE SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Designated Revenues Fund	4,393	8,695	23,076	23,076	23,076
Development Review Fund	5,949,188	7,649,522	8,676,645	9,164,313	8,849,406
General Fund	24,733,159	24,861,209	28,065,404	26,660,814	27,675,699
Gifts & Grants Fund	-41,442	15,675	0	0	0
Parking and Mobility Fund	0	0	0	0	867,485
Expenditures Total	\$30,645,298	\$32,535,101	\$36,765,125	\$35,848,203	\$37,415,666

STAFFING SUMMARY BY FUND

Fund	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Development Review Fund	59.75	65.75	71.00	71.00	71.00
General Fund	189.25	192.25	201.00	201.00	208.00
Parking and Mobility Fund	0.00	0.00	0.00	0.00	1.00
Staffing Total	249.00	258.00	272.00	272.00	280.00

Public Works

PROGRAM DETAIL

Administration

Net Cost \$1,236,976

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 Manager are also included in this program.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,008,926	1,118,676	1,165,548	1,182,793	1,236,976
Gifts & Grants Fund	-41,442	15,675	0	0	0
Expenditures Total	\$967,484	\$1,134,351	\$1,165,548	\$1,182,793	\$1,236,976
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	463,828	501,452	496,865	503,650	507,688
Allocated Expenses	-41,442	15,675	0	0	0
Supplies and Services	12,618	7,783	5,084	17,313	5,084
Interfund Charges	529,661	609,441	663,599	661,830	724,204
Capital Related	2,819	0	0	0	0
Expenditures Total	\$967,484	\$1,134,351	\$1,165,548	\$1,182,793	\$1,236,976
<u>STAFFING SUMMARY</u>					
General Fund	5.00	5.00	5.00	5.00	5.00
Staffing Total	5.00	5.00	5.00	5.00	5.00

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Development Review Fund	5,143,239	6,780,610	7,129,462	7,940,255	7,313,401
Expenditures Total	\$5,143,239	\$6,780,610	\$7,129,462	\$7,940,255	\$7,313,401
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	4,728,753	5,711,557	6,011,481	6,412,330	6,265,575
Supplies and Services	179,044	826,633	885,867	1,307,177	878,867
Interfund Charges	102,788	119,422	108,114	95,748	93,959
Capital Related	132,654	122,998	124,000	125,000	75,000
Expenditures Total	\$5,143,239	\$6,780,610	\$7,129,462	\$7,940,255	\$7,313,401
<u>STAFFING SUMMARY</u>					
Development Review Fund	53.00	59.00	61.00	61.00	61.00
Staffing Total	53.00	59.00	61.00	61.00	61.00

Public Works

PROGRAM DETAIL

Building Division

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Answer calls within the established standard of 30 seconds or less	77%	81%	90%	80%	90%
Complete building inspections on the day requested	67%	75%	90%	95%	90%
Complete review of building plans within established timeframes	68%	51%	90%	70%	90%

Engineering Services

Net Cost \$3,345,906

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Development Review Fund	805,949	868,912	1,547,183	1,224,058	1,536,005
General Fund	1,704,002	2,127,282	2,842,863	2,789,867	2,594,916
Parking and Mobility Fund	0	0	0	0	867,485
Expenditures Total	\$2,509,951	\$2,996,194	\$4,390,046	\$4,013,925	\$4,998,406

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	2,891,378	3,330,358	4,784,958	4,410,461	4,931,918
Allocated Expenses	-508,185	-521,722	-798,178	-798,178	-863,460
Supplies and Services	101,522	150,645	374,244	379,345	905,663
Utilities	2,474	0	2,700	0	0
Interfund Charges	16,919	18,453	26,322	22,297	24,285
Capital Related	5,843	18,460	0	0	0
Expenditures Total	\$2,509,951	\$2,996,194	\$4,390,046	\$4,013,925	\$4,998,406

<u>STAFFING SUMMARY</u>					
Development Review Fund	6.75	6.75	10.00	10.00	10.00
General Fund	22.25	24.25	31.00	31.00	30.00
Parking and Mobility Fund	0.00	0.00	0.00	0.00	1.00
Staffing Total	29.00	31.00	41.00	41.00	41.00

Public Works

PROGRAM DETAIL

Engineering Services

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Complete construction, remodel and repair projects within contract time and budget	96%	82%	90%	82%	90%
Complete DRCOG TIP projects within contract time and budget	N/A	N/A	90%	50%	90%
Complete non-TIP projects within contract time and budget	N/A	N/A	90%	70%	90%
Complete review of civil plans within established time frames	91%	78%	95%	85%	95%

Facilities Operations

Net Cost \$4,836,519

Facilities Operations provides preventive maintenance and minor repair services for more than 130 City buildings in a full range of trade 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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	3,993,716	4,230,921	4,671,937	4,523,823	4,845,519
Expenditures Total	\$3,993,716	\$4,230,921	\$4,671,937	\$4,523,823	\$4,845,519

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	2,275,454	2,148,334	2,559,396	2,318,695	2,587,330
Allocated Expenses	-37,842	-39,138	-39,369	-39,372	0
Supplies and Services	1,686,285	2,050,894	2,059,621	2,139,085	2,195,411
Interfund Charges	69,819	70,831	67,289	64,761	62,778
Capital Related	0	0	25,000	40,654	0
Expenditures Total	\$3,993,716	\$4,230,921	\$4,671,937	\$4,523,823	\$4,845,519

<u>STAFFING SUMMARY</u>					
General Fund	32.00	34.00	34.00	34.00	34.00
Staffing Total	32.00	34.00	34.00	34.00	34.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
Complete scheduled preventative maintenance services on all equipment within the designated period	88%	75%	80%	84%	80%
Custodial contract services meet or exceed minimum performance requirements during facility inspections	91%	90%	90%	81%	90%
Overall customer satisfaction of 95% on surveys sent for completed work orders	94%	96%	95%	95%	95%

Public Works

PROGRAM DETAIL

Public Improvements

Net Cost \$516,502

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,018,452	1,004,563	1,157,177	1,194,285	1,197,502
Expenditures Total	\$1,018,452	\$1,004,563	\$1,157,177	\$1,194,285	\$1,197,502
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,105,713	1,110,731	1,159,368	1,198,863	1,215,919
Allocated Expenses	-204,302	-219,286	-216,535	-216,535	-236,447
Supplies and Services	38,021	46,373	152,683	138,208	152,683
Interfund Charges	77,122	66,745	61,661	67,179	65,347
Capital Related	1,898	0	0	6,570	0
Expenditures Total	\$1,018,452	\$1,004,563	\$1,157,177	\$1,194,285	\$1,197,502
<u>STAFFING SUMMARY</u>					
General Fund	14.00	14.00	14.00	14.00	14.00
Staffing Total	14.00	14.00	14.00	14.00	14.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Complete 95% of specified city requirement for materials testing on all assigned capital improvement projects	N/A	70%	95%	85%	95%
Complete review of development testing for extension agreements and right of way improvements within two business days of receiving testing results	N/A	57%	95%	65%	95%
Perform certificate of occupancy inspections within 24 hours of request	N/A	95%	95%	96%	95%
Perform inspections within 24 hours of request	99%	93%	95%	80%	95%

Public Works

PROGRAM DETAIL

Public Utilities

Net Cost \$8,025,528

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.).

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	7,338,442	7,253,528	8,366,817	7,240,544	8,030,528
Expenditures Total	\$7,338,442	\$7,253,528	\$8,366,817	\$7,240,544	\$8,030,528
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Supplies and Services	-305	331,824	0	41,654	0
Utilities	7,285,547	6,826,486	8,313,617	7,139,588	8,018,208
Capital Related	0	42,018	0	6,000	0
Transfers Out	53,200	53,200	53,200	53,302	12,320
Expenditures Total	\$7,338,442	\$7,253,528	\$8,366,817	\$7,240,544	\$8,030,528

Real Property Services

Net Cost \$883,486

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,778,451	1,010,041	1,077,096	1,131,756	1,086,486
Expenditures Total	\$1,778,451	\$1,010,041	\$1,077,096	\$1,131,756	\$1,086,486
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,067,516	1,062,299	1,149,002	1,221,733	1,162,426
Allocated Expenses	-131,614	-139,501	-143,942	-143,942	-147,803
Supplies and Services	29,568	23,569	63,283	40,976	62,283
Interfund Charges	13,271	13,110	8,753	12,989	9,580
Capital Related	799,710	50,564	0	0	0
Expenditures Total	\$1,778,451	\$1,010,041	\$1,077,096	\$1,131,756	\$1,086,486
<u>STAFFING SUMMARY</u>					
General Fund	13.00	13.00	14.00	14.00	14.00
Staffing Total	13.00	13.00	14.00	14.00	14.00

Public Works

PROGRAM DETAIL

Real Property Services

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>PERFORMANCE MEASURE SUMMARY</u>					
Process, review and/or record plats, site plans, and deed with an accuracy rate of 95% or higher	100%	100%	95%	100%	95%

Street Operations

Net Cost \$6,309,463

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. An additional street patch crew was added in 2017.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
Designated Revenues Fund	4,393	8,695	23,076	23,076	23,076
General Fund	6,026,357	6,106,085	6,560,202	6,378,480	6,470,822
Expenditures Total	\$6,030,750	\$6,114,780	\$6,583,278	\$6,401,556	\$6,493,898

<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	5,208,684	5,391,728	5,579,456	5,447,046	6,180,261
Allocated Expenses	-1,646,304	-1,763,197	-1,664,690	-1,756,228	-2,393,543
Supplies and Services	539,348	452,984	689,384	793,182	896,894
Utilities	5,908	8,455	2,800	8,863	7,080
Interfund Charges	1,826,054	2,024,810	1,976,328	1,908,693	1,803,206
Capital Related	97,060	0	0	0	0
Expenditures Total	\$6,030,750	\$6,114,780	\$6,583,278	\$6,401,556	\$6,493,898

<u>STAFFING SUMMARY</u>					
General Fund	82.00	79.00	79.00	79.00	87.00
Staffing Total	82.00	79.00	79.00	79.00	87.00

<u>PERFORMANCE MEASURE SUMMARY</u>					
Investigate requests for street/concrete repairs within three days and respond to caller within four days	83%	84%	90%	100%	90%
Respond to and repair pothole requests within 24 hours	93%	91%	90%	95%	90%

Public Works

PROGRAM DETAIL

Traffic Operations

Net Cost \$2,203,450

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.

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
<u>EXPENDITURE SUMMARY BY FUND</u>					
General Fund	1,864,813	2,010,113	2,223,764	2,219,266	2,212,950
Expenditures Total	\$1,864,813	\$2,010,113	\$2,223,764	\$2,219,266	\$2,212,950
<u>EXPENDITURE SUMMARY BY TYPE</u>					
Personal Services	1,338,380	1,478,562	1,679,105	1,626,771	1,692,216
Supplies and Services	382,913	380,727	377,557	398,962	376,157
Interfund Charges	120,288	114,480	116,231	143,584	118,706
Capital Related	23,232	36,344	50,871	49,949	25,871
Expenditures Total	\$1,864,813	\$2,010,113	\$2,223,764	\$2,219,266	\$2,212,950
<u>STAFFING SUMMARY</u>					
General Fund	21.00	23.00	24.00	24.00	24.00
Staffing Total	21.00	23.00	24.00	24.00	24.00
<u>PERFORMANCE MEASURE SUMMARY</u>					
Respond to reported missing traffic signs within 30 minutes during regular business hours and within 60 minutes outside of business hours	99%	97%	90%	98%	90%
Respond to reported traffic signal malfunctions within 30 minutes during regular business hours and within 60 minutes outside of business hours	97%	97%	95%	100%	95%



City of Aurora, Colorado

2017 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; and
- A listing of budget adjustments to capital projects in all funds (Capital Program Amendments Detail).

Data for the years 2015 through 2021 are presented. The 2015 data represent carry forward appropriations reconciled to the City's Comprehensive Annual Financial Report. The 2016 data represent an estimate of how the 2016 budget will end the year. The 2017 figures present the City's capital budget. All 2018 through 2021 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 2017 Adopted Budget book. The additional information that can be found outside of the CIP section includes:

- Section B: Executive Summary
 - The CIP Summary by fund and department, 2014-2021
 - The Capital Amendments Summary by fund and department
- Section I: Appendices
 - 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.

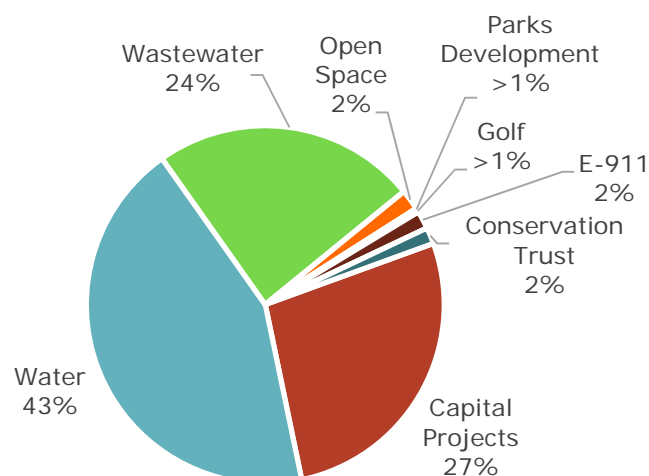
The CIP functions as a capital-spending plan for all five years. The CIP is updated annually as part of the budget process. It includes appropriations to support approved capital projects for the current budget year and reflects the input received from citizens and staff. It also contains appropriations 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 2017 to 2021 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

Chart 1. Capital Improvement Projects by Fund – Five-Year Plan



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 maintenance of City facilities and infrastructure. The CPF accounts for 27.3 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 1.5 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 is the emergency telephone surcharge. The Enhanced E-911 Fund accounts for 1.6 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. The Parks Development Fund accounts for 0.2 percent of the CIP 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 23.9 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 \$152.1 million in 2016, while a grand total of \$740.5 million in capital projects is projected or planned between 2017 and 2021. The plan for each fund and major changes are discussed in the following sections.

Capital Projects Fund (CPF)

History of the CPF

The 2017-2021 five-year plan totals \$202.1 million. This is 1.5 percent greater than the \$197.5 million that was in the 2016-2020 five-year plan, as shown in Chart 2.

Chart 2. CPF Five-Year Plan by Year

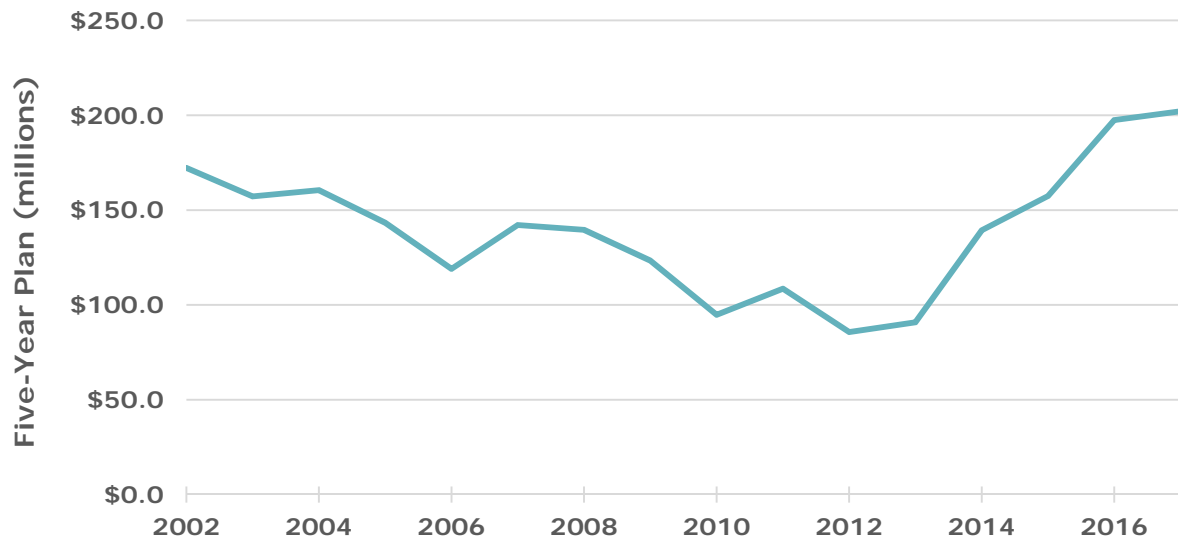


Table 1 illustrates the spending in the CPF and BRF by department during three recent five-year plan cycles and breaks out some of the more significant expenditure lines. The Building Repair Fund costs have been added to the CPF to create an apples-to-apples comparison, since all costs are now part of the CPF. The table shows the increase in capital spending, especially compared to the relatively lean earlier five-year plans. CPF spending is \$59.7 million (41.9 percent) more than the five-year plan from 2007-2011, and compares even more favorably to the 2012 five-year plan, up \$116.4 million (135.8 percent). Public Works has the majority of the increase, especially in street asphalt overlay, which was up \$23.8 million (65.2 percent) from the 2007 plan. Transportation Improvement Program (TIP), Major traffic improvements, and other individual project line is up \$13.7 million (98.6 percent) associated primarily with an \$18.5 million infusion of funds for major traffic improvements associated with 6th Avenue.

Capital Improvement Program - Overview

Table 1. CPF/BRF Five Year Plan History

	Five-Year plan (millions)			\$ Change 2007 to 2017	% Change 2007 to 2017
	2007- 2011	2012-2016	2017- 2021		
Total Five-Year CPF/BRF	\$ 142.40	\$ 85.70	\$ 202.1	\$ 59.70	41.9%
Development Services/Planning	\$ 0.4	\$ -	\$ -	\$ (0.4)	-100.0%
Finance	\$ 0.7	\$ 0.6	\$ 0.8	\$ 0.1	14.3%
Direct Costs	0.5	0.6	0.8	0.3	60.0%
Fire	\$ 8.4	\$ -	\$ 10.0	\$ 1.6	19.0%
General Management/IS	\$ 7.7	\$ 2.0	\$ 2.2	\$ (5.5)	-71.4%
Direct Costs	2.1	2.0	2.2	0.1	4.8%
Information Technology	\$ 10.9	\$ 6.9	\$ 3.2	\$ (7.7)	-70.6%
Non-Departmental	\$ 1.0	\$ 0.5	\$ 10.5	\$ 9.5	950.0%
Art in Public Places	1.0	0.5	1.3	0.3	30.0%
Transfers/Debt Service*	-	-	7.5	7.5	N/A
Other	-	-	1.7	1.7	N/A
Parks, Rec, and Open Space	\$ 3.2	\$ -	\$ 8.6	\$ 5.4	168.8%
Police	\$ 0.1	\$ -	\$ 0.4	\$ 0.3	300.0%
Public Works	\$ 110.0	\$ 75.6	\$ 166.3	\$ 56.3	51.2%
Concrete Repair	11.0	4.7	11.8	0.8	7.3%
Street Reconstruction	8.9	5.2	5.6	(3.3)	-37.1%
Chip Seal/Crack Seal/Overlay	8.3	8.6	13.3	5.0	60.2%
Traffic Signals - New/Replace	9.5	5.9	6.3	(3.2)	-33.7%
Street Asphalt Overlay	36.5	35.7	60.3	23.8	65.2%
Sidewalk ADA	1.3	0	-	(1.3)	-100.0%
Alley Construction	1.6	-	-	(1.6)	-100.0%
Service Line Undergrounding	1.2	-	-	(1.2)	-100.0%
Bridge Maintenance	0.3	-	0.3	0.0	0.0%
Misc Street Improvement	1.5	1.0	7.1	5.6	373.3%
Direct Costs*	6.3	6.2	8.5	2.2	34.9%
Police D-2 Office Space	-	-	4.1	4.1	N/A
E-470 Loan Repayment	-	-	0.7	0.7	N/A
Bike/Ped Projects, First and Last Mile	-	-	2.0	2.0	N/A
Street Condition Testing	0.1	-	0.2	0.1	100.0%
TIP, Major Traffic Improvements, other individual projects	13.9	-	27.6	13.7	98.6%
Fence	0.3	-	-	(0.3)	-100.0%
Building Repair Projects*	9.3	8.3	18.5	9.2	98.9%

*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.

2017 CPF Plan

Revenue

For 2017, approximately 76.2 percent of CPF revenue is from the General Fund. The 2017 proposed transfer is \$16.7 million less than the 2016 projection due to significant one-time

Capital Improvement Program - Overview

transfers in 2016 not recurring in 2017. Additional revenues are composed of intergovernmental revenue from the Adams County Transportation Tax, interest income, other miscellaneous revenues and the second year of the street occupancy fee. For 2017, CPF revenue is shown in Table 2.

Table 2. 2017 Capital Projects Fund Revenue

Item	Amount
General Fund Transfer - Ordinance	\$ 30,969,153
General Fund Transfer – One-time	1,250,000
General Fund Transfer to repay Green Fund	12,320
Golf Loan Payback	200,000
Marijuana Tax Revenue Fund – One-time	2,000,000
Marijuana Tax Revenue Fund – Ongoing	250,000
Adams Co. Transportation Sales Tax	1,392,867
E-470 Grant and Loan (\$2.0 million each)	4,000,000
Capital Impact Fee Revenue	1,274,885
Interest Earnings	387,500
Street Occupancy Fee	350,000
Other Revenues	208,358
Total Sources of Funds	\$ 42,295,083

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 police staffing mandate. Subsequent Council decisions reduced the transfer by about \$6 million each year. This equates to a transfer of approximately one percent. 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 2017 transfer is set at 3.5 percent.

In 2017, the final Green Fund payback for the purchase of a gas radiant heater, an HVAC replacement and additional parking lot fluorescent lighting is projected. There is \$300,000 in one-time funds being transferred from the General Fund for Westerly Creek lighting and traffic calming projects. In addition, at the October Budget Workshop, Council added an additional \$950,000 transfer from the General Fund and \$2.25 million transfer from the Marijuana Tax Revenue Fund for various median and transportation-related projects. 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.

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

Capital Improvement Program - Overview

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. In 2017, a \$2.0 million E-470 Grant and a \$2.0 million E-470 Loan is projected to partially offset the cost of the 6th Avenue and E-470 interchange program.

Interest related revenues have been low since the recession 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 \$1.3 million. This revenue can have one-time spikes, as seen in 2016 at \$2.4 million. The fee revenue is expected to slowly build to \$1.4 million in 2021;
- \$350,000 for a street occupancy fee;
- \$100,000 for signal repayments;
- \$45,000 in charge revenue associated with the Building Repair Subfund;
- \$37,300 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 Fitzsimons Redevelopment Authority. The final payment will be in 2018.

Expenditures

Table 3 shows the breakdown of 2017 CPF expenditures by department. The \$40.3 million Public Works appropriation consists of \$27.4 million in road maintenance, repair, improvement and replacement projects, \$5.6 million of building repair related projects, \$2.6 million for TIP projects, \$1.8 million for personnel costs, \$1.4 million for new and replacement traffic signals, \$825,000 for Police District 2 office space, \$400,000 for bike/ped projects, \$300,000 for Westerly Creek-related projects, and \$30,000 for all remaining projects. After Public Works, the next largest users of funds is Parks, Recreation, and Open Space, with \$2.9 million mostly for medians, and Fire, with \$2.0 million for Fire Station Debt Service.

Table 3. 2017 Capital Projects Fund Expenditures by Department

Department	Amount
Finance	\$ 155,006
Fire	2,000,000
Information Technology	696,000
Internal Services	410,635
Non-Departmental	1,853,122
Parks, Recreation and Open Space	2,947,325
Public Works	40,348,299
Total	\$ 48,410,387

Capital Improvement Program - Overview

CPF Five-Year Plan

In any given year, Capital Projects Fund expenditures in each department get adjusted up or down, depending on various factors. 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
Aurora Water	\$ (50,000)	\$ -	\$ (50,000)	One-time community garden out of five-year plan
Finance	22,915	36,202	59,117	Direct cost adjustment in accordance with City policy
Fire	540,000	-	540,000	Full year of fire station debt service
Internal Services	63,616	(4,052)	59,564	Direct cost adjustment in accordance with City policy
IT	(1,336,762)	1,105,020	(231,742)	Elimination of transfer for 800 MHz radios offset with crime lab technology costs and learning management software
Non-Dept	(2,352,330)	155,714	(2,196,616)	Lapse of \$2.5 million Colfax improvements, offset with TOD development support and Art in Public Places adjustment
PROS	(2,405,000)	3,536,625	1,131,625	Primarily elimination of Aurora Hills Pump Station and Aurora Reservoir vehicle access improvements, offset with increase for Buckley Air Force Base buffer and median funds
Police	-	400,000	400,000	One-time purchase of DNA equipment in 2018
Public Works	(4,178,447)	9,041,641	4,863,194	Primarily elimination of marijuana projects and other one-time projects, offset with additional budget for street asphalt overlay and Tallyn's Reach security improvements
Total	\$ (9,696,008)	\$ 14,271,150	\$ 4,575,142	

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 2016 to 2020 and the new five-year plan includes projects from 2017 to 2021, any adjustment in budget occurring *solely* due to the elimination of 2016 and the subsequent adding of 2021 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

Capital Improvement Program - Overview

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.

In addition, City Council made adjustments to the 2017 Proposed Budget which are funded in the 2017 Capital plan:

Table 5. 2017 City Council Amendments

Department - Project	Amount
Parks, Recreation and Open Space - Tower Road Medians	\$ 550,000
Parks, Recreation and Open Space - General Medians, \$400,000 annually through five-year-plan	400,000
Public Works – Heritage Eagle Bend Intersection Project	250,000
Public Works – Concrete and Asphalt Funding	2,000,000
Total	\$ 3,200,000

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 2017, the projected budget anticipates \$7.8 million in OSF intergovernmental revenues.

The OSF provides the City with a valuable opportunity to increase funding for parks development. In 2017, the fund will dedicate \$2.6 million in funding to Parks, Recreation and Open Space construction and infrastructure improvements. The five-year capital plan for OSF anticipates \$13.8 million will be appropriated between 2017 and 2021. The schedule of the Parks, Recreation and Open Space projects for 2016 and beyond can be seen in detail presented in the appendix.

Conservation Trust Fund

In 2017, the Conservation Trust Fund (CTF) is projected to receive approximately \$3.3 million in revenue from state lottery proceeds and interest income. The major project in 2017 continues to be Moorhead Recreation Center improvements, which accounts for over half of the \$2.0 million projected to be spent. During the 2017-2021 five-year plan, \$11.0 million is projected to be spent, with \$6.3 million planned for Moorhead Recreation Center improvements. The schedule of the CTF projects for 2016 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 2017-2021, \$12.0 million is projected to be spent. This amount is less than the previous five-year plan, replaced with radio maintenance budget in the out-years of the plan.

Golf Courses Fund

The Golf Courses Fund's five-year capital plan, primarily devoted to golf infrastructure projects, is relatively low throughout the five-year plan to allow for the repayment of a loan to the CPF for the Aurora Hills pump station project. There are \$1.4 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 67.4 percent of the City's planned five-year capital spending. The 2017 Budget includes updates to the plan to incorporate needs identified through the Integrated Water Master Plan, the Stormwater Master Plan, recent development trends and updated engineering estimates. Planned capital spending for Aurora Water amounts to \$499.0 million for the 2017-2021 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, mobile data computer (MDC) infrastructure replacement, and radio system 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 full debt payment started in 2016.

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 \$18.1 million of spending is planned from 2017 through 2021. Detail behind building repair budget can be found in Appendix 2.

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 5 details the project management expenses included in the 2017 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.

Table 5. Summary of Operating-Related Appropriations in the CIP

Department	Fund	Item	2017 Amount	Description
Finance	CPF	Direct Costs Financial Services	\$155,006	Funding for operating expenses to provide financial and budget oversight for the City's CPF
Internal Services	CPF	Direct Costs Purchasing Services	\$410,635	Funding for operating related expenses associated with purchasing services benefiting the CPF
Public Works	CPF	Direct Costs Engineering and Design	\$1,396,430	Funding for operating expenses associated with engineering and design of Public Works' CPF projects
Public Works	CPF	Direct Costs Facilities Management	\$137,266	Funding for operating related expenses associated with building maintenance and repair projects (previously held in Building Repair Fund)

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.

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 (AIPP) 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

Capital Improvement Program - Overview

AIPP transfer has increased significantly. For the 2017-2021 five-year plan, the AIPP transfer will be nearly \$1.3 million.

Capital Projects Fund Five-Year Plan

	2017 - 2021 Five-Year Plan						Total 2017 - 2021
	2016 Projection	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
Beginning Funds Available	\$ 13,237,707	\$ 21,971,001	\$ 15,855,697	\$ 8,552,171	\$ 10,998,491	\$ 12,467,943	N/A
SOURCES OF FUNDS							
Transfers In							
General Fund	\$ 30,035,214	\$ 30,969,153	\$ 33,065,803	\$ 33,572,642	\$ 33,909,050	\$ 34,223,905	\$ 165,740,553
One-Time Transfers	17,378,000	1,250,000	-	-	-	-	1,250,000
One-Time Spring Supplemental	1,475,000	-	-	-	-	-	-
Green Fund Payback	53,200	12,320	-	-	-	-	12,320
Total Transfer from General Fund	\$ 48,941,414	\$ 32,231,473	\$ 33,065,803	\$ 33,572,642	\$ 33,909,050	\$ 34,223,905	\$ 167,002,873
Golf Loan Payback	-	200,000	200,000	200,000	200,000	200,000	1,000,000
Xcel Payback / Beck Payback	30,000	-	-	-	-	-	-
Marijuana Tax Revenue Fund	-	2,250,000	250,000	250,000	250,000	250,000	3,250,000
Total Transfers In	\$ 48,971,414	\$ 34,681,473	\$ 33,515,803	\$ 34,022,642	\$ 34,359,050	\$ 34,673,905	\$ 171,252,873
Intergovernmental Revenues							
Adams County Transportation Sales Tax	\$ 1,354,929	\$ 1,392,867	\$ 1,413,760	\$ 1,442,036	\$ 1,470,876	\$ 1,500,294	\$ 7,219,834
RTD Iliff Parking Funds	926,284	-	-	-	-	-	-
Tower Road Widening IGA	820,000	-	-	-	-	-	-
Sand Creek Master Plan RTD Reimbursement	94,924	-	-	-	-	-	-
Metro Center Ped Trail TIP (spring supp)	1,832,000	-	-	-	-	-	-
Tollgate Creek Trail TIP (spring supp)	1,136,000	-	-	-	-	-	-
23rd Ave Bike/Ped TIP (spring supp)	1,492,000	-	-	-	-	-	-
Colfax Bike/Ped TIP (spring supp)	365,000	-	-	-	-	-	-
E470 grant	-	2,000,000	-	-	-	-	2,000,000
E470 loan	-	2,000,000	-	-	-	-	2,000,000
Total Intergovernmental Revenues	\$ 8,021,137	\$ 5,392,867	\$ 1,413,760	\$ 1,442,036	\$ 1,470,876	\$ 1,500,294	\$ 11,219,834
Total Interest	\$ 352,000	\$ 387,500	\$ 460,000	\$ 480,000	\$ 500,000	\$ 520,000	2,347,500
Other Revenues							
FRA Loan Repayment	\$ 26,033	\$ 26,033	\$ 26,033	\$ -	\$ -	\$ -	\$ 52,066
Signal Payments	126,250	100,000	124,932	-	-	-	224,932
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	37,325	37,325	37,325	37,325	37,325	186,625
Developer Reimbursement for City Center Trail TIP	600,000	-	-	-	-	-	-
CAP Revenue	2,407,500	1,274,885	1,300,383	1,326,390	1,352,918	1,379,977	6,634,553
Total Other Revenues	\$ 3,584,783	\$ 1,833,243	\$ 1,883,673	\$ 1,758,715	\$ 1,785,243	\$ 1,812,302	\$ 9,073,176
TOTAL SOURCES OF FUNDS	\$ 60,929,334	\$ 42,295,083	\$ 37,273,236	\$ 37,703,393	\$ 38,115,169	\$ 38,506,500	\$ 193,893,382

Capital Projects Fund Five-Year Plan

2017 - 2021 Five-Year Plan							
	2016 Projection	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	Total 2017 - 2021
USES OF FUNDS							
Aurora Water	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Finance	143,871	155,006	159,656	164,446	169,379	174,461	822,948
Fire	1,460,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Internal Services	399,416	410,635	422,954	435,643	448,712	462,173	2,180,117
Information Technology	1,762,762	696,000	1,261,020	426,000	426,000	426,000	3,235,020
Non-Departmental	4,953,633	1,853,122	1,783,085	2,808,461	2,050,514	2,053,258	10,548,440
Parks & Open Space	7,008,000	2,947,325	1,787,325	1,287,325	1,287,325	1,287,325	8,596,625
Planning and Development Services	1,700,000	-	-	-	-	-	-
Police	-	-	400,000	-	-	-	400,000
Public Works	31,264,771	34,633,513	33,703,818	25,072,053	27,196,274	27,752,542	148,358,199
Building Repair Subfund	3,453,587	5,714,786	3,058,904	3,063,145	3,067,514	3,072,014	17,976,364
Net Public Works	34,718,358	40,348,299	36,762,722	28,135,198	30,263,788	30,824,556	166,334,563
TOTAL USES OF FUNDS	\$ 52,196,040	\$ 48,410,387	\$ 44,576,762	\$ 35,257,073	\$ 36,645,718	\$ 37,227,773	\$ 202,117,713
Net Sources Less Uses	\$ 8,733,294	\$ (6,115,304)	\$ (7,303,526)	\$ 2,446,320	\$ 1,469,451	\$ 1,278,728	\$ (8,224,330)
Funds Available for Future Projects	\$ 21,971,001	\$ 15,855,697	\$ 8,552,171	\$ 10,998,491	\$ 12,467,943	\$ 13,746,671	
Funds Available Breakdown							
Committed for DIA Noise, Other	\$ 310,846	\$ 235,846	\$ 235,846	\$ 235,846	\$ 235,846	\$ 235,846	
Committed for Green Fund	987,680	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
Committed for Technology Funds	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 Major Street Improvements	14,506,991	7,682,307	240,000	-	-	-	
Committed for Old Police Training Facility Demolition	-	160,000	160,000	160,000	160,000	160,000	
Committed for Evidence Storage	-	-	-	1,680,000	1,730,000	1,730,000	
Committed for HRIS System	24,762	-	-	-	-	-	
Committed for DNA Testing Equipment	400,000	400,000	-	-	-	-	
Committed for Fence Replacement	346,300	346,300	346,300	346,300	346,300	346,300	
Committed for Medians	1,000,000	750,000	500,000	250,000	-	-	
Restricted for Capital Impact Fees	3,650,871	4,712,513	5,518,214	6,757,383	8,394,832	9,715,034	
Assigned for 5-Year Capital Needs	\$ 56,589	\$ 20,056	\$ 3,136	\$ 20,288	\$ 52,289	\$ 10,815	

2017 - 2021 Capital Improvement Program Summary by Fund

Fund	Carryforward Appropriation¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
Capital Projects Fund	37,647,817	52,196,040	48,410,387	44,576,762	35,257,073	36,645,718	37,227,773	202,117,713
Conservation Trust Fund	4,051,131	1,900,000	1,975,000	1,925,000	2,612,500	2,322,500	2,132,500	10,967,500
Enhanced E-911 Fund	2,274,478	3,313,900	2,664,400	1,817,950	1,815,750	1,813,000	3,852,000	11,963,100
Gifts & Grants Fund	1,210,219	1,779,303	0	0	0	0	0	0
Golf Courses Fund	597,091	350,000	350,000	250,000	250,000	250,000	250,000	1,350,000
Open Space Fund	9,112,519	3,297,500	2,607,500	2,632,500	2,820,000	2,640,000	3,075,000	13,775,000
Parks Development Fund	748,745	0	966,751	0	351,307	0	0	1,318,058
Wastewater Fund	32,452,053	24,819,961	31,428,627	45,544,065	41,550,000	30,255,167	28,212,155	176,990,014
Water Fund	49,864,664	64,400,395	65,246,532	67,411,751	124,715,070	31,364,869	33,266,560	322,004,782
Total Capital Improvement Program	\$137,958,717	\$152,057,099	\$153,649,197	\$164,158,028	\$209,371,700	\$105,291,254	\$108,015,988	\$740,486,167

2017 - 2021 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Capital Projects Fund</u>								
<i>Finance</i>								
34017 Direct Costs Financial Services	0	143,871	155,006	159,656	164,446	169,379	174,461	822,948
34026 Remodel for Check 21 Systems	46,074	0	0	0	0	0	0	0
34702 Financial Systems (Accounting, T&L, and Budget)	131,508	0	0	0	0	0	0	0
Total Finance	\$177,582	\$143,871	\$155,006	\$159,656	\$164,446	\$169,379	\$174,461	\$822,948
<i>Fire</i>								
58085 Fire Station Debt Service	0	500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
58732 Fire Station Remodels	1,060,000	960,000	0	0	0	0	0	0
58737 Fire Station 15 Build	451,900	0	0	0	0	0	0	0
Total Fire	\$1,511,900	\$1,460,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
<i>Information Technology</i>								
(New) Crime Lab Technology Costs	0	0	0	835,020	0	0	0	835,020
37714 Systems and Network Replacement	118,899	326,000	326,000	326,000	326,000	326,000	326,000	1,630,000
37721 Telephone Infrastructure Expansion	108,677	100,000	100,000	100,000	100,000	100,000	100,000	500,000
37724 800 MHz Radio (Transfer to E-911 Fund)	0	1,336,762	0	0	0	0	0	0
37753 Learning Management Software	0	0	270,000	0	0	0	0	270,000
Total Information Technology	\$227,576	\$1,762,762	\$696,000	\$1,261,020	\$426,000	\$426,000	\$426,000	\$3,235,020
<i>Internal Services</i>								
31028 Direct Costs Purchasing Services	0	399,416	410,635	422,954	435,643	448,712	462,173	2,180,117
31036 Fuel Island Repair	160	0	0	0	0	0	0	0
Total Internal Services	\$160	\$399,416	\$410,635	\$422,954	\$435,643	\$448,712	\$462,173	\$2,180,117
<i>Neighborhood Services</i>								
64427 Street Lighting Northwest Aurora	38,193	0	0	0	0	0	0	0

2017 - 2021 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Capital Projects Fund</u>								
<i>Neighborhood Services</i>								
Total Neighborhood Services	\$38,193	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Non-Departmental</i>								
(New) CAPSTC Transfer	0	713,388	0	0	0	0	0	0
(New) Highway 30 Landfill Remediation	0	600,000	0	0	0	0	0	0
(New) Moorhead Transfer	0	340,000	0	0	0	0	0	0
(New) Regatta Plaza Preconstruction/Mitigation costs	0	500,000	0	0	0	0	0	0
25082 Art in Public Places (Transfer to Cultural Fund)	0	600,245	278,122	283,085	208,461	250,514	253,258	1,273,440
25194 Colfax Improvements	0	800,000	0	0	0	0	0	0
25195 Economic Development Infrastructure	0	750,000	0	0	0	0	0	0
25196 Facility Modifications to 1521 Dayton Street	0	0	75,000	0	0	0	0	75,000
25720 DIA Noise Mitigation	76,640	0	0	0	0	0	0	0
25740 DIA Court Approved Noise Plan	971,670	0	0	0	0	0	0	0
25748 TOD Development Support	950,000	-850,000	0	0	1,100,000	300,000	300,000	1,700,000
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
Total Non-Departmental	\$1,998,310	\$4,953,633	\$1,853,122	\$1,783,085	\$2,808,461	\$2,050,514	\$2,053,258	\$10,548,440
<i>Parks, Recreation & Open Space</i>								
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	148,133	30,000	37,325	37,325	37,325	37,325	37,325	186,625
62779 Morrison Center-CPF	96,434	0	0	0	0	0	0	0

2017 - 2021 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Capital Projects Fund</u>								
<i>Parks, Recreation & Open Space</i>								
62787 InfraPks Small Prj-CPF	11,521	0	0	0	0	0	0	0
62807 DeLaney Farm Site Improvements - CPF	750,000	0	0	0	0	0	0	0
62808 Westerly Creek Corridor Improvements - CPF	250,000	0	0	0	0	0	0	0
62823 Moorhead Recreation Center	301,289	0	0	0	0	0	0	0
62824 Recreation Center Seed Money	410,079	0	0	0	0	0	0	0
62844 Aurora Hills Pump Station-CPF	0	2,100,000	0	0	0	0	0	0
62845 Aurora Reservoir Vehicular Access Improvements-CPF	0	250,000	0	0	0	0	0	0
62846 Z-Zone Medians-CPF	250,000	850,000	1,800,000	1,250,000	1,250,000	1,250,000	1,250,000	6,800,000
62847 Triple Creek State Grant-CPF	350,000	0	0	0	0	0	0	0
62848 Del Mar Park Exercise Area	0	65,000	0	0	0	0	0	0
62849 Montview Park - CPF	211,931	0	0	0	0	0	0	0
62852 TIP Tollgate Creek	0	1,421,000	0	0	0	0	0	0
62854 TIP - Metro Center	0	2,292,000	0	0	0	0	0	0
62875 City Center Park Rebuild-CPF	0	0	610,000	0	0	0	0	610,000
62876 Buckley Air Force Base Buffer Acquisition	0	0	500,000	500,000	0	0	0	1,000,000
63717 Aquatics Facility Improvements-CPF	180,540	0	0	0	0	0	0	0
Total Parks, Recreation & Open Space	\$3,118,380	\$7,008,000	\$2,947,325	\$1,787,325	\$1,287,325	\$1,287,325	\$1,287,325	\$8,596,625
<i>Planning & Development Services</i>								
67803 Redevelopment Activities Prog	458,440	0	0	0	0	0	0	0
67808 I-225 TOD Marketing Study	4,762	0	0	0	0	0	0	0
67810 People's Bldg Construction	509,529	1,700,000	0	0	0	0	0	0
Total Planning & Development Services	\$972,731	\$1,700,000	\$0	\$0	\$0	\$0	\$0	\$0

2017 - 2021 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	2016 Carryforward Appropriation ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Capital Projects Fund</u>								
<i>Police</i>								
(New) Crime Lab DNA Equipment	0	0	0	400,000	0	0	0	400,000
Total Police	\$0	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000
<i>Public Works</i>								
(New) E-470 Loan Repayment	0	0	0	0	235,000	235,000	235,000	705,000
(New) Quincy: Gun Club to Powhaton DesignCost Share IGA	0	346,000	0	0	0	0	0	0
(New) Sand Creek Master Plan Amendment	0	94,924	0	0	0	0	0	0
49038 Hudson Road Bridge -Coyote Run	116,000	0	0	0	0	0	0	0
49702 Miscellaneous Street Improvements	2,021,438	1,078,000	1,140,000	1,480,000	1,480,000	1,480,000	1,480,000	7,060,000
49710 Summer Valley Signal Repair	0	26,250	0	0	0	0	0	0
49710 Traffic Signal Construction	602,017	1,040,000	700,000	700,000	700,000	700,000	700,000	3,500,000
49712 Street Asphalt Overlay Program	1,331,915	10,456,000	10,580,000	11,410,000	11,410,000	12,110,000	14,810,000	60,320,000
49713 Concrete Repair Program	1,074,450	1,822,000	2,884,000	2,224,000	2,224,000	2,224,000	2,224,000	11,780,000
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	115,965	1,932,000	2,062,000	2,502,000	0	0	0	4,564,000
49752 Major Intersection Traffic Improvements	27,935	0	7,495,000	7,495,000	0	3,500,000	0	18,490,000
49753 Alley Construction, NW Aurora	20,380	0	0	0	0	0	0	0
49779 Direct Costs - Design, Engineering, etc.	0	1,334,274	1,396,430	1,438,323	1,481,473	1,525,917	1,571,694	7,413,837
49784 Joint Training Facility Design	55,527	0	0	0	0	0	0	0
49786 Traffic Signal Component Replacement	331,924	500,000	510,000	520,000	530,000	540,000	550,000	2,650,000
49793 Street Maintenance - Asphalt Overlay In House	39,532	725,323	1,747,083	769,495	792,580	816,357	840,848	4,966,363
49794 Street Maintenance - Chip Seal/Crack Seal	28,492	1,300,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	8,250,000
49821 Bridge Maintenance	180,579	50,000	50,000	50,000	50,000	50,000	50,000	250,000

2017 - 2021 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Capital Projects Fund</u>								
<i>Public Works</i>								
49825 Stapleton Road Connections	200,000	0	0	0	0	0	0	0
49852 N Satellite Access Road	184,972	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	420,984	0	0	0	0	0	0	0
49866 9 Mile TIP Bike Ped Impr	566,691	0	0	0	0	0	0	0
49872 Direct Costs - Building Repair CPF	0	135,067	137,266	141,384	145,625	149,994	154,494	728,763
49875 Building Repair Projects - CPF	3,483,242	2,868,520	2,577,520	2,917,520	2,917,520	2,917,520	2,917,520	14,247,600
49889 I225 Light Rail-Reimburse	1,370,667	0	0	0	0	0	0	0
49890 FasTracks Related Projects Design Costs	369,428	0	0	0	0	0	0	0
49921 6th Ave Extension Design	378,055	0	0	0	0	0	0	0
49922 Hudson Road - Box Elder Creek	163,572	0	0	0	0	0	0	0
49923 FasTracks Projects	6,058,660	0	0	0	0	0	0	0
49937 Bicycle Aurora Phase I Funding	91,552	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
49939 Arapahoe Road Funding Share	250,000	0	0	0	0	0	0	0
49940 Buckley AFB Accel-Decel Lanes	200,000	0	0	0	0	0	0	0
49944 South Mntc Sand Structure	7,965	0	0	0	0	0	0	0
49945 Montview Overlay	155,059	0	0	0	0	0	0	0
49946 Streets Condition Testing	27,255	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	10,010	0	0	0	0	0	0	0
49949 Iliff Station Parking Garage	1,220,293	0	0	0	0	0	0	0
49950 Parker/Quincy TIP Rdwy Study	330,689	0	0	0	0	0	0	0
49952 Southlands Signal Orch/Arap	172,707	0	0	0	0	0	0	0

2017 - 2021 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Capital Projects Fund</u>								
<i>Public Works</i>								
49953 Sand Creek Acceleration - Deceleration Lane	289,363	0	0	0	0	0	0	0
49954 Heather Gardens Entrance	175,000	0	0	0	0	0	0	0
49955 Police District 2 Office Space	774,313	825,000	825,000	825,000	825,000	825,000	825,000	4,125,000
49956 6th Avenue Land Acquisition	5,688,500	0	0	0	0	0	0	0
49957 Single Point of Entry Remodel	500,000	0	0	0	0	0	0	0
49958 Colfax Bike/Ped TIP	135,612	0	0	0	0	0	0	0
49959 Traffic Signal - Quincy/Plains	167,698	0	0	0	0	0	0	0
49961 Quincy / Gun Club Intersection TIP	0	500,000	500,000	1,000,000	2,154,000	0	0	3,654,000
49962 Project Management Contract	0	150,000	150,000	0	0	0	0	150,000
49963 Geotechnical Testing Contract	0	100,000	100,000	100,000	0	0	0	200,000
49964 Bike/Ped Improvements - TOD first/last mile	0	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
49965 Courts MJC Roof	0	600,000	3,000,000	0	0	0	0	3,000,000
49966 Traffic Signal at Yale and Cimarron/Marina	0	400,000	0	0	0	0	0	0
49967 Light Rail Station Restrooms	0	750,000	0	0	0	0	0	0
49968 6th Avenue Sidewalk from Del Mar Circle to Potomac	0	800,000	0	0	0	0	0	0
49969 Alameda Avenue left turn lane	0	1,800,000	0	0	0	0	0	0
49970 TBD Project from Marijuana Funds	0	1,200,000	0	0	0	0	0	0
49973 Appraisals	0	260,000	0	0	0	0	0	0
49974 Police Security Enhancements	0	1,215,000	0	0	0	0	1,276,000	1,276,000
49976 Tower Road Widening IGA	0	820,000	0	0	0	0	0	0
49979 Fence Design Project	0	50,000	0	0	0	0	0	0

2017 - 2021 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Capital Projects Fund</u>								
<i>Public Works</i>								
49981 Traffic Signal Inspection and Repair	0	0	160,000	0	0	0	0	160,000
49982 Chambers Retaining Wall	0	0	344,000	0	0	0	0	344,000
49983 Traffic Calming Improvements	0	0	250,000	0	0	0	0	250,000
49986 Heritage Eagle Bend Intersection Project	0	0	250,000	0	0	0	0	250,000
49987 Westerly Creek Lighting / Traffic Calming Projects	0	0	300,000	0	0	0	0	300,000
Total Public Works	\$29,602,985	\$34,718,358	\$40,348,299	\$36,762,722	\$28,135,198	\$30,263,788	\$30,824,556	\$166,334,563
Total Capital Projects Fund	\$37,647,817	\$52,146,040	\$48,410,387	\$44,576,762	\$35,257,073	\$36,645,718	\$37,227,773	\$202,117,713
<u>Conservation Trust Fund</u>								
<i>Parks, Recreation & Open Space</i>								
(New) Infrastructure Recreation-CTF	2,501,890	1,200,000	1,500,000	1,500,000	1,600,000	1,500,000	1,500,000	7,600,000
61703 Infrastructure Parks-CTF	275,485	250,000	75,000	275,000	87,500	297,500	187,500	922,500
61726 Acquisitions - CTF	244,047	0	0	0	100,000	100,000	0	200,000
61794 Infrastructure Trails-CTF	234,177	0	0	0	275,000	25,000	25,000	325,000
61847 Infrastructure Open Space-CTF	149,992	50,000	0	50,000	50,000	150,000	20,000	270,000
61886 Construction Open Space-CTF	344,884	50,000	400,000	100,000	200,000	250,000	200,000	1,150,000
61887 Construction Parks-CTF	300,656	350,000	0	0	300,000	0	200,000	500,000
Total Parks, Recreation & Open Space	\$4,051,131	\$1,900,000	\$1,975,000	\$1,925,000	\$2,612,500	\$2,322,500	\$2,132,500	\$10,967,500
Total Conservation Trust Fund	\$4,051,131	\$1,900,000	\$1,975,000	\$1,925,000	\$2,612,500	\$2,322,500	\$2,132,500	\$10,967,500
<u>Enhanced E-911 Fund</u>								
<i>Information Technology</i>								
37729 800 MHz Radio System Upgrade	0	1,814,400	1,814,400	1,817,950	1,815,750	1,813,000	1,817,000	9,078,100
37733 MDC Infrastructure Replacement	196,090	275,000	850,000	0	0	0	375,000	1,225,000

2017 - 2021 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Enhanced E-911 Fund</u>								
<i>Information Technology</i>								
37734 Computer Aided Dispatch Upgrade	224,644	575,000	0	0	0	0	0	0
37739 E-911 Answering System Upgrade	63	0	0	0	0	0	0	0
37747 Radio System Infrastructure Upgrade	846,745	0	0	0	0	0	1,660,000	1,660,000
37748 Public Safety Fiber	1,006,936	0	0	0	0	0	0	0
37752 Priority Dispatch	0	649,500	0	0	0	0	0	0
Total Information Technology	\$2,274,478	\$3,313,900	\$2,664,400	\$1,817,950	\$1,815,750	\$1,813,000	\$3,852,000	\$11,963,100
Total Enhanced E-911 Fund	\$2,274,478	\$3,313,900	\$2,664,400	\$1,817,950	\$1,815,750	\$1,813,000	\$3,852,000	\$11,963,100
<u>Gifts & Grants Fund</u>								
<i>Parks, Recreation & Open Space</i>								
61710 Cherry Creek Bike Path	174,982	0	0	0	0	0	0	0
61887 Construction Parks-CTF	300,000	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	25,877	0	0	0	0	0	0	0
62814 Montview Park AdCo Grant	985	0	0	0	0	0	0	0
62816 DelMar Reno ArCo Grant	12,133	0	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	32,297	0	0	0	0	0	0	0
62832 Springhill CFM-ArCo Grant	124	0	0	0	0	0	0	0
62833 Trpl Creek Trailhead - ArCo Gr	29,714	0	0	0	0	0	0	0
62834 Parklane School Grant GoCo	100,000	0	0	0	0	0	0	0
62835 Snd Crk Trail AdCo Grant	707	0	0	0	0	0	0	0
62839 Montview Park AdCo Grant Const	386,000	0	0	0	0	0	0	0

2017 - 2021 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Gifts & Grants Fund</u>								
<i>Parks, Recreation & Open Space</i>								
62859 TollGate Trail ArCo Grant	0	500,000	0	0	0	0	0	0
62860 Moorhead Splash Pad AdCo Grant	0	160,000	0	0	0	0	0	0
62862 Sand Creek Trail Improvements AdCo Grant	0	325,000	0	0	0	0	0	0
62863 SportsPark ArCo Grant	0	200,000	0	0	0	0	0	0
62864 Tollgate Creek Amenities and Wayfinding ArCo Grant	0	137,252	0	0	0	0	0	0
62865 Nome Park GoCo Grant	0	350,000	0	0	0	0	0	0
Total Parks, Recreation & Open Space	\$1,065,354	\$1,672,252	\$0	\$0	\$0	\$0	\$0	\$0
<i>Planning & Development Services</i>								
67416 Brownfields RLF	1,355	0	0	0	0	0	0	0
Total Planning & Development Services	\$1,355	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Public Works</i>								
49763 Fitzsimons Landfill Remediation Grant	143,510	45,051	0	0	0	0	0	0
49917 RAQC Charging Ahead, Phase 1	0	62,000	0	0	0	0	0	0
Total Public Works	\$143,510	\$107,051	\$0	\$0	\$0	\$0	\$0	\$0
Total Gifts & Grants Fund	\$1,210,219	\$1,779,303	\$0	\$0	\$0	\$0	\$0	\$0
<u>Golf Courses Fund</u>								
<i>Parks, Recreation & Open Space</i>								
(New) Golf Infrastructure Capital Projects	0	250,000	200,000	100,000	100,000	100,000	100,000	600,000
61605 Golf - Art in Public Places (Transfer to Cultural)	6,500	0	0	0	0	0	0	0
61606 Golf-Infra CTF Support	0	100,000	150,000	150,000	150,000	150,000	150,000	750,000
61622 Aurora Hills Capital - GF	78,000	0	0	0	0	0	0	0

2017 - 2021 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Golf Courses Fund</u>								
<i>Parks, Recreation & Open Space</i>								
61623 Springhill Capital - GF	78,000	0	0	0	0	0	0	0
61624 Meadow Hills Capital - GF	78,000	0	0	0	0	0	0	0
61626 Saddle Rock Capital - GF	78,000	0	0	0	0	0	0	0
61627 Murphy Creek Capital - GF	78,000	0	0	0	0	0	0	0
61628 Fitzsimoms Capital - GF	13,905	0	0	0	0	0	0	0
61632 Aurora Hills Capital - CTFS	131	0	0	0	0	0	0	0
61633 Springhill Capital - CTFS	173	0	0	0	0	0	0	0
61636 Saddle Rock Capital - CTFS	180,105	0	0	0	0	0	0	0
61637 Murphy Creek Capital - CTFS	6,060	0	0	0	0	0	0	0
61638 Fitzsimons Capital - CTFS	217	0	0	0	0	0	0	0
Total Parks, Recreation & Open Space	\$597,091	\$350,000	\$350,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,350,000
Total Golf Courses Fund	\$597,091	\$350,000	\$350,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,350,000
<u>Open Space Fund</u>								
<i>Parks, Recreation & Open Space</i>								
(New) Infrastructure Recreation-AdCo	0	250,000	250,000	250,000	250,000	0	0	750,000
(New) Infrastructure Trails-AdCo	25,508	0	0	0	10,000	0	10,000	20,000
61835 Infrastructure Trails-ArCo	1,191,156	255,000	175,000	175,000	270,000	250,000	520,000	1,390,000
61892 Construction Open Space-ArCo	2,242,594	1,085,000	1,100,000	450,000	700,000	750,000	300,000	3,300,000
61901 Acquisitions-ArCo	0	0	0	0	0	200,000	0	200,000
61902 Construction Parks-ArCo	2,592,742	500,000	300,000	800,000	350,000	0	750,000	2,200,000
61903 Infrastructure Parks-ArCo	1,103,542	807,500	412,500	587,500	800,000	890,000	850,000	3,540,000
61906 Infrastructure Open Space-ArCo	722,715	300,000	100,000	100,000	220,000	200,000	220,000	840,000
62744 Construction Open Space-AdCo	9,317	0	200,000	200,000	100,000	300,000	300,000	1,100,000

2017 - 2021 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Open Space Fund</u>								
<i>Parks, Recreation & Open Space</i>								
62745 Infrastructure Open Space-AdCo	205,858	0	20,000	20,000	0	0	30,000	70,000
62771 Construction Parks-AdCo	872,481	100,000	0	0	0	0	0	0
62800 Infrastructure Parks-AdCo	146,606	0	50,000	50,000	120,000	50,000	95,000	365,000
Total Parks, Recreation & Open Space	\$9,112,519	\$3,297,500	\$2,607,500	\$2,632,500	\$2,820,000	\$2,640,000	\$3,075,000	\$13,775,000
Total Open Space Fund	\$9,112,519	\$3,297,500	\$2,607,500	\$2,632,500	\$2,820,000	\$2,640,000	\$3,075,000	\$13,775,000
<u>Parks Development Fund</u>								
<i>Parks, Recreation & Open Space</i>								
61760 Cherry Creek Bike Path	52,183	0	0	0	0	0	0	0
61894 Construction Parks-PDF	696,562	0	966,751	0	351,307	0	0	1,318,058
Total Parks, Recreation & Open Space	\$748,745	\$0	\$966,751	\$0	\$351,307	\$0	\$0	\$1,318,058
Total Parks Development Fund	\$748,745	\$0	\$966,751	\$0	\$351,307	\$0	\$0	\$1,318,058
Total Capital Improvement Program (Excluding Aurora Water)	\$55,642,000	\$62,786,743	\$56,974,038	\$51,202,212	\$43,106,630	\$43,671,218	\$46,537,273	\$241,491,371

2017 - 2021 Capital Improvement Program Aurora Water Projects as Adopted by City Council

Fund\Department\Project\Title	Carryforward Appropriation 2015 ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Capital Projects Fund</u>								
Operations & General Management	0	50,000	0	0	0	0	0	0
Total Capital Projects Fund	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
<u>Wastewater Fund</u>								
Collection	6,357,024	8,243,072	16,347,000	17,900,000	12,500,000	7,500,000	4,500,000	58,747,000
Operations & General Management	3,186,072	3,885,480	570,000	3,790,000	250,000	0	554,013	5,164,013
Storm Water	22,908,957	12,691,409	14,511,627	23,854,065	28,800,000	22,755,167	23,158,142	113,079,001
Total Wastewater Fund	\$32,452,053	\$24,819,961	\$31,428,627	\$45,544,065	\$41,550,000	\$30,255,167	\$28,212,155	\$176,990,014
<u>Water Fund</u>								
Operations & General Management	1,141,200	1,217,698	416,652	1,687,276	3,784,830	3,810,723	4,272,060	13,971,541
Prairie Waters Project	1,823	-1,823	0	0	0	0	0	0
Pumping	552,367	6,821,000	2,200,000	4,497,400	0	0	0	6,697,400
Source of Supply Other	6,755,846	3,790,595	6,000,000	5,250,000	3,050,000	3,928,381	2,750,000	20,978,381
Source of Supply Storage	30,305,164	25,612,050	30,166,830	19,799,830	82,907,229	10,460,000	5,865,000	149,198,889
Source of Supply Water	1,769,187	7,438,000	7,040,000	9,736,000	12,933,000	936,000	7,236,000	37,881,000
Transmission & Distribution	3,568,256	5,818,125	7,955,050	18,795,245	15,994,011	11,343,765	8,153,500	62,241,571
Treatment	5,770,821	13,704,750	11,468,000	7,646,000	6,046,000	886,000	4,990,000	31,036,000
Total Water Fund	\$49,864,664	\$64,400,395	\$65,246,532	\$67,411,751	\$124,715,070	\$31,364,869	\$33,266,560	\$322,004,782
Total Aurora Water	\$82,316,717	\$89,270,356	\$96,675,159	\$112,955,816	\$166,265,070	\$61,620,036	\$61,478,715	\$498,994,796
Total Capital Improvement Program	\$137,958,717	\$152,057,099	\$153,649,197	\$164,158,028	\$209,371,700	\$105,291,254	\$108,015,988	\$740,486,167

1 Figures represent previous years unspent appropriation as of December 31, 2015, as reported in the 2015 Comprehensive Annual Financial Report.

2 Figures represent an estimate of how the 2016 adopted budget will be amended by year-end 2016. This column includes the 2016 adopted budget plus budget transfers, Fall 2015 and Spring 2016 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2016. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

**Capital Improvement Program -
Amendments Detail**

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.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	143,871	148,187	152,633	157,212	161,928	166,786
2017 Budget	143,871	155,006	159,656	164,446	169,379	174,461
Budget Change	\$0	\$6,819	\$7,023	\$7,234	\$7,451	\$7,675
Finance						
Changes Total:	\$0	\$6,819	\$7,023	\$7,234	\$7,451	\$7,675

Information Technology

Project: Crime Lab Technology Costs (New)

The crime lab is a joint project with Arapahoe and Douglas Counties. Currently, Aurora is responsible for infrastructure technology, and its ongoing support and maintenance. This amendment is for the technology infrastructure.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	0	0	835,020	0	0	0
Budget Change	\$0	\$0	\$835,020	\$0	\$0	\$0

Project: Learning Management Software (37753)

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 on-line learning. It will support data requirements for accreditation. Specifically, it will assist in the scheduling and management of the resources of the Fire and Police training academy and reduce the administrative overhead for the maintenance of employee training and certification recordkeeping.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	0	270,000	0	0	0	0
Budget Change	\$0	\$270,000	\$0	\$0	\$0	\$0
Information Technology						
Changes Total:	\$0	\$270,000	\$835,020	\$0	\$0	\$0

**Capital Improvement Program -
Amendments Detail**

Capital Program Amendments Detail

Capital Projects Fund

Internal Services

Project: Direct Costs Purchasing Services (31028)

Changes reflect adjustments to direct cost projections in accordance with City policy.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	399,416	411,398	423,740	436,453	449,546	463,032
2017 Budget	399,416	410,635	422,954	435,643	448,712	462,173
Budget Change	\$0	(\$763)	(\$786)	(\$810)	(\$834)	(\$859)

Internal Services

Changes Total:	\$0	(\$763)	(\$786)	(\$810)	(\$834)	(\$859)
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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. In addition, \$75,000 was added in 2016, with \$50,000 to fund CAPSTC art maintenance and \$25,000 for a street mural and fence graphics.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	488,624	255,792	269,485	194,861	236,294	236,294
2017 Budget	600,245	278,122	283,085	208,461	250,514	253,258
Budget Change	\$111,621	\$22,330	\$13,600	\$13,600	\$14,220	\$16,964

Project: CAPSTC Transfer (New)

For the City of Aurora Public Safety Training Center (CAPSTC), it was decided to increase the scope of the project to build the driving track. This additional transfer funds that track.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	713,388	0	0	0	0	0
Budget Change	\$713,388	\$0	\$0	\$0	\$0	\$0

Project: Facility Modifications to 1521 Dayton Street (25196)

This project will provide funding to renovate a small facility located at 1521 Dayton Street.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	0	75,000	0	0	0	0
Budget Change	\$0	\$75,000	\$0	\$0	\$0	\$0

**Capital Improvement Program -
Amendments Detail**

Capital Program Amendments Detail

Capital Projects Fund

Non-Departmental

Project: Highway 30 Landfill Remediation (New)

This is the expense for the Highway 30 landfill remediation project funded with 2015 ending funds available in the General Fund.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	600,000	0	0	0	0	0
Budget Change	\$600,000	\$0	\$0	\$0	\$0	\$0

Project: Moorhead Transfer (New)

In order to fund Phase 2 of the Moorhead Recreation Center project (enclosing the pool), a \$340,000 transfer from the CPF to ACLC is necessary.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	340,000	0	0	0	0	0
Budget Change	\$340,000	\$0	\$0	\$0	\$0	\$0

Project: Regatta Plaza Preconstruction/Mitigation costs (New)

The amendment is for Regatta Plaza preconstruction / mitigation costs. It is part of the Regatta construction management agreement costs to prepare the land for development.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	500,000	0	0	0	0	0
Budget Change	\$500,000	\$0	\$0	\$0	\$0	\$0

Non-Departmental

Changes Total:	\$2,265,009	\$97,330	\$13,600	\$13,600	\$14,220	\$16,964
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Parks, Recreation & Open Space

Project: Buckley Air Force Base Buffer Acquisition (62876)

The Buckley Buffer project would acquire land close to Buckley Air Force Base in order to provide connecting trail corridors and new trail corridor for the E-470 trail now planned for 2018 construction. It would also provide buffer space for the base from development and maximize their ability to stay viable as an operational air base.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	0	500,000	500,000	0	0	0
Budget Change	\$0	\$500,000	\$500,000	\$0	\$0	\$0

**Capital Improvement Program -
Amendments Detail**

Capital Program Amendments Detail

Capital Projects Fund

Parks, Recreation & Open Space

Project: City Center Park Rebuild-CPF (62875)

This amendment moves the City Center Park project earlier in five-year plan.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	610,000	0
2017 Budget	0	610,000	0	0	0	0
Budget Change	\$0	\$610,000	\$0	\$0	(\$610,000)	\$0

Project: Median Maintenance (61969)

The adjustment will budget cell phone tower revenues for median maintenance. The changes reflected will match expense to the revenue received.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	30,000	40,000	40,000	40,000	40,000	40,000
2017 Budget	30,000	37,325	37,325	37,325	37,325	37,325
Budget Change	\$0	(\$2,675)	(\$2,675)	(\$2,675)	(\$2,675)	(\$2,675)

Project: Z-Zone Medians-CPF (62846)

At the October 1 budget workshop, council added \$400,000 for general medians (funded with \$150,000 transfer from General Fund and \$250,000 from the Marijuana Tax Revenue Fund) and \$550,000 for a Tower Road median project in 2017. From 2018-2021, the \$400,000 will continue, funded by the Marijuana Tax Revenue Fund transfer and General Management Capital Impact Fees

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	850,000	850,000	850,000	850,000	850,000	850,000
2017 Budget	850,000	1,800,000	1,250,000	1,250,000	1,250,000	1,250,000
Budget Change	\$0	\$950,000	\$400,000	\$400,000	\$400,000	\$400,000

Parks, Recreation & Open Space

Changes Total:	\$0	\$2,057,325	\$897,325	\$397,325	(\$212,675)	\$397,325
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Police

Project: Crime Lab DNA Equipment (New)

This capital amendment is to fund Aurora's portion of the Crime Lab DNA equipment for the Joint Crime lab with Douglas and Arapahoe Counties.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	0	0	400,000	0	0	0
Budget Change	\$0	\$0	\$400,000	\$0	\$0	\$0

Police

Changes Total:	\$0	\$0	\$400,000	\$0	\$0	\$0
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Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Building Repair Projects - CPF (49875)

This adjustment will allow additional funding in 2016 for emergency replacement of the deicing materials storage tent at North Satellite.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	2,718,520	2,577,520	2,917,520	2,917,520	2,917,520	2,917,520
2017 Budget	2,868,520	2,577,520	2,917,520	2,917,520	2,917,520	2,917,520
Budget Change	\$150,000	\$0	\$0	\$0	\$0	\$0

Project: Chambers Retaining Wall (49982)

This project will repair three areas of a failing railroad tie retaining wall along the east side of Chambers Road from just north of East Dartmouth Avenue to East Girard Avenue.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	0	344,000	0	0	0	0
Budget Change	\$0	\$344,000	\$0	\$0	\$0	\$0

Project: Concrete Repair Program (49713)

During the October 1 Budget Workshop, Council added \$1.0 million in Concrete Repair budget, funded via a transfer from the Marijuana Tax Revenue Fund.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	1,822,000	1,884,000	2,224,000	2,224,000	2,224,000	2,224,000
2017 Budget	1,822,000	2,884,000	2,224,000	2,224,000	2,224,000	2,224,000
Budget Change	\$0	\$1,000,000	\$0	\$0	\$0	\$0

Project: Direct Costs - Building Repair CPF (49872)

Changes reflect adjustments to direct cost projections in accordance with City policy.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	135,067	139,119	143,293	147,591	152,019	156,580
2017 Budget	135,067	137,266	141,384	145,625	149,994	154,494
Budget Change	\$0	(\$1,853)	(\$1,909)	(\$1,966)	(\$2,025)	(\$2,086)

Project: Direct Costs - Design, Engineering, etc. (49779)

Changes reflect adjustments to direct cost projections in accordance with City policy.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	1,334,274	1,374,302	1,415,532	1,457,997	1,501,737	1,546,789
2017 Budget	1,334,274	1,396,430	1,438,323	1,481,473	1,525,917	1,571,694
Budget Change	\$0	\$22,128	\$22,791	\$23,476	\$24,180	\$24,905

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Fence Design Project (49979)

Funding for consultant services for fence design and benefit studies for potential GID/SID Neighborhood Fence programs including the Briarcliffe Subdivision.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	50,000	0	0	0	0	0
Budget Change	\$50,000	\$0	\$0	\$0	\$0	\$0

Project: Heritage Eagle Bend Intersection Project (49986)

At the October 1 Budget Workshop, Council added funds for a solution to the Heritage Eagle Bend intersection need.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	0	250,000	0	0	0	0
Budget Change	\$0	\$250,000	\$0	\$0	\$0	\$0

Project: Police Security Enhancements (49974)

Addition of District 3 (Tallyn's Reach) security improvements, including parking lot fencing and lighting, to five-year plan.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	1,215,000	0	0	0	0	0
2017 Budget	1,215,000	0	0	0	0	1,276,000
Budget Change	\$0	\$0	\$0	\$0	\$0	\$1,276,000

Project: Quincy / Gun Club Intersection TIP (49961)

This adjustment is for additional pre-engineering expenses needed for the intersection project. This project will construct a four-lane Partial Continuous Flow Intersection (PCFI) at Quincy Avenue and Gun Club Road.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	500,000	500,000	1,000,000	1,900,000	0	0
2017 Budget	500,000	500,000	1,000,000	2,154,000	0	0
Budget Change	\$0	\$0	\$0	\$254,000	\$0	\$0

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Quincy: Gun Club to Powhatan DesignCost Share IGA (New)

This project is the cost share with Arapahoe County for the design of Quincy Avenue from Gun Club Road to Powhatan Road.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	346,000	0	0	0	0	0
Budget Change	\$346,000	\$0	\$0	\$0	\$0	\$0

Project: Sand Creek Master Plan Amendment (New)

This amendment is associated with the Sand Creek Master Plan amendment; these will be reimbursed by the Regional Transportation District (RTD).

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	94,924	0	0	0	0	0
Budget Change	\$94,924	\$0	\$0	\$0	\$0	\$0

Project: Street Asphalt Overlay Program (49712)

Increase to street maintenance program in 2020 and 2021.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	10,456,000	10,580,000	11,410,000	11,410,000	11,410,000	11,410,000
2017 Budget	10,456,000	10,580,000	11,410,000	11,410,000	12,110,000	14,810,000
Budget Change	\$0	\$0	\$0	\$0	\$700,000	\$3,400,000

Project: Street Maintenance - Asphalt Overlay In House (49793)

During the October 1 Budget Workshop, Council added \$1.0 million in Asphalt Repair budget, funded via a transfer from the Marijuana Tax Revenue Fund.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	725,323	747,083	769,495	792,580	816,357	840,848
2017 Budget	725,323	1,747,083	769,495	792,580	816,357	840,848
Budget Change	\$0	\$1,000,000	\$0	\$0	\$0	\$0

Project: Summer Valley Signal Repair (49710)

Appropriate developer payment for 25 percent cost share of Quincy and Buckley signal constructed in 2002.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	26,250	0	0	0	0	0
Budget Change	\$26,250	\$0	\$0	\$0	\$0	\$0

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Tower Road Widening IGA (49976)

This amendment will appropriate payment received from City and County of Denver for the Tower Road Widening project from 38th/40th Avenue to 45th Avenue.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	820,000	0	0	0	0	0
Budget Change	\$820,000	\$0	\$0	\$0	\$0	\$0

Project: Traffic Calming Improvements (49983)

Funding for a Traffic Calming program to include outreach, study, analysis, and improvements. Solutions would be proposed only after outreach and analysis to develop sensitive solutions to identified issues.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	0	250,000	0	0	0	0
Budget Change	\$0	\$250,000	\$0	\$0	\$0	\$0

Project: Traffic Signal Construction (49710)

The 2016 variance is for repairs of several signal poles that failed structural testing in the spring of 2016.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	700,000	700,000	700,000	700,000	700,000	700,000
2017 Budget	1,040,000	700,000	700,000	700,000	700,000	700,000
Budget Change	\$340,000	\$0	\$0	\$0	\$0	\$0

Project: Traffic Signal Inspection and Repair (49981)

A new project to complete non-destructive structural testing of traffic signal poles and mast arms to establish the current condition of Aurora's traffic signal infrastructure.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	0	160,000	0	0	0	0
Budget Change	\$0	\$160,000	\$0	\$0	\$0	\$0

Project: Westerly Creek Lighting / Traffic Calming Projects (49987)

This capital amendment is for projects in the Westerly Creek Area associated with lighting and traffic calming.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	0	300,000	0	0	0	0
Budget Change	\$0	\$300,000	\$0	\$0	\$0	\$0

**Capital Improvement Program -
Amendments Detail**

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Public Works

Changes Total:	\$1,827,174	\$3,324,275	\$20,882	\$275,510	\$722,155	\$4,698,819
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Capital Projects Fund Amendment Totals:

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Changes Total:	\$4,092,183	\$5,754,986	\$2,173,064	\$692,859	\$530,317	\$5,119,924

Capital Program Amendments Detail

Conservation Trust Fund

Parks, Recreation & Open Space

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 2019-2021, Plains Conservation Center Master and Strategic plan in 2017, and Tollgate Creek Trail improvements in 2017. Funding for Highline Canal Improvements was decreased in 2019. Amendments to the five-year plan reflect changes in priorities, timing and funding.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	50,000	400,000	100,000	300,000	250,000	0
2017 Budget	50,000	400,000	100,000	200,000	250,000	200,000
Budget Change	\$0	\$0	\$0	(\$100,000)	\$0	\$200,000

Project: Construction Parks-CTF (61887)

This project funds major park construction or renovation in the Conservation Trust Fund. Projects included in the five-year plan are Havana Park in 2019, New Tennis Center and Future Park Development in 2021.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	350,000	0	0	300,000	0	0
2017 Budget	350,000	0	0	300,000	0	200,000
Budget Change	\$0	\$0	\$0	\$0	\$0	\$200,000

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 funding in infrastructure projects planned for 2018-2021.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	50,000	0	50,000	50,000	150,000	0
2017 Budget	50,000	0	50,000	50,000	150,000	20,000
Budget Change	\$0	\$0	\$0	\$0	\$0	\$20,000

Project: Infrastructure Parks-CTF (61703)

This project includes small projects to ensure PROS facilities and parks are in compliance with ADA recommendations between 2017-2021 and park signage in 2018 and 2020. Amendments are due to minor changes in priorities and timing, such as additional funds for playground renovations 2017-2021.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	250,000	50,000	250,000	62,500	272,500	0
2017 Budget	250,000	75,000	275,000	87,500	297,500	187,500
Budget Change	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$187,500

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. Additional funding for Recreation Infrastructure was added in 2020.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	1,200,000	1,500,000	1,500,000	1,600,000	1,400,000	0
2017 Budget	1,200,000	1,500,000	1,500,000	1,600,000	1,500,000	1,500,000
Budget Change	\$0	\$0	\$0	\$0	\$100,000	\$1,500,000

Project: Infrastructure Trails-CTF (61794)

This project covers small projects related to the City's trail system from 2019-2021. Additional funding for trail projects was moved from 2020 to 2019. 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.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	25,000	275,000	0
2017 Budget	0	0	0	275,000	25,000	25,000
Budget Change	\$0	\$0	\$0	\$250,000	(\$250,000)	\$25,000

Parks, Recreation & Open Space

Changes Total:	\$0	\$25,000	\$25,000	\$175,000	(\$125,000)	\$2,132,500
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Conservation Trust Fund Amendment Totals:

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Changes Total:	\$0	\$25,000	\$25,000	\$175,000	(\$125,000)	\$2,132,500

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.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	1,814,400	1,814,400	1,814,400	1,814,400	1,814,400	1,814,400
2017 Budget	1,814,400	1,814,400	1,817,950	1,815,750	1,813,000	1,817,000
Budget Change	\$0	\$0	\$3,550	\$1,350	(\$1,400)	\$2,600

Project: Computer Aided Dispatch Upgrade (37734)

Update projects the next upgrade outside of the five-year plan.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	575,000	0	0	0	475,000	0
2017 Budget	575,000	0	0	0	0	0
Budget Change	\$0	\$0	\$0	\$0	(\$475,000)	\$0

Project: E-911 Recorder Upgrade (37736)

Elimination of project to maintain the solvency of the E-911 Fund during a period of flat revenue projections and increased operating costs.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	175,000	0	0	0
2017 Budget	0	0	0	0	0	0
Budget Change	\$0	\$0	(\$175,000)	\$0	\$0	\$0

Project: Fire Station Alerting Upgrade (New)

Elimination of project to maintain the solvency of the E-911 Fund during a period of flat revenue projections and increased operating costs.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	150,000	0	0
2017 Budget	0	0	0	0	0	0
Budget Change	\$0	\$0	\$0	(\$150,000)	\$0	\$0

Capital Program Amendments Detail

Enhanced E-911 Fund

Information Technology

Project: MDC Infrastructure Replacement (37733)

Changed the method for replacing the Mobile Data Computers (MDCs) to keep the models consistent throughout the Police Department and the Fire Department and moving to a five-year replacement cycle to maintain the solvency of the E-911 Fund.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	275,000	425,000	425,000	475,000	475,000	0
2017 Budget	275,000	850,000	0	0	0	375,000
Budget Change	\$0	\$425,000	(\$425,000)	(\$475,000)	(\$475,000)	\$375,000

Project: Public Safety Communications Console Replacement (New)

Elimination of project to maintain the solvency of the E-911 Fund during a period of flat revenue projections and increased operating costs.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	1,650,000	0	0	0
2017 Budget	0	0	0	0	0	0
Budget Change	\$0	\$0	(\$1,650,000)	\$0	\$0	\$0

Project: Radio System Infrastructure Upgrade (37747)

A scheduled upgrade of the software and hardware for the radio system infrastructure.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	0	0	0	0	0	1,660,000
Budget Change	\$0	\$0	\$0	\$0	\$0	\$1,660,000

Information Technology

Changes Total:	\$0	\$425,000	(\$2,246,450)	(\$623,650)	(\$951,400)	\$2,037,600
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Enhanced E-911 Fund Amendment Totals:

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Changes Total:	\$0	\$425,000	(\$2,246,450)	(\$623,650)	(\$951,400)	\$2,037,600

Capital Program Amendments Detail

Gifts & Grants Fund

Parks, Recreation & Open Space

Project: Moorhead Splash Pad AdCo Grant (62860)

Project provides a splash pad aquatics feature for younger children including water geysers and deck sprays. Supporting filtration, mechanical systems, and pumps for the feature are also included. This is an Adams County grant funding source for the project.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	160,000	0	0	0	0	0
Budget Change	\$160,000	\$0	\$0	\$0	\$0	\$0

Project: Nome Park GoCo Grant (62865)

Through an extensive public outreach process Nome Park neighbors have identified new playground, community garden, fitness area and neighborhood gathering spaces that will be addressed with this project. This is a Great Outdoor Colorado Trust (GOCO) grant funding source for the project.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	350,000	0	0	0	0	0
Budget Change	\$350,000	\$0	\$0	\$0	\$0	\$0

Project: Sand Creek Trail Improvements AdCo Grant (62862)

The new Aurora Line RTD Light Rail route runs along the southern edge of Sand Creek Park. This project includes a small shelter, nature based playground, walkways to improve park circulation and light rail access. This funding source is from an Adams County grant.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	325,000	0	0	0	0	0
Budget Change	\$325,000	\$0	\$0	\$0	\$0	\$0

Project: SportsPark ArCo Grant (62863)

The Aurora Sports Park hosts over 410,000 visitors annually. This project is planned to ease congestion at the park entrance, provide safe and easy pedestrian access and wayfinding signage within and surrounding the park. This funding source is a grant from the Arapahoe County Open Space Grant Program.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	200,000	0	0	0	0	0
Budget Change	\$200,000	\$0	\$0	\$0	\$0	\$0

Capital Program Amendments Detail

Gifts & Grants Fund

Parks, Recreation & Open Space

Project: Tollgate Creek Amenities and Wayfinding ArCo Grant (62864)

Additional benches, trash receptacles and wayfinding and trail map signage will be installed along the six-mile section of Tollgate Creek Trail from Delaney Farm, south and east, to Quincy Reservoir. This is an Arapahoe County Open Space Grant Program funding source for the project.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	137,252	0	0	0	0	0
Budget Change	\$137,252	\$0	\$0	\$0	\$0	\$0

Parks, Recreation & Open Space

Changes Total:	\$1,172,252	\$0	\$0	\$0	\$0	\$0
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Gifts & Grants Fund Amendment Totals:

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Changes Total:	\$1,172,252	\$0	\$0	\$0	\$0	\$0

**Capital Improvement Program -
Amendments Detail**

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. A portion of funding was moved from Golf Infrastructure Capital Projects to Golf-Infra CTF Support in 2017.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	250,000	250,000	100,000	100,000	100,000	0
2017 Budget	250,000	200,000	100,000	100,000	100,000	100,000
Budget Change	\$0	(\$50,000)	\$0	\$0	\$0	\$100,000

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 and golf cart replacement. A portion of funding was moved from Golf Infrastructure Capital Projects to Golf-Infra CTF Support in 2017.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	100,000	100,000	150,000	150,000	150,000	0
2017 Budget	100,000	150,000	150,000	150,000	150,000	150,000
Budget Change	\$0	\$50,000	\$0	\$0	\$0	\$150,000

Parks, Recreation & Open Space

Changes Total:	\$0	\$0	\$0	\$0	\$0	\$250,000
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Golf Courses Fund Amendment Totals:

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Changes Total:	\$0	\$0	\$0	\$0	\$0	\$250,000

Capital Program Amendments Detail

Open Space Fund

Parks, Recreation & Open Space

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 and Highline Canal master plan improvements 2017-2021. Funding for Highline Canal was added in 2017 and 2018, and decreased in 2019 and 2020. Amendments to the five-year plan reflect changes in priorities, timing and funding.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	150,000	350,000	0
2017 Budget	0	200,000	200,000	100,000	300,000	300,000
Budget Change	\$0	\$200,000	\$200,000	(\$50,000)	(\$50,000)	\$300,000

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 Highline Canal Improvements 2017- 2020; Triple Creek Improvements in 2017-2021; Tollgate Trail Improvements in 2017, Signature Park in 2020 and small projects 2017-2021. Funding for small projects was decreased in 2017, and Highline Canal was decreased in 2019-2020. Amendments to the five-year plan reflect changes in priorities, timing and funding.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	1,085,000	1,150,000	450,000	750,000	900,000	0
2017 Budget	1,085,000	1,100,000	450,000	700,000	750,000	300,000
Budget Change	\$0	(\$50,000)	\$0	(\$50,000)	(\$150,000)	\$300,000

Project: Construction Parks-ArCo (61902)

This project includes funding for Tollgate Crossing Park in 2017, Pagosa, Eldorado, and Side Creek Parks in 2018 and Fletcher/Freedom Park in 2019. This project also includes a new Tennis Center and Future Park Development in 2021. Funding for Tollgate Crossing Park was decreased in 2017 and Canterbury Park was removed from 2018. Amendments to the five-year plan reflect changes in priorities, timing and funding.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	500,000	500,000	1,200,000	350,000	0	0
2017 Budget	500,000	300,000	800,000	350,000	0	750,000
Budget Change	\$0	(\$200,000)	(\$400,000)	\$0	\$0	\$750,000

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, 2018 and 2021.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	20,000	20,000	0	0	0
2017 Budget	0	20,000	20,000	0	0	30,000
Budget Change	\$0	\$0	\$0	\$0	\$0	\$30,000

Capital Program Amendments Detail

Open Space Fund

Parks, Recreation & Open Space

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 citizens.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	300,000	100,000	100,000	220,000	200,000	0
2017 Budget	300,000	100,000	100,000	220,000	200,000	220,000
Budget Change	\$0	\$0	\$0	\$0	\$0	\$220,000

Project: Infrastructure Parks-AdCo (62800)

This project covers small projects related to the City's park properties 2017-2021. 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 funds for park path replacement, park tree planting and signage 2017-2021.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	50,000	50,000	120,000	50,000	0
2017 Budget	0	50,000	50,000	120,000	50,000	95,000
Budget Change	\$0	\$0	\$0	\$0	\$0	\$95,000

Project: Infrastructure Parks-ArCo (61903)

Amendments to the five-year plan reflect changes in priorities, timing and funding. This project covers athletic field renovations and court replacement in 2020, irrigation replacement in 2018, 2019 and 2020, park path replacement, signage and tree planting along with small projects 2017-2021, playground renovations 2018-2021, and security lighting in 2019. Irrigation replacement was removed in 2017 and decreased in 2019 while playground renovation was increased in 2019.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	807,500	462,500	587,500	875,000	890,000	0
2017 Budget	807,500	412,500	587,500	800,000	890,000	850,000
Budget Change	\$0	(\$50,000)	\$0	(\$75,000)	\$0	\$850,000

Project: Infrastructure Trails-AdCo (New)

This project funds small projects in the City's trail system in 2019 and 2021. Projects are not typically identified at the time the budget is created, rather are guided by Council, executive staff, or Aurora citizens.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	10,000	0	0
2017 Budget	0	0	0	10,000	0	10,000
Budget Change	\$0	\$0	\$0	\$0	\$0	\$10,000

Capital Program Amendments Detail

Open Space Fund

Parks, Recreation & Open Space

Project: Infrastructure Trails-ArCo (61835)

This project includes funds for trail replacement throughout the City from 2017-2021. Funding for this project was decreased in 2018 and additional funding added in 2021. 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 citizens. Amendments to the five-year plan reflect changes in priorities, timing and funding.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	255,000	175,000	275,000	270,000	250,000	0
2017 Budget	255,000	175,000	175,000	270,000	250,000	520,000
Budget Change	\$0	\$0	(\$100,000)	\$0	\$0	\$520,000

Parks, Recreation & Open Space

Changes Total:	\$0	(\$100,000)	(\$300,000)	(\$175,000)	(\$200,000)	\$3,075,000
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Open Space Fund Amendment Totals:

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Changes Total:	\$0	(\$100,000)	(\$300,000)	(\$175,000)	(\$200,000)	\$3,075,000

Capital Program Amendments Detail

Parks Development Fund

Parks, Recreation & Open Space

Project: Construction Parks-PDF (61894)

Changes in the five-year plan reflect changes in priorities, timing and funding. This change is to fund the planned Tollgate Crossing Park, Canterbury Park, Freedom Park and Norfolk Glen Playground improvements in 2017 and Central Rec Center Community Park in 2019.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	0	0	0	0	0	0
2017 Budget	0	966,751	0	351,307	0	0
Budget Change	\$0	\$966,751	\$0	\$351,307	\$0	\$0

Parks, Recreation & Open Space

Changes Total:	\$0	\$966,751	\$0	\$351,307	\$0	\$0
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Parks Development Fund Amendment Totals:

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Changes Total:	\$0	\$966,751	\$0	\$351,307	\$0	\$0

Capital Program Amendments Detail

Wastewater Fund

Aurora Water

Collection

The current plan was updated to include priority development and system rehabilitation related sewer projects. Adjustments to the five-year plan include the reduction of rehabilitation budgets to align with actual historical spending, partially offsetting the addition of new growth related projects. The average annual reduction for rehabilitation funding was \$3.0 million, driven by surpluses in Interceptor, Manhole and Misc. Lift Station/Force Main rehabilitation budgets. In 2017, the \$4.7 million budget increase is driven by a \$3.3 million Diversion Structure, as well as the addition of the \$1.5 million First Creek Interceptor and the \$1.5 million Kings Point South Interceptor projects. The \$10.5 million budget change in 2018 is predominately due to new interceptor construction at Westerly Creek and Quincy/Hampden. The 2019 increase of \$4.8 million is related to \$3.0 million for First Creek Lift Station and \$5.0 million for Upper Tollgate Interceptor, partially offset by the aforementioned rehab reductions. The addition of 2021 to the five-year plan includes \$4.5 million projected for system rehabilitation related projects. The decrease in the 2016 projection is due to an anticipated decrease in Manhole Lining/Rehab to levels sufficient to complete the 2016 plan. Funds will be lapsed in the Fall Supplemental.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	8,627,124	11,686,712	7,417,313	7,654,832	7,899,477	0
2017 Budget	8,243,072	16,347,000	17,900,000	12,500,000	7,500,000	4,500,000
Budget Change	(\$384,052)	\$4,660,288	\$10,482,687	\$4,845,168	(\$399,477)	\$4,500,000

Collection Program

Changes Total:	(\$384,052)	\$4,660,288	\$10,482,687	\$4,845,168	(\$399,477)	\$4,500,000
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Operations & General Management

The current plan was updated to include priority system rehabilitation related wastewater projects. Adjustments to the five-year plan include the removal of the Fitzsimons Demolition project, which was combined into the Fitzsimons Detention Pond project in the Storm Water program. This \$4.0 million reduction is reflected in 2017 through 2019. In 2018, the savings are offset by the addition of \$2.3 million for the Sand Creek programmable logic controller (PLC) conversion and \$1.2 million for Senac/Murphy Creek improvements. No new capital projects are planned for 2020. The addition of 2021 to the five-year plan includes \$600,000 for consideration of future Sewer and Storm Facilities. The decrease in the 2016 projection is due to an anticipated budget decrease for the Sand Creek Water Reuse Plant (-\$1.1 million) and Wastewater Utility Plan Update (-\$800,000) to levels sufficient to complete the 2016 plan. Funds will be lapsed in the Fall Supplemental.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	5,859,250	1,160,000	1,250,000	2,750,000	0	0
2017 Budget	3,885,480	570,000	3,790,000	250,000	0	554,013
Budget Change	(\$1,973,770)	(\$590,000)	\$2,540,000	(\$2,500,000)	\$0	\$554,013

Operations & General Management Program

Changes Total:	(\$1,973,770)	(\$590,000)	\$2,540,000	(\$2,500,000)	\$0	\$554,013
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Capital Program Amendments Detail

Wastewater Fund

Aurora Water

Storm Water

The current plan was updated to include projects identified during the 2016 Storm Water Master Plan (SWMP), including both development and system rehabilitation related projects. Adjustments to the five-year plan were predominately driven by changes in project prioritization and delivery timelines to meet the demand schedules identified in the SWMP. In 2017, the budget decreased \$13.6 million largely due to the consolidation of non-master plan projects into SWMP projects, with most moving outside the five-year plan. The \$18.8 million decrease in 2018 is primarily related to the deferral of the Fitzsimons Drainage project to 2019, as well as the elimination of non-master plan projects from the five-year plan. In 2019 and 2020, the budget changes continue to be driven by the removal of non-master plan projects and priority changes related to the SWMP. In 2019, the \$20.0 million construction of Fitzsimons Drainage Improvements offsets the deferral of Second Creek Drainage Improvements and Westerly Creek Improvements. The Fitzsimons Drainage Improvements continue in 2020, along with the addition of \$5.8 million for a First Creek Detention Pond. The addition of 2021 to the plan includes annual reinforced concrete pipe, corrugated metal pipe, storm drain and stream rehabilitation projects. Additionally, 2021 includes \$11.1 million for Westerly Creek outfall and tributary systems, \$1.7 million for Kings Pointe Drainage Improvements and \$7.6 million for Detention Ponds along First and Second Creek. The decrease in the 2016 projection is due to an anticipated decrease in Alameda Avenue Storm Crossing (-\$3.0 million) as the project is expected to close under budget. Additionally, decreases are projected in Stormwater Management Plan (-\$200,000) and UDFCD Commitments (-\$419,700) to levels sufficient to complete the 2016 plan. Funds for these projects will be lapsed in the Fall Supplemental.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	16,321,218	28,154,793	42,656,039	32,569,371	17,933,013	0
2017 Budget	12,691,409	14,511,627	23,854,065	28,800,000	22,755,167	23,158,142
Budget Change	(\$3,629,809)	(\$13,643,166)	(\$18,801,974)	(\$3,769,371)	\$4,822,154	\$23,158,142

Storm Water Program

Changes Total:	(\$3,629,809)	(\$13,643,166)	(\$18,801,974)	(\$3,769,371)	\$4,822,154	\$23,158,142
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Aurora Water Changes Total:	(\$5,987,631)	(\$9,572,878)	(\$5,779,287)	(\$1,424,203)	\$4,422,677	\$28,212,155
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Wastewater Fund Amendment Totals:

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Changes Total:	(\$5,987,631)	(\$9,572,878)	(\$5,779,287)	(\$1,424,203)	\$4,422,677	\$28,212,155

Capital Program Amendments Detail

Water Fund

Aurora Water

Operations & General Management

The current plan consists of priority operating and system rehabilitation related projects, including Automated Meter Reading System improvements, Vault/Valve rehabilitation projects, and Uninterruptible Power Supply (UPS) replacements. Adjustments to the five-year plan include the removal of the Asset Management Program (-\$1.0 million annually), which will be funded by the Operating Budget beginning in 2017 to better align with capital budget accounting principles. The addition of 2021 to the five-year plan includes the system rehabilitation projects above, as well as initial design for a future Water Maintenance Facility. The decrease in the 2016 projection is for the lapse of Infrastructure Upgrade/Mobile Computing funding that occurred in the Spring Supplemental.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	1,546,257	1,750,874	2,390,802	5,028,869	4,991,742	0
2017 Budget	1,217,698	416,652	1,687,276	3,784,830	3,810,723	4,272,060
Budget Change	(\$328,559)	(\$1,334,222)	(\$703,526)	(\$1,244,039)	(\$1,181,019)	\$4,272,060

Operations & General Management Program

Changes Total:	(\$328,559)	(\$1,334,222)	(\$703,526)	(\$1,244,039)	(\$1,181,019)	\$4,272,060
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Pumping

The current plan for pumping includes system rehabilitation projects at the Aurora Pump Station and the Quincy Pump Station. Adjustments to 2017 and 2020 include various large construction related projects for the Prairie Water expansion moving outside the five-year plan in accordance with Integrated Water Master Plan (IWMP) defined timelines. Offsetting this deferral is \$2.0 million for Quincy Pump Station improvements in 2017, including air compressor, pump control valves and motor upgrades. In 2018, the budget change is driven by the addition of \$2.0 million for Smoky Hill Condition Assessment and Improvements, as well as \$2.5 million for Aurora Pump Station improvements. No new capital projects are planned for 2019 through 2021.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	6,821,000	2,700,000	0	0	1,700,000	0
2017 Budget	6,821,000	2,200,000	4,497,400	0	0	0
Budget Change	\$0	(\$500,000)	\$4,497,400	\$0	(\$1,700,000)	\$0

Pumping Program

Changes Total:	\$0	(\$500,000)	\$4,497,400	\$0	(\$1,700,000)	\$0
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Capital Program Amendments Detail

Water Fund

Aurora Water

Source of Supply Other

The current plan was updated to include priority projects identified during the 2016 Integrated Water Master Plan (IWMP), including development and system rehabilitation related projects. The five-year plan is largely driven by annual rehabilitation projects for Rampart Appurtenances and North Campus Well Rehab. Adjustments to the five-year plan were mainly related to adjustments in prioritization of the development related projects identified per the IWMP. In 2017, the \$3.4 million budget reduction is related to the deferral of some Prairie Water North Campus expansion projects to outside the five-year plan. The budget reductions in 2018 through 2020 are largely due to the consolidation of non-master plan projects into IWMP projects outside the five-year plan. The addition of 2021 to the five-year plan includes \$2.5 million for Rampart Appurtenances and \$250,000 for North Campus Well Rehab. The decrease in the 2016 projection is for the lapse of Prairie Waters Emergency Pipeline Stabilization grant funding that occurred in the Spring Supplemental.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	3,899,813	9,400,000	11,950,000	8,900,000	17,700,000	0
2017 Budget	3,790,595	6,000,000	5,250,000	3,050,000	3,928,381	2,750,000
Budget Change	(\$109,218)	(\$3,400,000)	(\$6,700,000)	(\$5,850,000)	(\$13,771,619)	\$2,750,000

Source of Supply Other Program

Changes Total:	(\$109,218)	(\$3,400,000)	(\$6,700,000)	(\$5,850,000)	(\$13,771,619)	\$2,750,000
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Source of Supply Storage

The current plan was updated to include priority projects identified during the 2016 Integrated Water Master Plan (IWMP), predominately acquisition and growth related projects. Adjustments to the five-year plan are driven by shifting timelines for the large reservoir projects. The most significant changes were the deferral of construction related funding for Box Creek Reservoir and Terminal Reservoir to outside the five-year plan, driving the \$8.3 million reduction in 2018 and the \$14.1 million reduction in 2020. Conversely, the construction of Wild Horse Reservoir was advanced to 2019, resulting in a \$56.1 million budget increase. Additional changes to the plan include \$3.6 million for the acquisition of a gravel pit reservoir at Lake Clare in 2018, as well as \$8.4 million for infrastructure to support Kirby Dersham and Challenger in 2019. The addition of 2021 into the five-year plan includes \$5.0 million for the construction of gravel pits at Everist and \$700,000 for Homestake projects. The decrease in the 2016 projection is for the lapse of Everist/Flood Repairs FEMA funding that occurred in the Spring Supplemental.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	25,753,000	33,292,000	28,119,000	26,810,000	24,520,000	0
2017 Budget	25,612,050	30,166,830	19,799,830	82,907,229	10,460,000	5,865,000
Budget Change	(\$140,950)	(\$3,125,170)	(\$8,319,170)	\$56,097,229	(\$14,060,000)	\$5,865,000

Source of Supply Storage Program

Changes Total:	(\$140,950)	(\$3,125,170)	(\$8,319,170)	\$56,097,229	(\$14,060,000)	\$5,865,000
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Capital Program Amendments Detail

Water Fund

Aurora Water

Source of Supply Water

The current plan was updated to include priority projects identified during the 2016 Integrated Water Master Plan (IWMP), including acquisition and system rehabilitation related projects. Also included in this program is funding for Water Rights Acquisition purchases. Due to the opportunistic timing of these purchases, annual budgets will carryforward as needed to serve acquisition opportunities. The annual water rights acquisition budgets will vary to balance other IWMP projects and funding needs, and these fluctuations are a key driver of the budget changes within the five-year plan. System rehabilitation changes include a \$1.2 million increase in 2017 for the Aurora Reservoir Tower Hydraulic System and \$2.5 million in 2018 for the Strontia Tower and Tunnel rehab projects, both offset by reductions in Water Rights Acquisition funding. The \$7.2 million increase in 2019 and the \$4.3 million reduction in 2020 are both driven by changes to the water rights acquisition budget. The addition of 2021 to the five-year plan includes \$6.3 million for water rights acquisitions, as well as the annual funding of \$786,000 for Arkansas Basin land acquisitions. The decrease in the 2016 projection is due to the Spring Supplemental which lapsed \$750,000 for the New Brantner purchase that occurred in 2015.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	8,188,000	8,615,000	8,075,000	5,775,000	5,275,000	0
2017 Budget	7,438,000	7,040,000	9,736,000	12,933,000	936,000	7,236,000
Budget Change	(\$750,000)	(\$1,575,000)	\$1,661,000	\$7,158,000	(\$4,339,000)	\$7,236,000

Source of Supply Water Program

Changes Total:	(\$750,000)	(\$1,575,000)	\$1,661,000	\$7,158,000	(\$4,339,000)	\$7,236,000
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Transmission & Distribution

The current plan was updated to include priority projects identified during the 2016 Integrated Water Master Plan (IWMP), including development and system rehabilitation related projects. Adjustments to the five-year plan were predominately driven by changes in project prioritization and delivery to meet the demand schedules identified in the IWMP. In 2017, the budget decreased \$4.5 million with the elimination of non-master plan projects, as well as the deferral of the Gun Club 30" project to 2018. The \$7.7 million increase in 2018 is primarily due to additional Gun Club related mains needed to support development in northeast Aurora. The \$6.3 million increase in 2019 is largely the result of main and PRV construction along Gun Club and at the Porteos, partially offset by reductions in waterline replacements. In 2020, a \$3.0 million reduction in waterline replacements was offset by additional Gun Club and Jewell Avenue development, resulting in a \$1.1 million increase. The addition of 2021 to the plan includes annual PRV, Vault and Waterline replacements, as well as IWMP driven transmission mains to support Zone 4 development, specifically from Wemlinger to Quincy and along Trussville Street. The decrease in the 2016 projection is due to anticipated decreases in Line Replacement (-\$2.0 million), Transmission Main Rehab (-\$900,000), and PRV Rehab (-\$600,000). Funds for these projects will be lapsed in the Fall Supplemental to levels sufficient to complete the 2016 plan.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	9,566,939	12,454,089	11,087,495	9,700,189	10,205,930	0
2017 Budget	5,818,125	7,955,050	18,795,245	15,994,011	11,343,765	8,153,500
Budget Change	(\$3,748,814)	(\$4,499,039)	\$7,707,750	\$6,293,822	\$1,137,835	\$8,153,500

Transmission & Distribution Program

Changes Total:	(\$3,748,814)	(\$4,499,039)	\$7,707,750	\$6,293,822	\$1,137,835	\$8,153,500
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Capital Program Amendments Detail

Water Fund

Aurora Water

Treatment

The current plan includes the following water purification facility (WPF) improvements: \$13.7 million for Griswold WPF, \$11.4 million for Wemlinger WPF and \$6.0 million for Binney WPF. Adjustments to the five-year plan include changes for shifting project prioritizations and delivery timelines. In 2017, the variance is driven by a \$2.4 million addition for the Griswold programmable logic controller (PLC) conversion and \$2.7 million for the Wemlinger reservoir rehabilitation and miscellaneous improvements. In 2018, the budget change is for the addition of a \$4.2 million Wemlinger PLC conversion/upgrade. The \$5.0 million variance in 2019 is related to the Griswold Capacity Recovery, which was moved into the five-year plan due to the urgency of improving the lagoon recovery. The addition of 2021 to the five-year plan includes \$5.0 million projected for future Binney WPF improvements.

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
2016 Budget	13,704,750	6,868,000	3,406,000	1,046,000	886,000	0
2017 Budget	13,704,750	11,468,000	7,646,000	6,046,000	886,000	4,990,000
Budget Change	\$0	\$4,600,000	\$4,240,000	\$5,000,000	\$0	\$4,990,000

Treatment Program

Changes Total:	\$0	\$4,600,000	\$4,240,000	\$5,000,000	\$0	\$4,990,000
Aurora Water						
Changes Total:	(\$5,077,541)	(\$9,833,431)	\$2,383,454	\$67,455,012	(\$33,913,803)	\$33,266,560

Water Fund Amendment Totals:

	2016 Projected	2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned
Changes Total:	(\$5,077,541)	(\$9,833,431)	\$2,383,454	\$67,455,012	(\$33,913,803)	\$33,266,560

AURORA WATER

2nd Creek Interceptor

PROJECT INFORMATION

Location: NE Section of Aurora along E-470 Corridor
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Water - Collection

Proj. Manager: Steve Fiori
Start Date: Quarter 1, 2012
End Date: Quarter 4, 2029
Bond Funded: Partial - Revenue Bond

Description:

The 2nd Creek Interceptor project consists of design and construction of Sanitary Sewer Outfall to the Northern Metro Treatment Plant and would replace capacity which Aurora Water (AW) is currently using in Denver's 56th Street Interceptor per the contract with Denver Wastewater. In 2016, the Metropolitan Wastewater District (Metro) completed an alternatives analysis that determined the 2nd Creek Interceptor to be the most cost effective regional solution. The study initially estimated construction of the interceptor starting in 2023; however, a current discussion with Denver Water regarding capacity in their Lift Station may lead to an earlier construction schedule for at least one segment of the interceptor.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Aurora Water</u>								
Wastewater Fund	0	0	0	0	0	5,000,000	0	5,000,000
Total Cost	\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$0	\$5,000,000

Operating Impact:

No operating impacts are expected if interceptor is maintained by Metro-Wastewater (to be determined at a later date).

Fitzsimons Drainage Improvements

PROJECT INFORMATION

Location: Fitzsimons Campus
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Utilities - Storm Drain

Proj. Manager: Swirvine Nyirenda
Start Date: Quarter 1, 2017
End Date: Quarter 4, 2020
Bond Funded: Partial - Revenue Bond

Description:

The Fitzsimons-Peoria Stormwater Outfall is an existing storm sewer collection and conveyance system generally located along North Peoria St from Sixth Ave northward to an existing outfall at Sand Creek. The overall drainage basin is approximately 353 acres. This system was originally installed in the 1970's with the development of the tributary area and the construction of Peoria Street. The development and redevelopment of the tributary areas of the Fitzsimons Army Medical Center has resulted in changes to runoff to the storm sewer, originally designed to collect and convey the 2-year storm event. The development has resulted in runoff in excess of the drainage system capacity, creating a need for improvements to adjacent ponds to create 100-year level of service. Utilities Administration currently working on engineered solutions to address this need.

AURORA WATER

Fitzsimons Drainage Improvements

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Aurora Water</u>								
Wastewater Fund	3,860,619	-1,035,000	500,000	5,000,000	20,000,000	5,000,000	0	30,500,000
Total Cost	\$3,860,619	(\$1,035,000)	\$500,000	\$5,000,000	\$20,000,000	\$5,000,000	\$0	\$30,500,000

Operating Impact:

There are no expected operating impacts associated with this project in the five-year plan.

Gun Club 36": 6th Ave to I-70

PROJECT INFORMATION

Location: Northeast Aurora

Proj. Type: New Construction/Development/Infrastructure

Category: Utilities - Pipe Line

Proj. Manager: Angela Goodman

Start Date: Quarter 1, 2017

End Date: Quarter 4, 2018

Bond Funded: No

Description:

Install 36" water main in Gun Club Road between 6th Avenue and the intersection of Gun Club Road and I-70. This project is needed to support the projected growth in the area by reinforcing the supply from the Gun Expo pressure reducing valve.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Aurora Water</u>								
Water Fund	0	1,765,000	1,426,500	9,510,000	0	0	0	10,936,500
Total Cost	\$0	\$1,765,000	\$1,426,500	\$9,510,000	\$0	\$0	\$0	\$10,936,500

Operating Impact:

There are no additional operating impacts expected for this project.

AURORA WATER

Homestake Capital Projects

PROJECT INFORMATION

Location:	Various	Proj. Manager:	Joe Stibrich
Proj. Type:	Upgrade or Expand System/Facility/Infrastructure	Start Date:	Ongoing
Category:	Utilities - Storage	End Date:	Ongoing
		Bond Funded:	No

Description:

This project is part of an agreement with Colorado Springs for the Homestake Water System. As part of the Homestake Agreement, Aurora and Colorado Springs participate in a shared water system to manage an existing water supply. The total water supply at Homestake is approximately 30,000 acre feet, split fifty-fifty between Aurora and Colorado Springs.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Aurora Water</u>								
Water Fund	622,098	900,000	1,800,000	4,020,000	1,750,000	7,540,000	690,000	15,800,000
Total Cost	\$622,098	\$900,000	\$1,800,000	\$4,020,000	\$1,750,000	\$7,540,000	\$690,000	\$15,800,000

Operating Impact:

The Homestake projects are funded by both Operating and Capital Improvement Program funding. The Capital Improvement funding outlined above is primarily infrastructure related projects. All other components (electricity, supplies, etc.) are currently funded in the Water Fund operating budget. There are no additional operating impacts expected for this project.

Lower South Platte Storage - Everist

PROJECT INFORMATION

Location:	Weld County	Proj. Manager:	Lisa Darling
Proj. Type:	New Construction/Development/Infrastructure	Start Date:	Quarter 4, 2008
Category:	Utilities - Storage	End Date:	Quarter 4, 2034
		Bond Funded:	No

Description:

Everist is part of the Lower South Platte/Prairie Waters integrated resource system. Project funding includes storage capacity purchases 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 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Aurora Water</u>								
Water Fund	3,663,199	4,382,000	0	0	0	2,400,000	5,000,000	7,400,000
Total Cost	\$3,663,199	\$4,382,000	\$0	\$0	\$0	\$2,400,000	\$5,000,000	\$7,400,000

AURORA WATER

Lower South Platte Storage - Everist

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		2018	2019	2020	2021	Total
	New Personnel (FTE)	0.00	0.00	0.00	0.00	
	Personal Services	0	0	0	0	0
	Other	35,000	40,000	45,000	50,000	170,000
	Total Operating Costs	\$35,000	\$40,000	\$45,000	\$50,000	\$170,000

LSP/Kirby-Dersham/Challenger

PROJECT INFORMATION

Location: Weld County adjacent to Walker Pit
Proj. Type: New Construction/Development/Infrastructure
Category: Water - Storage

Proj. Manager: Lisa Darling
Start Date: Quarter 1, 2010
End Date: Quarter 4, 2021
Bond Funded: No

Description:

Funding for the development infrastructure to support Kirby Dersham and Challenger reservoirs. This infrastructure may include a pump station, interconnects and valving. This project is needed to support the increasing capacity of Prairie Waters by providing potential for operational and or augmentation storage. Operational storage capacity anticipated to range from 700-1,000 acre feet.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Aurora Water</u>								
Water Fund	568,567	0	1,800,000	450,000	8,363,943	0	0	10,613,943
Total Cost	\$568,567	\$0	\$1,800,000	\$450,000	\$8,363,943	\$0	\$0	\$10,613,943

Operating Impact:

Future operating impact includes annual operations and maintenance of inlet and outlet works, measuring devices, pumping facilities and other equipment, fencing and grounds, and utility costs.

Annual Operating Costs		2018	2019	2020	2021	Total
	New Personnel (FTE)	0.00	0.00	0.00	0.00	
	Personal Services	0	0	0	0	0
	Other	15,000	15,000	15,000	15,000	60,000
	Total Operating Costs	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000

AURORA WATER

New Sewer Line Construction

PROJECT INFORMATION

Location: Various
Proj. Type: New Construction/Development/Infrastructure
Category: Water - Collection

Proj. Manager: Swirvine Nyirenda
Start Date: Quarter 1, 2017
End Date: Ongoing
Bond Funded: Partial - Revenue Bond

Description:

The new Sewer Line Construction is a project that will consist of various sub-projects involving sewer lines and related interceptor improvements. In the five-year plan this includes the Westerly Creek Interceptor Capacity Improvement project in 2017-2018, the Upper Tollgate interceptor/paralleling project in 2018-2019, and interceptor capacity improvements at Hampden Ave to Quincy Ave in 2017-2018. Both the Westerly Creek and Upper Tollgate projects are expected to be under construction during 2018 and 2019, while the Hampden/Quincy project is expected to be completed in 2019.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Aurora Water</u>								
Wastewater Fund	0	0	1,500,000	14,400,000	5,000,000	0	0	20,900,000
Total Cost	\$0	\$0	\$1,500,000	\$14,400,000	\$5,000,000	\$0	\$0	\$20,900,000

Operating Impact:

There are no additional operating impacts expected for this project.

Prairie Waters North Campus Expansion

PROJECT INFORMATION

Location: Weld County
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Utilities - Infrastructure

Proj. Manager: Lisa Darling
Start Date: Quarter 1, 2016
End Date: Ongoing
Bond Funded: No

Description:

This project is necessary for the phased expansion of PW from a firm capacity of approximately 8.5 MGD to 40 MGD. The majority of this project is expansion of the existing well field. Project funding includes ongoing land acquisition and well or related appurtenant facility construction until the 40 MGD capacity is reached.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Aurora Water</u>								
Water Fund	0	500,000	2,500,000	2,500,000	0	1,178,381	0	6,178,381
Total Cost	\$0	\$500,000	\$2,500,000	\$2,500,000	\$0	\$1,178,381	\$0	\$6,178,381

AURORA WATER

Prairie Waters North Campus Expansion

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 2021.

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, 2036
Bond Funded: No

Description:

This project will provide terminal raw water storage for Prairie Waters. 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 2021 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 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Aurora Water</u>								
Water Fund	20,639,713	12,000,000	20,000,000	5,000,000	0	0	0	25,000,000
Total Cost	\$20,639,713	\$12,000,000	\$20,000,000	\$5,000,000	\$0	\$0	\$0	\$25,000,000

Operating Impact:

There are no expected operating impacts associated with this project in the five-year plan.

Westerly Creek Future Phases

PROJECT INFORMATION

Location: Various places within the Westerly Creek basin
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Utilities - Storm Drain

Proj. Manager: Vern Adam
Start Date: Quarter 1, 2017
End Date: Quarter 4, 2024
Bond Funded: Partial - Revenue Bond

Description:

The current five-year plan includes acquisition and design for future Westerly Creek improvements. Future improvements will include various detention facilities, drop structures, channel improvements and some underground pipe infrastructure.

AURORA WATER

Westerly Creek Future Phases

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Aurora Water</u>								
Wastewater Fund	3,000,000	0	618,550	3,771,600	0	3,816,112	11,144,270	19,350,532
Total Cost	\$3,000,000	\$0	\$618,550	\$3,771,600	\$0	\$3,816,112	\$11,144,270	\$19,350,532

Operating Impact:

There are no expected operating impacts associated with this project in the five-year plan.

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, 2022**Bond Funded:** No**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. Construction of the reservoir is anticipated to begin in 2019.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Aurora Water</u>								
Water Fund	2,412,484	3,080,000	5,496,830	5,496,830	71,513,286	0	0	82,506,946
Total Cost	\$2,412,484	\$3,080,000	\$5,496,830	\$5,496,830	\$71,513,286	\$0	\$0	\$82,506,946

Operating Impact:

There are no expected operating impacts associated with this project in the five-year plan.

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 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
Fire								
Capital Projects Fund	0	500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Cost	\$0	\$500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000

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. That station is expected to be fully open in the first quarter of 2019. 2018 includes full funding for 10.0 FTE Firefighters and half year funding for the last 5.0 FTE Firefighters to be stationed at Station 16. Since the Station is not operational until 2019, other costs only include supplies and services needed to outfit the 15.0 Firefighters. Personal services will increase to accommodate staff promotions (including 1 Captain, 2 Lieutenants, 3 Engineers, 3 Rescue Techs, 6 Firefighters). Other costs increase to account for fuel, fleet, risk, utility, and operating costs at the new station. The out-years include 3% increases for personal services and 5% increases for other charges (mainly interfund charges and utilities).

Annual Operating Costs		2018	2019	2020	2021	Total
	New Personnel (FTE)	15.00	15.00	15.00	15.00	
	Personal Services	996,925	1,461,088	1,504,920	1,550,068	5,513,001
	Other	67,901	285,266	299,529	314,506	967,202
	Total Operating Costs	\$1,064,826	\$1,746,354	\$1,804,449	\$1,864,574	\$6,480,203

INFORMATION TECHNOLOGY

Crime Lab Technology Costs

PROJECT INFORMATION

Location: TBD
Proj. Type: Acquisition
Category: Public Safety

Proj. Manager: TBD
Start Date: Quarter 1, 2018
End Date: Ongoing
Bond Funded:

Description:

The crime lab is a joint project with Arapahoe and Douglas Counties. Currently, Aurora is responsible for infrastructure technology, and its ongoing support and maintenance. This amendment is for the technology infrastructure.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Information Technology</u>								
Capital Projects Fund	0	0	0	835,020	0	0	0	835,020
Total Cost	\$0	\$0	\$0	\$835,020	\$0	\$0	\$0	\$835,020

Operating Impact:

The FTE include a Senior System Administrator and System Administrator. The senior system administrator will assist in the design of the building related to IT services and then serve the mission of the units working at the building on IT issues and maintenance. The system administrator will be hired when the crime lab is ready for occupancy and perform day to day required IT activities. Other operating costs include ongoing maintenance costs and monthly service fees for networking, systems and software. 2020 includes the replacement of hardware i.e. personal computers. 2021 includes the upgrade of MS SQL server database and a server upgrade.

Annual Operating Costs		2018	2019	2020	2021	Total
	New Personnel (FTE)	2.00	2.00	2.00	2.00	
	Personal Services	263,998	271,917	280,075	288,477	1,104,467
	Other	192,712	192,712	377,712	258,712	1,021,848
	Total Operating Costs	\$456,710	\$464,629	\$657,787	\$547,189	\$2,126,315

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 3, 2016
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 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<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	55,527	0	0	0	0	0	0	0
Total Cost	\$55,527	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000

Operating Impact:

All operating costs for this project will come from currently budgeted funds, including a 2017 amendment in Public Works, so no future 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 2016 budget has been moved to the Economic Development Infrastructure project.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Non-Departmental</u>								
Capital Projects Fund	950,000	-850,000	0	0	1,100,000	300,000	300,000	1,700,000
Total Cost	\$950,000	(\$850,000)	\$0	\$0	\$1,100,000	\$300,000	\$300,000	\$1,700,000

NON-DEPARTMENTAL

TOD Development Support

Operating Impact:

There are no operating impacts associated with this project.

PARKS, RECREATION & OPEN SPACE

Buckley Air Force Base Buffer Acquisition

PROJECT INFORMATION

Location: Buckley Air Force Base
Proj. Type: Acquisition
Category: Development Related

Proj. Manager: TBD
Start Date: Quarter 1, 2017
End Date: Quarter 4, 2018
Bond Funded: No

Description:

The Buckley Buffer project would acquire land close to Buckley Air Force Base in order to provide connecting trail corridors and new trail corridor for the E-470 trail now planned for 2018 construction. It would also provide buffer space for the base from development and maximize their ability to stay viable as an operational air base.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Parks, Recreation & Open Space</u>								
Capital Projects Fund	0	0	500,000	500,000	0	0	0	1,000,000
Total Cost	\$0	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$1,000,000

Operating Impact:

There are no operating costs associated with this project.

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 Highline Canal improvements, Plains Conservation Center, Tollgate Creek Trail, Triple Creek implementation, 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.

PARKS, RECREATION & OPEN SPACE

Construction - Open Space

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Parks, Recreation & Open Space</u>								
Capital Projects Fund	1,000,000	6,063,000	0	0	0	0	0	0
Conservation Trust Fund	320,760	50,000	400,000	100,000	200,000	250,000	200,000	1,150,000
Gifts & Grants Fund	25,877	637,252	0	0	0	0	0	0
Open Space Fund	2,242,594	1,085,000	1,300,000	650,000	800,000	1,050,000	600,000	4,400,000
Total Cost	\$3,589,231	\$7,835,252	\$1,700,000	\$750,000	\$1,000,000	\$1,300,000	\$800,000	\$5,550,000

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. The future Triple Creek trail will require additional operating cost as the trail sections are built out; however, the initial and ongoing operating expense and timing, as well as the trail length have yet to be determined.

Construction Parks

PROJECT INFORMATION

Location:	Various	Proj. Manager:	Tracy Young
Proj. Type:	New Construction/Development/Infrastructure	Start Date:	Ongoing
Category:	Infrastructure	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 Canterbury Park, Tollgate Crossing Park, City Center Park, and several others.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Parks, Recreation & Open Space</u>								
Capital Projects Fund	0	65,000	610,000	0	0	0	0	610,000
Conservation Trust Fund	300,656	350,000	0	0	300,000	0	200,000	500,000
Gifts & Grants Fund	686,000	875,000	0	0	0	0	0	0
Open Space Fund	3,448,635	600,000	300,000	800,000	350,000	0	750,000	2,200,000
Parks Development Fund	696,562	0	966,751	0	351,307	0	0	1,318,058
Total Cost	\$5,131,853	\$1,890,000	\$1,876,751	\$800,000	\$1,001,307	\$0	\$950,000	\$4,628,058

Operating Impact:

Projects will not require additional operating allocation, as they are only improvements to existing amenities.

POLICE

Crime Lab DNA Equipment

PROJECT INFORMATION

Location: TBD
Proj. Type: Acquisition
Category: Public Safety

Proj. Manager: TBD
Start Date: Quarter 1, 2018
End Date: Quarter 2, 2018
Bond Funded: No

Description:

This capital amendment is to fund Aurora's portion of the Crime Lab DNA equipment for the Joint Crime lab with Douglas and Arapahoe Counties.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Police</u>								
Capital Projects Fund	0	0	0	400,000	0	0	0	400,000
Total Cost	\$0	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000

Operating Impact:

There are no operating impacts associated with this project.

PUBLIC WORKS

Light Rail Station Restrooms

PROJECT INFORMATION

Location: Peoria Station
Proj. Type: Acquisition
Category: Utilities - Infrastructure

Proj. Manager: Steve Clark
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 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Public Works</u>								
Capital Projects Fund	0	750,000	0	0	0	0	0	0
Total Cost	\$0	\$750,000	\$0	\$0	\$0	\$0	\$0	\$0

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		2018	2019	2020	2021	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
	Total Operating Costs	\$45,000	\$45,000	\$45,000	\$45,000	\$180,000

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: Quarter 2, 2017
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.

PUBLIC WORKS

Police District 2 Office Space

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Public Works</u>								
Capital Projects Fund	774,313	825,000	825,000	825,000	825,000	825,000	825,000	4,125,000
Total Cost	\$774,313	\$825,000	\$825,000	\$825,000	\$825,000	\$825,000	\$825,000	\$4,125,000

Operating Impact:

Operating expenses were built into the 2016 budget, including utilities, custodial, trash service, routine building maintenance, etc.

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 2015	2016 Projected	Five-Year Plan					Total 2017-2021
			2017	2018	2019	2020	2021	
<u>Public Works</u>								
Capital Projects Fund	0	500,000	500,000	1,000,000	2,154,000	0	0	3,654,000
Total Cost	\$0	\$500,000	\$500,000	\$1,000,000	\$2,154,000	\$0	\$0	\$3,654,000

Operating Impact:

As this is an upgrade to an existing intersection, there are no operating impacts associated with this project.



City of Aurora, Colorado

2017 OPERATING AND CAPITAL
IMPROVEMENT BUDGET

APPENDICES





City of Aurora, Colorado

2017 OPERATING AND CAPITAL IMPROVEMENT BUDGET

Appendix 1

Operating Budget Reconciliations





Operating Budget Reconciliation Overview

2017 OPERATING RECONCILIATION

The purpose of the operating reconciliation is to illustrate the steps involved in the creation of the 2017 Operating Budget. The process includes several entries:

- 2016 Original Budget;
- Removals of one-time costs previously included in the budget;
- Items from the 2016 spring supplemental ordinances that were approved to be ongoing items in 2017;
- 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;
- Adds and cuts, and
- Council adjustments to the Proposed Budget (proposed adjust).

RECONCILIATION OF 2015 CAFR TO 2017 GENERAL FUND SUMMARY

The purpose of this reconciliation is to illustrate the differences between the General Fund 2015 actual fund balance as reported in the Comprehensive Annual Financial Report (CAFR) to the 2015 actual unassigned funds available reported in the General Fund Summary.

Appendix 1

2017 Operating Reconciliation by Fund and Department

Fund \ Department	2016 Original Final	2016 Onetimes / Init Adj	2015 Fall 2016 Spr Supp	2017 PS Deltas	2017 Other Adj	2017 Base Final	2017 Base Adds	2017 Base Cuts	2017 Proposed Estimate	2017 Proposed Adjust	2017 Adopted Final
ABATEMENT FUND											
Non-Departmental total:	293,155	-293,155	0	0	0	0	0	0	0	0	0
ABATEMENT FUND TOTAL:	293,155	-293,155	0	0	0	0	0	0	0	0	0
COMMUNITY DEVELOPMENT FUND											
Neighborhood Services total:	4,211,028	-2,505,181	0	25,738	-9,207	1,722,378	2,809,435	0	4,531,813	0	4,531,813
Non-Departmental total:	0	0	0	6,550	0	6,550	0	0	6,550	0	6,550
COMMUNITY DEVELOPMENT FUND TOTAL:	4,211,028	-2,505,181	0	32,288	-9,207	1,728,928	2,809,435	0	4,538,363	0	4,538,363
CONSERVATION TRUST FUND											
Non-Departmental total:	163,052	0	0	-9,990	0	153,062	0	0	153,062	0	153,062
Parks, Recreation & Open Space total:	935,232	0	0	-26,320	911	909,823	0	0	909,823	0	909,823
CONSERVATION TRUST FUND TOTAL:	1,098,284	0	0	-36,310	911	1,062,885	0	0	1,062,885	0	1,062,885
CULTURAL SERVICES FUND											
Library & Cultural Services total:	2,971,876	-490,000	0	96,508	262,400	2,840,784	0	0	2,840,784	0	2,840,784
Non-Departmental total:	5,944	0	0	3,983	16,000	25,927	0	0	25,927	0	25,927
CULTURAL SERVICES FUND TOTAL:	2,977,820	-490,000	0	100,491	278,400	2,866,711	0	0	2,866,711	0	2,866,711
DEBT SERVICE (SID) FUND											
Non-Departmental total:	352,789	0	0	0	-18,304	334,485	0	0	334,485	0	334,485
DEBT SERVICE (SID) FUND TOTAL:	352,789	0	0	0	-18,304	334,485	0	0	334,485	0	334,485
DESIGNATED REVENUES FUND											
Communications total:	483,829	0	0	0	-148,214	335,615	0	0	335,615	0	335,615
Judicial total:	298,823	0	0	-834	100	298,089	0	0	298,089	0	298,089
Library & Cultural Services total:	359,941	0	0	11,616	636	372,193	-286,362	0	85,831	0	85,831
Non-Departmental total:	1,698,199	0	0	-11,279	211	1,687,131	0	0	1,687,131	0	1,687,131

Appendix 1

2017 Operating Reconciliation by Fund and Department

Fund \ Department	2016 Original Final	2016 Onetimes / Init Adj	2015 Fall 2016 Spr Supp	2017 PS Deltas	2017 Other Adj	2017 Base Final	2017 Base Addds	2017 Base Cuts	2017 Proposed Estimate	2017 Proposed Adjust	2017 Adopted Final
DESIGNATED REVENUES FUND											
Parks, Recreation & Open Space total:	932,833	0	0	-627	-76,459	855,747	0	0	855,747	0	855,747
Planning & Development Services total:	384,583	0	0	9,860	0	394,443	0	0	394,443	0	394,443
Police total:	3,818,074	0	0	27,626	-9,922	3,835,778	0	0	3,835,778	0	3,835,778
Public Works total:	23,076	0	0	0	0	23,076	0	0	23,076	0	23,076
DESIGNATED REVENUES FUND TOTAL:	7,999,358	0	0	36,362	-233,648	7,802,072	-286,362	0	7,515,710	0	7,515,710
DEVELOPMENT REVIEW FUND											
General Management total:	702,898	0	0	45,152	1,212	749,262	0	0	749,262	0	749,262
Non-Departmental total:	3,934,461	-2,735,419	0	-43,006	487,094	1,643,130	2,500,000	0	4,143,130	0	4,143,130
Parks, Recreation & Open Space total:	53,000	0	0	0	0	53,000	0	0	53,000	0	53,000
Planning & Development Services total:	2,453,339	-550,000	0	-18,126	5,918	1,891,131	110,293	0	2,001,424	0	2,001,424
Public Works total:	8,676,645	-809,000	0	244,460	-12,699	8,099,406	750,000	0	8,849,406	0	8,849,406
DEVELOPMENT REVIEW FUND TOTAL:	15,820,343	-4,094,419	0	228,480	481,525	12,435,929	3,360,293	0	15,796,222	0	15,796,222
ENHANCED E-911 FUND											
Information Technology total:	2,442,381	-12,850	0	11,768	95,396	2,536,695	0	0	2,536,695	0	2,536,695
Non-Departmental total:	7,500	0	0	19,035	0	26,535	0	0	26,535	0	26,535
Public Safety Communications total:	5,319,036	0	0	-106,689	0	5,212,347	0	0	5,212,347	0	5,212,347
ENHANCED E-911 FUND TOTAL:	7,768,917	-12,850	0	-75,886	95,396	7,775,577	0	0	7,775,577	0	7,775,577
FLEET MANAGEMENT FUND											
Internal Services total:	9,138,243	-150,000	0	35,168	-99,995	8,923,416	0	0	8,923,416	0	8,923,416
Non-Departmental total:	40,288	0	0	-12,053	0	28,235	0	0	28,235	0	28,235
FLEET MANAGEMENT FUND TOTAL:	9,178,531	-150,000	0	23,115	-99,995	8,951,651	0	0	8,951,651	0	8,951,651
GENERAL FUND											

Appendix 1

2017 Operating Reconciliation by Fund and Department

Fund \ Department	2016 Original Final	2016 Onetimes / Init Adj	2015 Fall 2016 Spr Supp	2017 PS Deltas	2017 Other Adj	2017 Base Final	2017 Base Add	2017 Base Cuts	2017 Proposed Estimate	2017 Proposed Adjust	2017 Adopted Final
GENERAL FUND											
City Attorney total:	6,246,501	-14,238	0	66,780	9,139	6,308,182	0	0	6,308,182	0	6,308,182
City Council total:	1,264,792	-52,000	0	-20,315	23,097	1,215,574	2,900	0	1,218,474	7,000	1,225,474
Civil Service Commission total:	820,945	0	3,000	23,328	261	847,534	0	0	847,534	0	847,534
Communications total:	3,190,773	-3,000	0	69,254	14,284	3,271,311	0	0	3,271,311	0	3,271,311
Court Administration total:	9,239,124	0	0	245,620	46,193	9,530,937	0	0	9,530,937	0	9,530,937
Finance total:	7,417,895	0	0	7,333	-5,053	7,420,175	304,662	0	7,724,837	0	7,724,837
Fire total:	45,947,524	-348,500	0	1,901,339	241,839	47,742,202	1,218,189	0	48,960,391	0	48,960,391
General Management total:	3,142,038	-23,000	0	90,111	8,439	3,217,588	100,000	0	3,317,588	0	3,317,588
Information Technology total:	9,281,863	-124,000	0	159,269	401,737	9,718,869	465,445	0	10,184,314	0	10,184,314
Internal Services total:	6,964,452	-45,000	0	37,812	-2,282	6,954,982	90,000	0	7,044,982	0	7,044,982
Judicial total:	2,456,331	-15,000	0	75,689	2,015	2,519,035	0	0	2,519,035	0	2,519,035
Library & Cultural Services total:	5,825,201	-612,220	0	97,434	-1,873	5,308,542	297,550	0	5,606,092	0	5,606,092
Neighborhood Services total:	6,964,305	-1,580,000	43,000	132,840	30,816	5,590,961	107,400	0	5,698,361	20,000	5,718,361
Non-Departmental total:	66,474,775	-17,439,245	0	113,560	4,411,567	53,560,657	-1,530,244	0	52,030,413	950,000	52,980,413
Parks, Recreation & Open Space total:	13,864,843	-120,000	0	124,999	-348,779	13,521,063	451,028	0	13,972,091	25,000	13,997,091
Planning & Development Services total:	3,090,491	-95,200	0	-4,018	-3,601	2,987,672	5,000	0	2,992,672	100,000	3,092,672
Police total:	96,530,576	-383,492	0	3,761,961	422,403	100,331,448	1,217,095	0	101,548,543	585,000	102,133,543
Public Defender total:	945,144	-1,200	0	-788	789	943,945	0	0	943,945	0	943,945
Public Safety Communications total:	6,667,729	0	0	37,347	-99,871	6,605,205	0	0	6,605,205	0	6,605,205
Public Works total:	28,065,404	-68,000	0	340,614	-496,886	27,841,132	-166,033	0	27,675,099	600	27,675,699
GENERAL FUND TOTAL:	324,400,706	-20,924,095	46,000	7,260,169	4,654,234	315,437,014	2,562,992	0	318,000,006	1,687,600	319,687,606
GIFTS & GRANTS FUND											
Fire total:	101,383	0	0	-4,571	22,182	118,994	0	0	118,994	0	118,994

Appendix 1

2017 Operating Reconciliation by Fund and Department

Fund \ Department	2016 Original Final	2016 Onetimes / Init Adj	2015 Fall 2016 Spr Supp	2017 PS Deltas	2017 Other Adj	2017 Base Final	2017 Base Adds	2017 Base Cuts	2017 Proposed Estimate	2017 Proposed Adjust	2017 Adopted Final
GIFTS & GRANTS FUND											
Judicial total:	47,369	-40,369	0	0	30,125	37,125	0	0	37,125	0	37,125
Library & Cultural Services total:	136,260	0	0	0	-1,117	135,143	0	0	135,143	0	135,143
Neighborhood Services total:	478,128	-20,000	0	0	20,000	478,128	0	0	478,128	0	478,128
Non-Departmental total:	0	0	0	831	0	831	0	0	831	0	831
Parks, Recreation & Open Space total:	261,265	0	0	1,534	-140	262,659	0	0	262,659	0	262,659
Planning & Development Services total:	337,700	0	0	-850	-5,680	331,170	0	0	331,170	0	331,170
Police total:	3,689,099	296,894	0	64,797	-354,192	3,696,598	-134,437	0	3,562,161	0	3,562,161
GIFTS & GRANTS FUND TOTAL:	5,051,204	236,525	0	61,741	-288,822	5,060,648	-134,437	0	4,926,211	0	4,926,211
GOLF COURSES FUND											
Non-Departmental total:	39,782	0	0	-25,717	0	14,065	0	0	14,065	0	14,065
Parks, Recreation & Open Space total:	8,264,965	0	0	135,436	-183,185	8,217,216	0	0	8,217,216	0	8,217,216
GOLF COURSES FUND TOTAL:	8,304,747	0	0	109,719	-183,185	8,231,281	0	0	8,231,281	0	8,231,281
MARIJUANA TAX REVENUE FUND											
Neighborhood Services total:	0	0	0	0	0	0	1,500,000	0	1,500,000	0	1,500,000
Non-Departmental total:	0	0	0	0	0	0	2,000,000	0	2,000,000	2,250,000	4,250,000
MARIJUANA TAX REVENUE FUND TOTAL:	0	0	0	0	0	0	3,500,000	0	3,500,000	2,250,000	5,750,000
OPEN SPACE FUND											
Non-Departmental total:	24,499	0	0	-9,346	0	15,153	0	0	15,153	0	15,153
Parks, Recreation & Open Space total:	4,434,493	0	0	108,892	8,469	4,551,854	98,558	0	4,650,412	0	4,650,412
OPEN SPACE FUND TOTAL:	4,458,992	0	0	99,546	8,469	4,567,007	98,558	0	4,665,565	0	4,665,565
PARKING AND MOBILITY FUND											
Public Works total:	0	0	0	0	0	0	867,485	0	867,485	0	867,485

Appendix 1

2017 Operating Reconciliation by Fund and Department

Fund \ Department	2016 Original Final	2016 Onetimes / Init Adj	2015 Fall 2016 Spr Supp	2017 PS Deltas	2017 Other Adj	2017 Base Final	2017 Base Addds	2017 Base Cuts	2017 Proposed Estimate	2017 Proposed Adjust	2017 Adopted Final
PARKING AND MOBILITY FUND											
PARKING AND MOBILITY FUND TOTAL:	0	0	0	0	0	0	867,485	0	867,485	0	867,485
PARKS DEVELOPMENT FUND											
Non-Departmental total:	0	0	0	355	0	355	0	0	355	0	355
Parks, Recreation & Open Space total:	83,622	0	0	2,024	0	85,646	0	0	85,646	0	85,646
PARKS DEVELOPMENT FUND TOTAL:	83,622	0	0	2,379	0	86,001	0	0	86,001	0	86,001
RECREATION FUND											
Non-Departmental total:	41,257	0	0	17,560	0	58,817	0	0	58,817	0	58,817
Parks, Recreation & Open Space total:	10,348,204	204,183	0	-81,521	-25,892	10,444,974	797,634	0	11,242,608	0	11,242,608
RECREATION FUND TOTAL:	10,389,461	204,183	0	-63,961	-25,892	10,503,791	797,634	0	11,301,425	0	11,301,425
RISK MANAGEMENT FUND											
Internal Services total:	9,208,792	-40,000	0	3,700	349,755	9,522,247	63,000	0	9,585,247	0	9,585,247
Non-Departmental total:	7,587	0	0	-3,670	0	3,917	0	0	3,917	0	3,917
RISK MANAGEMENT FUND TOTAL:	9,216,379	-40,000	0	30	349,755	9,526,164	63,000	0	9,589,164	0	9,589,164
WASTEWATER FUND											
Aurora Water total:	52,766,890	-79,000	0	391,432	-628,335	52,450,987	838,651	0	53,289,638	0	53,289,638
Non-Departmental total:	135,693	0	0	-46,861	0	88,832	0	0	88,832	0	88,832
WASTEWATER FUND TOTAL:	52,902,583	-79,000	0	344,571	-628,335	52,539,819	838,651	0	53,378,470	0	53,378,470
WATER FUND											
Aurora Water total:	82,255,823	-79,500	0	790,745	-6,797,682	76,169,386	3,635,158	0	79,804,544	0	79,804,544
City Attorney total:	2,125,000	0	0	-21,193	0	2,103,807	0	0	2,103,807	0	2,103,807
Non-Departmental total:	324,630	0	0	-96,276	0	228,354	0	0	228,354	0	228,354
WATER FUND TOTAL:	84,705,453	-79,500	0	673,276	-6,797,682	78,501,547	3,635,158	0	82,136,705	0	82,136,705

Appendix 1
2017 Operating Reconciliation by Fund and Department

Fund \ Department	2016 Original Final	2016 Onetimes / Init Adj	2015 Fall 2016 Spr Supp	2017 PS Deltas	2017 Other Adj	2017 Base Final	2017 Base Adds	2017 Base Cuts	2017 Proposed Estimate	2017 Proposed Adjust	2017 Adopted Final
GRAND TOTAL OPERATING BUDGET:	549,213,372	-28,227,492	46,000	8,796,010	-2,416,380	527,411,510	18,112,407	0	545,523,917	3,937,600	549,461,517

Appendix 1 - Council Budget Adjustment Reconciliation

City Council Adjustments to City Manager's 2017 Proposed Budget

		FTE Change	Sources	Uses	
Fund / Department	Adjustments		Revenue / Transfers In	One-Time Budget	Ongoing Budget
Budget Adjustments from October 1 Fall Budget Workshop					
General Fund					
Council Adjustments					
Neighborhood Services	Martin Luther King Celebration	-	\$ -	\$ 20,000	\$ -
Non-Departmental	Transfer funds to CPF for Heritage Eagle Bend Intersection	-	-	250,000	-
Non-Departmental	Transfer funds to CPF for General Medians	-	-	150,000	-
Non-Departmental	Transfer funds to CPF for Tower Road Median, Iliff to Girard	-	-	550,000	-
Parks, Recreation and Open Space	Buskers, Brews, and BBQ event startup costs	-	-	10,000	-
Parks, Recreation and Open Space	Colorado Freedom Memorial Contribution	-	-	15,000	-
Planning and Development Svcs	Additional Funds for AEDC (\$75,000) and Accelerate Colorado (\$25,000)	-	-	-	100,000
Police	Add 5.0 FTE Police Officers	5.00	-	170,000	415,000
Public Works	Stop Signs	-	-	600	-
Total General Fund		5.00	\$ -	\$ 1,165,600	\$ 515,000
<i>2017 General Fund Bottom Line Funds Available Adjustment</i>				\$ (1,680,600)	
Capital Projects Fund					
Council Adjustments					
Parks, Recreation and Open Space	General Medians	-	\$ 400,000	\$ -	\$ 400,000
Parks, Recreation and Open Space	Tower Road Median Project	-	550,000	550,000	-
Public Works	Heritage Eagle Bend Intersection Project	-	250,000	250,000	-
Public Works	Concrete and Asphalt Funding	-	2,000,000	2,000,000	-
Total Capital Projects Fund Council Adjustments		-	\$ 3,200,000	\$ 2,800,000	\$ 400,000
<i>2017 Capital Projects Fund Bottom Line Funds Available Adjustment</i>				\$ -	
Marijuana Tax Revenue Fund					
Council Adjustments					
Non-Departmental	Transfer Funds to CPF for Concrete and Asphalt Projects	-	\$ -	\$ 2,000,000	\$ -
Non-Departmental	Transfer Funds to CPF for General Medians	-	-	-	250,000
Total Marijuana Tax Revenue Fund Council Adjustments		-	\$ -	\$ 2,000,000	\$ 250,000
<i>2017 Marijuana Tax Revenue Fund Bottom Line Funds Available Adjustment</i>				\$ (2,250,000)	

Appendix 1 - Council Budget Adjustment Reconciliation

City Council Adjustments to City Manager's 2017 Proposed Budget

			Sources	Uses	
Fund / Department	Adjustments	FTE Change	Revenue / Transfers In	One-Time Budget	Ongoing Budget
Budget Adjustments from October 10 First Reading					
General Fund					
Council Adjustments					
City Council	Ethiopian Radio Station Contribution	-	\$ -	\$ 7,000	\$ -
Total General Fund		-	\$ -	\$ 7,000	\$ -
<i>2017 General Fund Bottom Line Funds Available Adjustment</i>				\$	(7,000)
TOTAL BUDGET ADJUSTMENTS FOR ALL FUNDS		5.00	\$ 3,200,000	\$ 5,972,600	\$ 1,165,000

Reconciliation of 2015 CAFR General Fund Balance, 12/31/15 to 2017 Budget Book Unassigned Funds Available, 12/31/15

	Funds	Source
Ending 2015 GAAP General Fund Balance, CAFR, 12/31/15	\$ 94,535,182	(2015 CAFR, p. 95)
Less: Adjustments to CAFR 2015 GAAP General Fund Balance		
(GAAP-Related Accounting Items - Budget Book does not make GAAP-related adjustments)		
Adjustment of Investments to Fair Value - not available for appropriation	106,869	(2015 CAFR, p. 95)
Sales, Use & Lodgers Tax Accrual - not available for appropriation	(23,038,147)	(2015 CAFR, p. 95)
Current Year Operating Encumbrances - previously appropriated and spent in the following year	(3,430,358)	(2015 CAFR, p. 95)
Long Term Interfund Receivables	(225,753)	(2015 CAFR, p. 95)
Assets not available for appropriation	(2,140,340)	(2015 CAFR, p. 95)
Adjustment for fund perspective difference	(6,368,949)	
Total of GAAP-Related Adjustments	(35,096,678)	
Ending Actual Funds Available, General Fund Balance, CAFR Non-GAAP, 12/31/15	\$ 59,438,504	(2015 CAFR, p. 95)
Ending Actual Funds Available, General Fund Balance, 2017 Budget Book, 12/31/15	\$ 59,438,504	(2017 Budget Book, p. F-4)
Less: Reservations and Designations, 12/31/15		
Estimated Designations (designated for CAFR and Budget purposes)		
Restricted for TABOR	8,323,923	(2015 CAFR p. 95; 2017 Budget Book, p. F-4)
Committed for Policy Reserve	24,488,545	(2015 CAFR p. 95; 2017 Budget Book, p. F-4)
Unassigned Funds Available for Appropriation After Restrictions and Council Commitments Held for 2015 Operating Reserve	26,626,036	(2015 CAFR p. 95; 2017 Budget Book, p. F-4)
Ending 2015 Unassigned Funds Available, General Fund, 2017 Budget Book	\$ -	(2015 CAFR p. 95; 2017 Budget Book, p. F-4)



City of Aurora, Colorado

2017 OPERATING AND CAPITAL IMPROVEMENT BUDGET

Appendix 2

Capital Improvement Program Detail





Capital Improvement Program Detail Overview

2017 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.

2017 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.

2017 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	2016 Projected Budget	Five-Year Plan					Total Cost 2017 -2021
		2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
BUDGET							
Building Repair Projects - CPF	\$ 4,683,520	\$ 5,577,520	\$ 2,917,520	\$ 2,917,520	\$ 2,917,520	\$ 2,917,520	\$ 17,247,600
Direct Cost Facility Engineering - CPF	135,067	137,266	141,384	145,625	149,994	154,494	728,763
Budget Carryforward	3,483,242	163,989	16,509	169,029	66,549	119,069	535,145
Total Budget Available	\$ 8,301,829	\$ 5,878,775	\$ 3,075,413	\$ 3,232,174	\$ 3,134,063	\$ 3,191,083	\$ 18,511,508
USES							
Direct Cost Facilities Engineering Services	\$ 135,067	\$ 137,266	\$ 141,384	\$ 145,625	\$ 149,994	\$ 154,494	\$ 728,763
Programmatic Maintenance							
Catastrophic Failure Reserve	\$ 156,121	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
Facility Upkeep Projects							
Roof Repair / Replacement	250,000	150,000	250,000	250,000	275,000	275,000	1,200,000
Interior/Exterior Painting	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Flooring and Carpet Repair/ Replacement	10,000	10,000	100,000	150,000	150,000	150,000	560,000
System Maintenance and Repairs	125,000	125,000	125,000	125,000	125,000	125,000	625,000
Sub-Total Maintenance Projects	\$ 741,121	\$ 635,000	\$ 825,000	\$ 875,000	\$ 900,000	\$ 900,000	\$ 4,135,000
Stand Alone Projects							
ACAA RTU	\$ 24,969	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AMC construction / office reconfigs	125,500	-	-	-	-	-	-
AMC Camera Replacement	128,000	-	-	-	-	-	-
AMC Interior Wayfinding Kiosks	67,000	-	-	-	-	-	-
Appliance Maintenance	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Aurora Reservoir Projects	71,807	-	-	-	-	-	-
Automation Netwk/Access Ctrl/Surge Protec	70,000	75,000	180,000	180,000	-	180,000	615,000
Bicentennial Art Center design	71,300	-	-	-	-	-	-
Central Library (variety of projects)	90,000	50,000	-	-	-	-	50,000
Central Library Cooling Plant Replacement	367,000	-	-	-	-	-	-
Concrete Repair/Repl (various facilities)	172,000	50,000	50,000	100,000	100,000	100,000	400,000
Court/Detention Roof	624,000	3,000,000	-	-	-	-	3,000,000
Courts Concrete Repair	648,000	-	-	-	-	-	-
Courts Floor Repair / Refinish	17,400	-	-	-	-	-	-
Courts/Detention generator, trans switch/UPS	-	175,000	-	-	-	-	175,000
D2 Prop and Evid- HVAC/design/constr	65,000	-	-	-	-	-	-

Building Repair Subfund Program Detail

Project/Title	2016 Projected Budget	Five-Year Plan					Total Cost 2017 -2021
		2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
District 1 Chiller	42,175	-	-	-	-	-	-
Elevator Modernization	900,000	150,000	200,000	200,000	300,000	300,000	1,150,000
Fire Facilities	-	100,000	100,000	100,000	100,000	100,000	500,000
Fire Panel Updates	-	20,000	20,000	20,000	20,000	20,000	100,000
Fire Station 7 Mold Remediation	16,369	-	-	-	-	-	-
Fire Station Remodel Suppl	230,000	-	-	-	-	-	-
Fitz Air Handler/Cooling Tower	37,150	-	-	-	-	-	-
Fox Theater Roof	-	200,000	-	-	-	-	200,000
Fox Theater Dressing Room	75,000	-	-	-	-	-	-
Garage/OH Door Replace (var locations)	155,000	230,000	150,000	150,000	150,000	150,000	830,000
Golf Courses (HVAC, roof, carpet, paint, etc)	-	-	100,000	100,000	100,000	100,000	400,000
Headquarters generator, transfer switch, UPS	-	175,000	-	-	-	-	175,000
HVAC Repairs (Various Facilities)	225,000	300,000	500,000	600,000	500,000	500,000	2,400,000
Innovation Incubator	75,000	-	-	-	-	-	-
Lowry Solar Building	12,386	-	-	-	-	-	-
Meadowhills Piping	24,945	-	-	-	-	-	-
Misc Design Work ¹	50,000	50,000	100,000	150,000	150,000	150,000	600,000
Miscellaneous / Small Proj / Permits / Repairs ²	35,000	-	-	-	-	-	-
Murphy Creek Roofs	-	180,000	-	-	-	-	180,000
North Sat HVAC Design/Construct	550,000	-	-	-	-	-	-
Parking Lot Maintenance	-	100,000	200,000	200,000	200,000	200,000	900,000
Police facilities	150,000	100,000	100,000	150,000	150,000	200,000	700,000
Police Firing Range Charrette	10,640	-	-	-	-	-	-
Police Security	1,265,000	-	-	-	-	-	-
Replace Generators- Various Fac	100,000	-	60,000	60,000	60,000	60,000	240,000
Roof Projects- Consulting and Design	21,885	-	-	-	-	-	-
South Satellite Heaters	6,892	-	-	-	-	-	-
South Satellite Walk Extension	45,000	-	-	-	-	-	-
Sustainability Project Policy	13,810	-	-	-	-	-	-
Talryn's Reach Break Room Remodel	75,000	-	-	-	-	-	-
Talryn's Reach Roof	485,000	-	-	-	-	-	-
Village Green RTU	8,425	-	-	-	-	-	-

Building Repair Subfund Program Detail

Project/Title	2016 Projected Budget	Five-Year Plan					Total Cost 2017 -2021
		2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
TBD Projects ³	100,000	125,000	170,000	125,000	125,000	50,000	595,000
Sub-total Stand Alone Projects	\$ 7,261,652	\$ 5,090,000	\$ 1,940,000	\$ 2,145,000	\$ 1,965,000	\$ 2,120,000	\$ 13,260,000
Total Budget Used	\$ 8,137,840	\$ 5,862,266	\$ 2,906,384	\$ 3,165,625	\$ 3,014,994	\$ 3,174,494	\$ 18,123,763
Budget to Carryforward to Following Year	\$ 163,989	\$ 16,509	\$ 169,029	\$ 66,549	\$ 119,069	\$ 16,589	

Notes:

1. Project designs needed for current year projects, determining appropriate approach and/or establishing budget amounts.
2. Work identified and needed within the same fiscal year.
3. TBD Projects will be determined as needs arise.

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2016 Projected Budget ¹	Five-Year Plan					Total Cost 2017 - 2021
		2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Acquisitions</u>							
<i>Acquisitions</i>							
61901 Acquisitions-ArCo	0	0	0	0	200,000	0	200,000
<i>Total Acquisitions</i>	0	0	0	0	200,000	0	200,000
<i>Buckley AFB Buffer</i>							
62876 Buckley Air Force Base Buffer Acquisition	0	500,000	500,000	0	0	0	1,000,000
<i>Total Buckley AFB Buffer</i>	0	500,000	500,000	0	0	0	1,000,000
<i>E-470 Remnant Acquisitions</i>							
61726 Acquisitions - CTF	0	0	0	100,000	100,000	0	200,000
<i>Total E-470 Remnant Acquisitions</i>	0	0	0	100,000	100,000	0	200,000
Total Acquisitions	\$0	\$500,000	\$500,000	\$100,000	\$300,000	\$0	\$1,400,000
<u>Construction - Parks</u>							
<i>Canterbury Park</i>							
62869 Canterbury Park-PDF	0	578,415	0	0	0	0	578,415
<i>Total Canterbury Park</i>	0	578,415	0	0	0	0	578,415
<i>Central Community Park</i>							
D6101 Central Community Park-PDF	0	0	0	351,307	0	0	351,307
<i>Total Central Community Park</i>	0	0	0	351,307	0	0	351,307
<i>City Center Park</i>							
62875 City Center Park Rebuild-CPF	0	610,000	0	0	0	0	610,000
<i>Total City Center Park</i>	0	610,000	0	0	0	0	610,000
<i>Del Mar Park</i>							
62848 Del Mar Park Exercise Area	65,000	0	0	0	0	0	0
<i>Total Del Mar Park</i>	65,000	0	0	0	0	0	0

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2016 Projected Budget ¹	Five-Year Plan					Total Cost 2017 - 2021
		2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Construction - Parks</u>							
<i>Fletcher/Freedom Park</i>							
(New) Fletcher/Freedom Park Improvements-ArCo	0	0	0	350,000	0	0	350,000
<i>Total Fletcher/Freedom Park</i>	0	0	0	350,000	0	0	350,000
<i>Freedom Park</i>							
62870 Freedom Park Improvements-PDF	0	148,572	0	0	0	0	148,572
<i>Total Freedom Park</i>	0	148,572	0	0	0	0	148,572
<i>Future Park Development</i>							
D6103 Future Park Development-ArCo	0	0	0	0	0	450,000	450,000
D6104 Future Park Development-CTF	0	0	0	0	0	100,000	100,000
<i>Total Future Park Development</i>	0	0	0	0	0	550,000	550,000
<i>Havana Park</i>							
(New) Havana Park Improvements-CTF	0	0	0	300,000	0	0	300,000
<i>Total Havana Park</i>	0	0	0	300,000	0	0	300,000
<i>Nome Park</i>							
62865 Nome Park GoCo Grant	350,000	0	0	0	0	0	0
<i>Total Nome Park</i>	350,000	0	0	0	0	0	0
<i>Norfolk Glen Park</i>							
62871 Norfolk Glenn Park Improvements-PDF	0	26,995	0	0	0	0	26,995
<i>Total Norfolk Glen Park</i>	0	26,995	0	0	0	0	26,995
<i>Pagosa/Eldorado Park</i>							
(New) Pagosa/Eldorado Park-ArCo	0	0	400,000	0	0	0	400,000
<i>Total Pagosa/Eldorado Park</i>	0	0	400,000	0	0	0	400,000
<i>Sand Creek Park</i>							
62754 Sand Creek Park-AdCo	100,000	0	0	0	0	0	0

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2016 Projected Budget ¹	Five-Year Plan					Total Cost 2017 - 2021
		2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Construction - Parks</u>							
62828 Sand Creek Park-CTF	350,000	0	0	0	0	0	0
62862 Sand Creek Trail Improvements AdCo Grant	325,000	0	0	0	0	0	0
<i>Total Sand Creek Park</i>	775,000	0	0	0	0	0	0
<i>Sidecreek Park</i>							
(New) Sidecreek Park-ArCo	0	0	400,000	0	0	0	400,000
<i>Total Sidecreek Park</i>	0	0	400,000	0	0	0	400,000
<i>Sports Park Infra Improvements</i>							
62811 Sports Park Improvements-ArCo	500,000	0	0	0	0	0	0
62863 SportsPark ArCo Grant	200,000	0	0	0	0	0	0
<i>Total Sports Park Infra Improvements</i>	700,000	0	0	0	0	0	0
<i>Tennis Center</i>							
D6105 Tennis Center-ArCo	0	0	0	0	0	300,000	300,000
D6106 Tennis Center-CTF	0	0	0	0	0	100,000	100,000
<i>Total Tennis Center</i>	0	0	0	0	0	400,000	400,000
<i>Tollgate Crossing Park</i>							
62867 Tollgate Crossing Park Improvements-ArCo	0	300,000	0	0	0	0	300,000
62868 Tollgate Crossing Park Improvements-PDF	0	212,769	0	0	0	0	212,769
<i>Total Tollgate Crossing Park</i>	0	512,769	0	0	0	0	512,769
Total Construction - Parks	\$1,890,000	\$1,876,751	\$800,000	\$1,001,307	\$0	\$950,000	\$4,628,058
<u>Construction OS</u>							
<i>Aurora Hills Capital</i>							
62844 Aurora Hills Pump Station-CPF	2,100,000	0	0	0	0	0	0
<i>Total Aurora Hills Capital</i>	2,100,000	0	0	0	0	0	0

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund		2016 Projected Budget ¹	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Construction OS</u>								
<i>Aurora Reservoir</i>								
61991	Aur Reservoir Construction-ArCo	35,000	0	0	0	0	0	0
62845	Aurora Reservoir Vehicular Access Improvements-CPF	250,000	0	0	0	0	0	0
<i>Total Aurora Reservoir</i>		285,000	0	0	0	0	0	0
<i>Const OS Small Projects</i>								
62756	Const OS Small Proj-AdCo	0	0	0	0	100,000	0	100,000
61931	Const OS Small Projects-ArCo	150,000	300,000	0	100,000	100,000	100,000	600,000
61952	Constr OS Small Proj-CTF	0	0	100,000	100,000	50,000	100,000	350,000
<i>Total Const OS Small Projects</i>		150,000	300,000	100,000	200,000	250,000	200,000	1,050,000
<i>Highline Canal Trail</i>								
62872	Highline Canal Improvements-AdCo	0	200,000	200,000	100,000	200,000	300,000	1,000,000
62821	Highline Canal Improvements-ArCo	50,000	100,000	200,000	200,000	100,000	0	600,000
62827	Highline Canal Improvements-CTF	0	0	0	100,000	200,000	100,000	400,000
<i>Total Highline Canal Trail</i>		50,000	300,000	400,000	400,000	500,000	400,000	2,000,000
<i>Metro Center</i>								
62854	TIP - Metro Center	2,292,000	0	0	0	0	0	0
<i>Total Metro Center</i>		2,292,000	0	0	0	0	0	0
<i>Plains Conservation Center</i>								
62873	PCC Master Plan-CTF	0	250,000	0	0	0	0	250,000
<i>Total Plains Conservation Center</i>		0	250,000	0	0	0	0	250,000
<i>Signature Park</i>								
61933	Signature Park-ArCo	350,000	0	0	0	150,000	0	150,000
<i>Total Signature Park</i>		350,000	0	0	0	150,000	0	150,000

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2016 Projected Budget ¹	Five-Year Plan					Total Cost 2017 - 2021
		2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Construction OS</u>							
<i>Tollgate Creek</i>							
62852 TIP Tollgate Creek	1,421,000	0	0	0	0	0	0
62864 Tollgate Creek Amenities and Wayfinding ArCo Grant	137,252	0	0	0	0	0	0
62841 Tollgate Creek TIP Match-ArCo	100,000	300,000	0	0	0	0	300,000
62842 Tollgate Creek TIP Match-CTF	50,000	150,000	0	0	0	0	150,000
62859 TollGate Trail ArCo Grant	500,000	0	0	0	0	0	0
<i>Total Tollgate Creek</i>	2,208,252	450,000	0	0	0	0	450,000
<i>Triple Creek Trail</i>							
62829 Triple Creek Improvements-ArCo	400,000	400,000	250,000	400,000	400,000	200,000	1,650,000
<i>Total Triple Creek Trail</i>	400,000	400,000	250,000	400,000	400,000	200,000	1,650,000
Total Construction OS	\$7,835,252	\$1,700,000	\$750,000	\$1,000,000	\$1,300,000	\$800,000	\$5,550,000
<u>Greenways / Trails</u>							
<i>Infrastructure Trails Small Projects</i>							
62874 Trail Replacement-ArCo	0	150,000	150,000	250,000	250,000	500,000	1,300,000
(New) Trail Replacement-CTF	0	0	0	250,000	0	0	250,000
62753 Trails Small Proj-AdCo	0	0	0	10,000	0	10,000	20,000
61940 Trails Small Projects-ArCo	255,000	25,000	25,000	20,000	0	20,000	90,000
61959 Trails Small Projects-CTF	0	0	0	25,000	25,000	25,000	75,000
<i>Total Infrastructure Trails Small Projects</i>	255,000	175,000	175,000	555,000	275,000	555,000	1,735,000
Total Greenways / Trails	\$255,000	\$175,000	\$175,000	\$555,000	\$275,000	\$555,000	\$1,735,000
<u>Infrastructure - Open Space</u>							
<i>Open Space Restoration</i>							
62764 Open Space Restoration-ArCo	200,000	50,000	50,000	100,000	100,000	100,000	400,000
(New) Open Space Restoration-CTF	0	0	0	20,000	100,000	20,000	140,000

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2016 Projected Budget ¹	Five-Year Plan					Total Cost 2017 - 2021
		2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Infrastructure - Open Space</u>							
<i>Total Open Space Restoration</i>	200,000	50,000	50,000	120,000	200,000	120,000	540,000
<i>OS Infra Small Projects</i>							
62751 Infra OS Small Projects-AdCo	0	20,000	20,000	0	0	30,000	70,000
61944 Infra OS Small Projects-ArCo	100,000	50,000	50,000	120,000	100,000	120,000	440,000
61961 Infra OS Small Projects-CTF	50,000	0	50,000	30,000	50,000	0	130,000
<i>Total OS Infra Small Projects</i>	150,000	70,000	120,000	150,000	150,000	150,000	640,000
<i>Total Infrastructure - Open Space</i>	\$350,000	\$120,000	\$170,000	\$270,000	\$350,000	\$270,000	\$1,180,000
<u>Infrastructure-Recreation</u>							
<i>Moorhead Improvements</i>							
63718 Moorhead Center Improvements-CTF	1,000,000	1,300,000	1,300,000	1,300,000	1,200,000	1,200,000	6,300,000
62843 Moorhead Center Improvements-AdCo	250,000	250,000	250,000	250,000	0	0	750,000
62860 Moorhead Splash Pad AdCo Grant	160,000	0	0	0	0	0	0
<i>Total Moorhead Improvements</i>	1,410,000	1,550,000	1,550,000	1,550,000	1,200,000	1,200,000	7,050,000
<i>Rec Infra</i>							
63703 Recreation/Aquatics Infrastructure-CTF	200,000	200,000	200,000	300,000	300,000	300,000	1,300,000
<i>Total Rec Infra</i>	200,000	200,000	200,000	300,000	300,000	300,000	1,300,000
<i>Total Infrastructure-Recreation</i>	\$1,610,000	\$1,750,000	\$1,750,000	\$1,850,000	\$1,500,000	\$1,500,000	\$8,350,000
<u>Parks Infrastructure</u>							
<i>Athletic Field Renovation</i>							
61950 Athletic Field Renovation-ArCo	75,000	75,000	75,000	75,000	75,000	75,000	375,000
<i>Total Athletic Field Renovation</i>	75,000	75,000	75,000	75,000	75,000	75,000	375,000
<i>Court Replacement</i>							
61945 Court Replacement-ArCo	300,000	0	0	0	200,000	0	200,000
<i>Total Court Replacement</i>	300,000	0	0	0	200,000	0	200,000

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2016 Projected Budget ¹	Five-Year Plan					Total Cost 2017 - 2021
		2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Parks Infrastructure</u>							
<i>Infrastructure Parks - AdCo</i>							
62755 Infra Parks Sm Proj-AdCo	0	25,000	25,000	25,000	0	50,000	125,000
<i>Total Infrastructure Parks - AdCo</i>	0	25,000	25,000	25,000	0	50,000	125,000
<i>Irrigation Controller Renovation</i>							
61967 Irrigation Control Renov-CTF	0	0	0	12,500	12,500	12,500	37,500
<i>Total Irrigation Controller Renovation</i>	0	0	0	12,500	12,500	12,500	37,500
<i>Irrigation Renovation</i>							
61949 Irrigation Replacement-ArCo	50,000	0	50,000	100,000	0	100,000	250,000
<i>Total Irrigation Renovation</i>	50,000	0	50,000	100,000	0	100,000	250,000
<i>Median Maintenance</i>							
61969 Median Maintenance	30,000	37,325	37,325	37,325	37,325	37,325	186,625
62846 Z-Zone Medians-CPF	850,000	1,800,000	1,250,000	1,250,000	1,250,000	1,250,000	6,800,000
<i>Total Median Maintenance</i>	880,000	1,837,325	1,287,325	1,287,325	1,287,325	1,287,325	6,986,625
<i>Park Path Replacement</i>							
61984 Park Path Replace-ArCo	50,000	50,000	50,000	50,000	50,000	50,000	250,000
<i>Total Park Path Replacement</i>	50,000	50,000	50,000	50,000	50,000	50,000	250,000
<i>Park Tree Planting</i>							
61964 Park Tree Planting-CTF	0	0	0	0	10,000	0	10,000
<i>Total Park Tree Planting</i>	0	0	0	0	10,000	0	10,000
<i>Parks Infra Small Projects</i>							
62781 ADA Compliance - CTF	0	50,000	50,000	50,000	50,000	50,000	250,000
61947 Infra Parks Small Proj-ArCo	150,000	100,000	0	125,000	100,000	100,000	425,000
61968 Infra Parks Small Projects-CTF	250,000	0	125,000	0	150,000	50,000	325,000
62783 O&M Infrastructure - CTF	0	0	0	0	0	50,000	50,000
62794 O&M Infrastructure-AdCo	0	25,000	25,000	50,000	0	0	100,000

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2016 Projected Budget ¹	Five-Year Plan					Total Cost 2017 - 2021
		2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Parks Infrastructure</u>							
62793 O&M Infrastructure-ArCo	87,500	92,500	92,500	75,000	75,000	75,000	410,000
(New) Park Path Replacement-AdCo	0	0	0	20,000	0	20,000	40,000
(New) Park Tree Planting-AdCo	0	0	0	10,000	0	10,000	20,000
62810 Park Tree Planting-ArCo	20,000	20,000	20,000	40,000	40,000	40,000	160,000
<i>Total Parks Infra Small Projects</i>	507,500	287,500	312,500	370,000	415,000	395,000	1,780,000
<i>Playground Renovation</i>							
61946 Playground Renovation-ArCo	0	0	300,000	275,000	300,000	350,000	1,225,000
61965 Playground Renovation-CTF	0	25,000	25,000	25,000	25,000	25,000	125,000
<i>Total Playground Renovation</i>	0	25,000	325,000	300,000	325,000	375,000	1,350,000
<i>Signage</i>							
62809 Park Signage-AdCo	0	0	0	15,000	50,000	15,000	80,000
61948 Park Signage-ArCo	75,000	75,000	0	60,000	50,000	60,000	245,000
61732 Park Signage-CTF	0	0	75,000	0	50,000	0	125,000
<i>Total Signage</i>	75,000	75,000	75,000	75,000	150,000	75,000	450,000
Total Parks Infrastructure	\$1,937,500	\$2,374,825	\$2,199,825	\$2,294,825	\$2,524,825	\$2,419,825	\$11,814,125
Total Parks, Recreation & Open Space	\$13,877,752	\$8,496,576	\$6,344,825	\$7,071,132	\$6,249,825	\$6,494,825	\$34,657,183

¹ Figures represent an estimate of how the 2016 adopted budget will be amended by year-end 2016. This column includes the 2016 adopted budget plus budget transfers, Fall 2015 and Spring 2016 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2016. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

2017 - 2021 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund			Carryforward Appropriation 2015 ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
					2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Capital Projects Fund</u>										
<u>Operations & General Management</u>										
52109	Community Garden at 16th and Alton Street	0	50,000	0	0	0	0	0	0	0
Program Total		0	50,000	0	0	0	0	0	0	0
Total Capital Projects Fund		\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>Wastewater Fund</u>										
<u>Collection</u>										
52640	1st Creek 48th Ave to E470	2,500,000	0	0	0	0	0	0	0	0
52516	2nd Creek Interceptor	0	0	0	0	0	5,000,000	0	5,000,000	
52422	Annual Sewer Rehab	278,375	1,450,000	2,250,000	250,000	2,250,000	250,000	2,250,000	7,250,000	
52107	First Creek Interceptor - SS	500,000	150,000	1,500,000	0	0	0	0	1,500,000	
W5414	First Creek Lift Station	0	0	0	0	3,000,000	0	0	3,000,000	
52357	High Plains LS Force Main	0	0	300,000	1,000,000	0	0	0	1,300,000	
52106	High Point LS Imprvmnts-SS	870,893	0	3,200,000	0	0	0	0	3,200,000	
52482	Interceptor Rehab-SSSI	1,431,050	3,310,000	5,347,000	1,500,000	1,500,000	1,500,000	1,500,000	11,347,000	
52361	Kings Point South Interceptor - Sewer	750,000	0	1,500,000	0	0	0	0	1,500,000	
52682	Lowry Sewer Connection-SS	0	284,856	0	0	0	0	0	0	
52462	Manhole Lining & Rehab	0	810,000	500,000	500,000	500,000	500,000	500,000	2,500,000	
52461	Misc Sewer Replacement	0	868,216	0	0	0	0	0	0	
52391	Miscellaneous Lift Station/Force Main Rehab - SS	26,706	1,370,000	250,000	250,000	250,000	250,000	250,000	1,250,000	
52581	New Sewer Line Construction	0	0	1,500,000	14,400,000	5,000,000	0	0	20,900,000	
Program Total		6,357,024	8,243,072	16,347,000	17,900,000	12,500,000	7,500,000	4,500,000	58,747,000	

2017 - 2021 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2015 ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Wastewater Fund</u>								
<u>Operations & General Management</u>								
52453 Cherry Creek Spillway Channel-SD	45,513	-35,450	0	0	0	0	0	0
D5308 Future Maintenance Facility SD	0	0	0	0	0	0	267,903	267,903
S5339 Future Maintenance Facility-SS	0	0	0	0	0	0	286,110	286,110
52658 Sand Creek Water Reuse Plant-SS	1,079,070	2,920,930	320,000	2,300,000	0	0	0	2,620,000
52493 Senac/Murphy Creek Improvements	1,252,386	750,000	0	1,240,000	0	0	0	1,240,000
52366 UPS Replacement - Sewer	250,000	250,000	250,000	250,000	250,000	0	0	750,000
52552 Waste Water Utility Plan Update-SS	559,103	0	0	0	0	0	0	0
Program Total	3,186,072	3,885,480	570,000	3,790,000	250,000	0	554,013	5,164,013
<u>Storm Water</u>								
52598 2nd Creek Drainage Improvements SDDV	275,000	-275,000	0	0	0	0	0	0
52380 Alameda Avenue Storm Crossing	3,737,368	1,700,000	0	0	0	0	0	0
52437 Baranmor Ditch Improvements	6,873,264	0	0	0	0	0	0	0
52539 Buckley AFB Stream Improvements	0	0	300,000	4,000,000	0	0	0	4,300,000
52492 Cherry Creek @ Arapahoe RD Drainage Improvements	513,311	-513,311	100,000	100,000	300,000	400,000	400,000	1,300,000
52570 Concrete Channel Rehab	274,132	0	0	500,000	0	0	0	500,000
52599 Detention Ponds/Improvements	0	0	1,640,000	4,745,055	5,900,000	8,267,097	7,602,240	28,154,392
52535 Easterly Creek Outfall Improve-SD	424,235	4,000,000	2,984,115	2,137,410	0	0	0	5,121,525
52895 Fitzsimons Drainage Improvements	3,860,619	-1,035,000	500,000	5,000,000	20,000,000	5,000,000	0	30,500,000
52438 Hutchinson Channel Rehab	100,001	-100,001	0	0	0	0	0	0
52542 Kings Pointe Drainage Improvement-SD	0	0	0	0	0	0	1,719,515	1,719,515
52539 Lower Westerly Imp-SD	1,886,673	150,000	0	0	0	0	0	0
52830 Lowry 11th Avenue Outfall	0	283,218	0	0	0	0	0	0

2017 - 2021 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2015 ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
				2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Wastewater Fund</u>									
52463	Miscellaneous Stream Restoration	189,797	792,283	500,000	500,000	500,000	500,000	500,000	2,500,000
52509	Peninsula Townhomes	0	1,200,000	3,000,000	1,000,000	0	0	0	4,000,000
52358	Sand Creek OSP Public Works 6th Ave Extension	0	0	1,800,000	0	0	0	0	1,800,000
52373	Sand Creek Stabilization	90,475	0	0	0	0	0	0	0
52465	Storm Corrugated Metal Pipe Rehab	79,194	1,450,000	1,600,000	1,000,000	1,000,000	671,958	692,117	4,964,075
52580	Storm Drain System Improvement	52,583	1,818,966	868,962	500,000	500,000	500,000	500,000	2,868,962
52369	Storm Reinforced Concrete Pipe Rehab	115,221	500,000	600,000	600,000	600,000	600,000	600,000	3,000,000
52452	Stormwater Management Plan - SD	65,038	100,000	0	0	0	0	0	0
52464	UDFCD Commitments-SD	419,746	-94,746	0	0	0	0	0	0
52586	Upper 1st Creek: Detention Ponds Storm Drain	328,609	2,715,000	0	0	0	0	0	0
52456	Upper Piney Creek Stabilization - SD	623,691	0	0	0	0	3,000,000	0	3,000,000
52364	Westerly Creek Future Phases	3,000,000	0	618,550	3,771,600	0	3,816,112	11,144,270	19,350,532
Program Total		22,908,957	12,691,409	14,511,627	23,854,065	28,800,000	22,755,167	23,158,142	113,079,001
Total Wastewater Fund		\$32,452,053	\$24,819,961	\$31,428,627	\$45,544,065	\$41,550,000	\$30,255,167	\$28,212,155	\$176,990,014
<u>Water Fund</u>									
<u>Operations & General Management</u>									
52303	Asset Management Program - Water	0	1,245,000	0	0	0	0	0	0
52768	Automated Meter Reading System	12,641	177,348	237,526	430,776	2,844,795	3,614,987	3,534,646	10,662,730
52363	CDOT Inspection Bridge Repairs P1	250,000	0	0	0	0	0	0	0
52805	Future Maintenance Facility	0	0	0	0	0	0	535,806	535,806
52499	Infrastructure Upgrade / Mobile Computing	121,476	-121,476	0	0	0	0	0	0

2017 - 2021 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund			Carryforward Appropriation 2015 ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
					2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Water Fund</u>										
52367	UPS Replacement - Water		750,000	-250,000	0	1,072,000	750,000	0	0	1,822,000
52466	Vault/Valve Rehabilitation		7,083	166,826	179,126	184,500	190,035	195,736	201,608	951,005
Program Total			1,141,200	1,217,698	416,652	1,687,276	3,784,830	3,810,723	4,272,060	13,971,541
<u>Prairie Waters Project</u>										
52395	Prairie Waters Project - Additional Wells		1,823	-1,823	0	0	0	0	0	0
Program Total			1,823	-1,823	0	0	0	0	0	0
<u>Pumping</u>										
52374	Aurora Hills PROS Pump Station		301,187	2,000,000	0	0	0	0	0	0
52376	Aurora Pump Station Upgrades - WA		251,180	3,900,000	0	2,497,400	0	0	0	2,497,400
52302	Pumpstation Improvements		0	921,000	2,200,000	2,000,000	0	0	0	4,200,000
Program Total			552,367	6,821,000	2,200,000	4,497,400	0	0	0	6,697,400
<u>Source of Supply Other</u>										
52495	54"/40" Rampart Appurtenances Rehab/Repl		909,574	2,700,000	2,800,000	2,500,000	2,500,000	2,500,000	2,500,000	12,800,000
52378	Integrated Resource Plan		286,623	0	0	0	0	0	0	0
52488	North Campus Well Rehab		0	700,000	700,000	250,000	250,000	250,000	250,000	1,700,000
52304	PW Emergency Pipeline Stblzthn		109,218	-109,218	0	0	0	0	0	0
52108	PW North Campus Expansion		0	500,000	2,500,000	2,500,000	0	1,178,381	0	6,178,381
52305	PW Permanent Work		23,000	0	0	0	0	0	0	0
52362	Rampart Relo/Roxboroug-Water		187	-187	0	0	0	0	0	0
52498	Rampart Tunnel Rehab		0	0	0	0	300,000	0	0	300,000
52560	Well Field Land Acquisition		5,427,244	0	0	0	0	0	0	0
Program Total			6,755,846	3,790,595	6,000,000	5,250,000	3,050,000	3,928,381	2,750,000	20,978,381

2017 - 2021 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2015 ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Water Fund</u>								
<u>Source of Supply Storage</u>								
52370 Aurora Reservoir Aeration	532,302	250,000	0	0	0	0	0	0
52377 Box Creek Reservoir	1,646,259	1,952,000	0	0	0	0	0	0
52394 Everist/Flood Repairs-FEMA PW#5	140,950	-140,950	0	0	0	0	0	0
52669 Homestake Capital Projects	622,098	900,000	1,800,000	4,020,000	1,750,000	7,540,000	690,000	15,800,000
W1402 Lower SP Storage/Clare-WA	0	0	0	3,600,000	0	0	0	3,600,000
52385 Lower SP Storage/Everist	3,663,199	4,382,000	0	0	0	2,400,000	5,000,000	7,400,000
52383 Lower SP Storage/Walker	0	3,000,000	0	0	0	0	0	0
52384 LSP/Kirby-Dersham/Challenger	568,567	0	1,800,000	450,000	8,363,943	0	0	10,613,943
52386 Terminal Raw Water Reservoir	20,639,713	12,000,000	20,000,000	5,000,000	0	0	0	25,000,000
52564 Wetlands-Water	79,592	189,000	1,070,000	1,233,000	1,280,000	520,000	175,000	4,278,000
52396 Wild Horse Reservoir	2,412,484	3,080,000	5,496,830	5,496,830	71,513,286	0	0	82,506,946
Program Total	30,305,164	25,612,050	30,166,830	19,799,830	82,907,229	10,460,000	5,865,000	149,198,889
<u>Source of Supply Water</u>								
52379 Arkansas Basin Land Acquisition	0	0	786,000	786,000	786,000	786,000	786,000	3,930,000
52959 Raw Water Rehab	1,670,126	2,146,330	2,540,000	2,700,000	150,000	150,000	150,000	5,690,000
52382 Rocky Ford II	99,061	394,000	500,000	250,000	0	0	0	750,000
52381 Water Rights Acquisition - WA	0	4,897,670	3,214,000	6,000,000	11,997,000	0	6,300,000	27,511,000
Program Total	1,769,187	7,438,000	7,040,000	9,736,000	12,933,000	936,000	7,236,000	37,881,000
<u>Transmission & Distribution</u>								
52397 100 S Peoria Pressure Reducing Valve Rehab	1,374,186	0	0	0	0	0	0	0
W5412 24" 56th Ave & Gun Club to Picadilly Road	0	0	0	0	612,000	4,080,000	0	4,692,000

2017 - 2021 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2015 ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Water Fund</u>								
52368 6th & Buckley PRV - WA	550,000	950,000	0	0	0	0	0	0
52855 City Oversizing Cost	500,000	0	0	0	0	0	0	0
52392 Distribution System Improvements to Binney WPF	472,918	407,082	575,000	0	0	0	0	575,000
52629 Gun Club 24":38th/56th-WA (WNDV)	0	0	0	806,613	1,670,421	0	0	2,477,034
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	1,765,000	1,426,500	9,510,000	0	0	0	10,936,500
W5216 High Point and the Porteos	0	0	0	1,015,500	6,770,000	0	0	7,785,500
W5413 Jewell Ave to Flatrock Trail	0	0	0	0	181,690	1,211,265	0	1,392,955
52954 Line Replacement	412,734	1,092,918	2,000,000	4,000,000	4,000,000	4,000,000	4,000,000	18,000,000
52467 Pressure Reducing Valve Rehab Replacement	0	560,000	1,153,550	1,150,000	1,176,900	1,152,500	1,161,000	5,793,950
52674 SCADA (Supervisory Control and Data Acquisition)	20,895	-20,895	0	0	0	0	0	0
52932 Transmission & Vault Rehab	237,523	1,064,020	2,800,000	900,000	900,000	900,000	900,000	6,400,000
W5411 Wemlinger WTF to Quincy & Piccadilly	0	0	0	0	0	0	1,243,500	1,243,500
W5405 Zone 4-Jewell/Powhatton- Monaghan/Florida	0	0	0	0	0	0	849,000	849,000
Program Total	3,568,256	5,818,125	7,955,050	18,795,245	15,994,011	11,343,765	8,153,500	62,241,571
<u>Treatment</u>								
52504 Binney WPF Improvements	2,661,631	11,496,250	995,000	0	0	0	4,990,000	5,985,000
52616 Griswold Water Plant Renovation	1,633,261	1,677,250	3,773,000	2,946,000	546,000	886,000	0	8,151,000
W5417 Griswold WPF Capacity Recovery	0	0	0	0	5,500,000	0	0	5,500,000
52486 Wemlinger WPF Improvements-WA	1,475,929	531,250	6,700,000	4,700,000	0	0	0	11,400,000
Program Total	5,770,821	13,704,750	11,468,000	7,646,000	6,046,000	886,000	4,990,000	31,036,000

2017 - 2021 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2015 ¹	2016 Projected Budget ²	Five-Year Plan					Total Cost 2017 - 2021
			2017 Adopted	2018 Planned	2019 Planned	2020 Planned	2021 Planned	
<u>Water Fund</u>								
Total Water Fund	\$49,864,664	\$64,400,395	\$65,246,532	\$67,411,751	\$124,715,070	\$31,364,869	\$33,266,560	\$322,004,782
Total Aurora Water	\$82,316,717	\$89,270,356	\$96,675,159	\$112,955,816	\$166,265,070	\$61,620,036	\$61,478,715	\$498,994,796

1 Figures represent previous years unspent appropriation as of December 31, 2015, as reported in the 2015 Comprehensive Annual Financial Report.

2 Figures represent an estimate of how the 2016 adopted budget will be amended by year-end 2016. This column includes the 2016 adopted budget plus budget transfers, Fall 2015 and Spring 2016 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2016. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.





City of Aurora, Colorado

2017 OPERATING AND CAPITAL IMPROVEMENT BUDGET

Appendix 3

Budget Ordinance Summary





Budget Ordinance Summary

ORDINANCE PROCESS

The following pages describe the 2016 and 2017 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 by the City Clerk and in the budget office.

2017 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 2017 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.

2016 AMENDING ORDINANCES

Amending ordinances are used to modify the amounts approved with the budget ordinances. There were two 2016 amending ordinances: the 2016 Spring Supplemental Amendment Ordinance and the 2016 Fall Supplemental Amendment Ordinance. Although some of the ordinances included amendments for 2015 and/or 2016, only the significant 2016 amendments are specifically identified.

Spring Supplemental Budget Appropriation Amendment Ordinance (Introduced 05/09/16, Approved 05/16/16, Effective 6/20/16): This ordinance amended the original budget for 2016 and also amended the 2015 budget for year-end adjustments. The items in this supplemental are taken into account in the 2016 projection, as published in this budget book.

Appropriation requests in the General Fund total \$2.7 million. The most significant amendments that affect 2016 include:

- \$1.2 million for a transfer to the Capital Projects Fund (CPF) to provide funding for Police station security related enhancements at Districts 1 and 2.
- Re-appropriation of \$500,000 in Finance for the Tax and Licensing system. A vendor was not selected in 2015 therefore the expenses will be incurred in 2016.
- Re-appropriation of \$450,200 in Court Administration for the Detention camera upgrade and expansion project. The project was not able to be completed in 2015 therefore it is requested that the unspent balance of one-time funding be appropriated in 2016.

Significant supplemental amendments in other funds include:

- Appropriate a net of \$4.8 million in 2015 grant funding for transportation improvement program (TIP) projects in the CPF as follows:
 - \$1.8 million in Parks, Recreation and Open Space (PROS) for Metro Center Pedestrian Trail, offset by \$1.8 million in grant funds. \$460,000 of appropriation for the city matching funds will be transferred to PROS from Public Works where they were previously budgeted.
 - \$1.1 million in PROS for the Tollgate Creek Trail, offset by \$1.1 million in grant funds. \$285,000 of appropriation for the city matching funds will be transferred to PROS from Public Works where they were previously budgeted.
 - \$1.5 million in Public Works for 23rd Ave bike/pedestrian path at Fitzsimons Station, offset by grant funds.
 - \$365,000 in Public Works for the Colfax bike/pedestrian construction phase, offset by grant funds.
- Appropriate \$1.2 million in the CPF for Police station security related enhancements, offset by a transfer in from the General Fund.
- Lapse \$917,200 from the Wastewater and Water capital plan.
- Lapse \$750,000 in the Water Fund for water rights acquisition in order to shift the funds back to 2015 due to the timing of payments.
- Appropriate \$500,000 in the Gift and Grants Fund for the Tollgate Creek grant to PROS, offset by grant funds.

Fall Supplemental Budget Appropriation Amendment Ordinance (Introduced 11/21/16, Approved 12/05/16; Effective 01/07/17): This is the second of two scheduled appropriation adjustments. This supplemental amended the 2016 budget only. Although most of these items were known at the time of the creation of the 2017 Adopted Budget and therefore were included

in the 2016 department expenditure projection, some supplemental items were identified too late for inclusion in the department projection.

Appropriation requests in the General Fund total \$8.4 million. All items have been included in the 2016 projection. The most significant amendments include:

- The transfer of funds totaling \$8.4 million, primarily funded by the TABOR Reserve, to the Aurora Urban Renewal Authority (AURA) for Regatta Plaza Redevelopment.
- The transfer of \$900,000 in funding from the Homeless Initiative Program operating budget to the Capital Projects Fund (CPF) to complete the required renovations to the Fitzsimons Campus Temporary Resource Day Center. This request results in a net zero impact to the fund.

Appropriation requests in the Capital Projects Fund total \$4.8 million. All items have been included in the 2016 projection. Significant items include:

- The re-appropriation of \$900,000 transferred from the Homeless Initiative Program operating budget to complete the required renovations to the Fitzsimons Campus Temporary Resource Day Center.
- The appropriation of \$820,000 in funding from City and County of Denver for the Tower Road Widening project.
- Appropriation of \$600,000 that will serve as a set-aside for the Highway 30 Landfill Remediation efforts.
- New appropriation of \$586,700 for the final phase of the City of Aurora Public Safety Training Center (CAPSTC) project, to include the driving track.
- The transfer of \$500,000 to AURA for Regatta Plaza Redevelopment.

Appropriation requests in the Water and Wastewater funds total \$575.9 million. Most items have been included in the 2016 projection. Significant items include:

- \$32.6 million in the Wastewater Fund for the refunding of Series 2006 First-Lien Sewer Improvement revenue bonds. This item was approved by Council on September 26, 2016 but was not included in the 2016 projection due to the timing.
- \$554.0 million in the Water Fund for the refunding of all existing Water Fund debt by using the proceeds from the First-Lien Water Refunding Series 2016 revenue bonds.
- Net capital lapses of \$6.6 million in the Wastewater Fund and \$4.1 million in Water Fund.

Significant supplemental items in other funds include:

- \$1.4 million in the Community Development Fund to align the 2016 budget to the actual HUD grant award and to appropriate year-to-date program income in excess of budget expectations. \$1.2 million of this supplemental request is driven by another unprecedented year of HOME program income.
- Appropriate grant awards totaling \$1.6 million in the Gifts and Grants Fund for various PROS projects.





City of Aurora, Colorado

2017 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 for Housing and 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 2017 budget during 2016 is the projected amount approved by City Council during the adoption of the 2016 budget less one-time items and various adjustments. These changes may include: items approved in the 2016 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."

June – August

- 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

2017 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 eight 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 2017 budget year and previous years only. From time to time, they are reviewed and updated.

FINANCIAL STRUCTURE AND THE ASSOCIATED MEASUREMENT FOCUS AND 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 measurement focus and basis of accounting. Measurement focus is used to describe what revenue and expenditure transactions or events are recognized and basis of accounting refers to the timing or point at which those revenue and expenditure transactions are recognized. Operating statements that focus on changes in economic resources answer the question "what transaction and events have increased or decreased total economic resources during the period to make the fund better or worse off?" Whereas operating statements that focus on changes in current financial resources answer the question "what transactions or events of the period have increased or decreased the resources available for spending in the near future?" While the measurement focus is the goal or end result of the financial statements, the basis of accounting is the means to that end and allows the financial statements to show the intended result. *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

Fund Categories	Basis of Accounting	Types	Nature of the Funds
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
		Agency funds	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;
- Marijuana Tax Revenue;
- Meadow Hills General Improvement District (not budgeted);
- Open Space Fund;
- Parking and Mobility 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, not when earned.
- 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, not when expenditures occur.
- 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.

- Grants are considered revenue when awarded, not when earned.
- 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, not when expenditures occur.
- 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 agency capacity (i.e. agency funds) for others and cannot be used to support the city government's own programs. 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. 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.
7. If a budget change is necessary from existing budget to transfer budget or vice-versa, but does not change the primary purpose for the original budget, the change can be made via a budget transfer and does not require Council approval.

D. Investment/Cash Management Policies

1. The City of Aurora will use pooled city cash to invest in United States government, corporate, municipalities, money market instruments, and certificates of deposit, 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 1 percent – 3 percent of General Fund budgeted revenues. Maintenance of an Operating Reserve of less than 1 percent 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

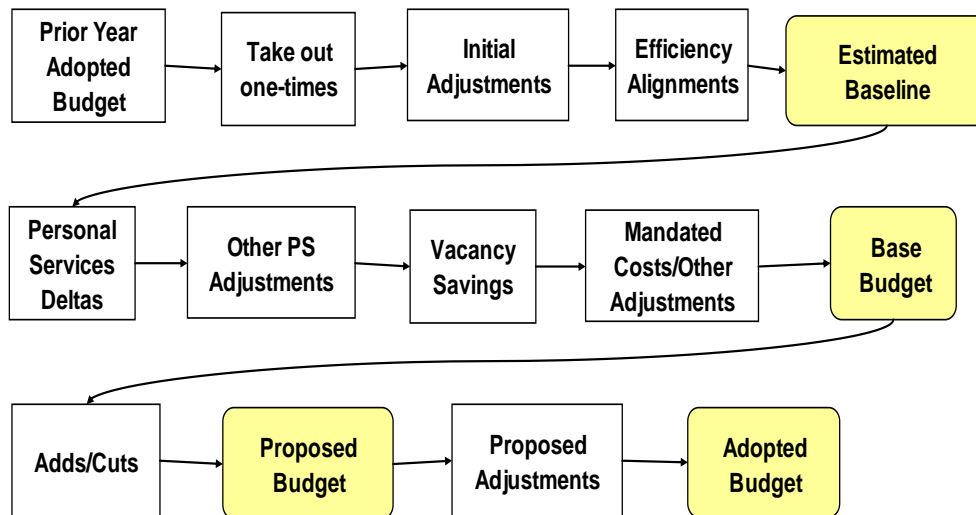
1. The City of Aurora will not use long-term debt to finance operations or for repair or renovation of existing assets unless the remaining useful life following such repair or renovation is extended.
2. Debt issuance decisions should include consideration of the impact of debt service costs and net 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

2017 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	2017 Adopted	
General	ACLC	\$ 9,608,335	AMC lease payment (\$7,054,231); Fleet lease payments (\$2,059,043); History Museum (\$157,835); and Fire SCBA (\$337,226).
General	AURA	\$ 50,000	Fanfare loan payment.
General	Community Development	205,275	City match for HOME grant
General	Capital Projects	32,231,473	\$32.2 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 (3.5% in 2017); \$12,320 for Green Fund payback; One-Time Westerly Creek Development (\$300,000); Medians and Heritage Eagle Bend intersection improvements approved by Council during the 2017 budget workshop (\$950,000).
General	Cultural Services	1,169,958	Annual transfer to Cultural Services Fund
General	Enhanced E-911	4,598,984	Annual transfer to Enhanced E-911 Fund
General	Recreation	4,956,055	Annual transfer to Recreation Fund
General	Risk Management	63,000	One-time upgrade of risk management information system (\$63,000)
Designated Revenue	General	85,831	Transfer of remaining funds available from the closure of the Abatement Fund
General	Marijuana Revenue	304,662	One-Time Transfer of Marijuana Sales and Excise Taxes Funds Available into Marijuana Fund
Conservation Trust	Golf Courses	150,000	Funding for Conservation Trust approved capital projects in the Golf Courses Fund
Development Review	General	1,587,094	Payment of overhead for administrative support
Marijuana Tax Revenue	ACLC	2,000,000	Movement of Recreation Center Funding to Marijuana Revenue Fund
Open Space	ACLC	1,123,200	Debt service payment for 2014 COPs for Sports Park expansion
Marijuana Tax Revenue	Capital Projects	2,250,000	Transfer from Marijuana Revenue to Capital Projects to fund concrete, asphalt, and median improvements.
General	Parking	572,985	Transfer to Parking Fund
Golf Courses Fund	Capital Projects	200,000	Repayment of Aurora Hills Pump Station
Total Transfer Out	Total Transfer In	\$ 61,156,852	





City of Aurora, Colorado

2017 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 2017, minor changes have been made to the City Council budget:

Personal Services

- Personal Services shows a slight decrease from the 2016 budget due primarily to health insurance decreases offsetting the pay increase assumption in accordance with city policy. It is \$95,900 more than the 2016 projection due primarily to a currently vacant position being fully funded in the 2017 budget.

Dues and Subscriptions

- **Regular increases in dues and subscriptions.** Dues and Subscriptions will see slight increases from the 2016 Original Budget, primarily for the U.S. Conference of Mayors. In addition, \$2,500 was added for Aurora Health Access. As changes to dues and subscriptions are often not known until after the budget is approved, there remains a \$4,000 subscription contingency.

Training and Conferences

- **Travel allowances.** Per Council rules, a total of \$52,200 carried forward from 2015 into 2016 and is reflected in the 2016 projection. This carryforward is one-time, not recurring in 2017. The 2017 travel allowance is based on \$11,000 for the Mayor and \$7,000 for each Council Member for a total of \$81,000. Note that the \$15,000 National League of Cities (NLC) Committee trip is ongoing.

Designated Items

- The amount of Designated Items in 2017 is \$16,900 less than the 2016 Original Budget, primarily associated with one-time budget amounts not recurring. Most notably, the \$25,000 one-time 2016 Amendment for Aurora Chamber – Military-Related Activities will lapse. There is \$400 ongoing added for expenses related to a Citizen Academy. There is \$750 for the Adams County Mayors and Commissioners Youth Award added in 2016 and 2017. In addition, at the October 1 Budget Workshop, Council added a \$7,000 contribution to an Ethiopian Radio Station. A total of \$22,500 in one-time supplementals were approved in the spring of 2016, including the Aurora Birthday Celebration Dinner, Concerts in the Park, and the Volunteer Appreciation Reception. They do not recur in 2017.

The table on the following page provides a line-item account of the City Council budget.

Appendix 7 - City Council Budget Detail

	2014 Actual	2015 Actual	2016 Original	2016 Projection	2017 Adopted
Personal Services	\$ 586,659	\$ 581,275	\$ 757,234	\$ 640,972	\$ 736,919
Dues and Subscriptions					
Aurora Chamber	10,465	10,779	15,305	11,103	11,103
Aurora Health Access	-	-	-	-	2,500
Colorado Municipal League (CML)	109,740	108,388	113,740	110,330	113,740
Denver Regional Council of Gov'ts (DRCOG)	66,300	66,300	66,300	68,000	68,000
Int'l Council of Shopping Centers	-	135	135	-	-
Metro Mayors Caucus	26,298	26,298	28,249	28,249	28,587
Metro North Chamber	3,000	-	-	-	-
National League of Cities (NLC)	17,118	17,118	17,188	17,118	17,118
NOISE	2,310	2,310	3,444	3,444	3,444
Regional Air Quality Council (RAQC)	18,000	18,000	18,000	18,000	18,000
Regional Econ Advancement Partnership	2,000	2,000	2,000	2,000	2,000
Sister Cities International	53,000	-	-	-	-
U.S. Conference of Mayors	12,242	17,511	12,242	17,511	17,511
Miscellaneous	283	-	1,000	1,000	1,000
Unallocated Dues and Subscriptions	-	-	4,000	-	4,000
Subtotal, Dues and Subscriptions	320,756	268,839	281,603	276,755	287,003
Travel, Training and Conferences					
Council Individual Travel Budgets	37,441	42,751	81,000	133,180	81,000
NLC Committee Trip	-	-	15,000	15,000	15,000
Subtotal, Travel, Training and Conference	37,441	42,751	96,000	148,180	96,000
Designated Items					
Adams Co. Mayors and Commissioners Youth Award	-	-	-	750	750
AMHC Benefit Luncheon Table	-	1,000	1,000	1,000	1,000
APS Foundation Annual Gala Table	-	2,500	2,500	2,500	2,500
Arapahoe County Fair	5,000	5,000	5,000	5,000	5,000
Armed Forces Luncheon	2,500	2,500	2,500	2,500	2,500
Aurora Birthday Celebration Dinner (Spring Supp)	-	-	-	10,000	-
Aurora Chamber - Business Directory	-	-	600	600	600
Aurora Chamber - Military-Related Activities	25,000	-	25,000	25,000	-
Aurora Chamber Table	950	950	950	950	950
Aurora Econ Dev Council (AEDC) A-List Table	2,000	2,000	2,000	2,000	2,000
Aurora Scholars	5,000	5,000	5,000	5,000	5,000
Aurora Singers	-	-	2,500	2,500	2,500
Aurora Symphony Orchestra	-	2,500	2,500	2,500	2,500
CCA Foundation Scholarship Luncheon Table	-	1,000	1,000	1,000	1,000
CCS Foundation Annual Gala Table	-	-	3,000	3,000	3,000
Citizen Academy Expenses	-	-	-	-	400
Colfax Community Network Christmas Table	-	1,000	-	-	-
Community Asset CCSD Youth	1,500	1,500	1,500	1,500	1,500
Concerts in the Park (Spring Supp)	-	-	-	10,000	-
Ethiopian Radio Station Contribution	-	-	-	-	7,000
Metro Mayor Youth Award - Arapahoe	500	500	500	500	500
National Civic League sponsorship - All America City	-	-	2,500	2,500	2,500
State of the City Table (Aurora Rotary)	-	-	1,000	1,000	1,000
Visit Aurora Guide	-	-	4,000	4,000	4,000
Volunteer Appreciation Reception (Spring Supp)	-	-	-	2,500	-
Miscellaneous civic, nonprofit events	4,000	4,500	4,000	4,000	4,000
Subtotal, Designated Items	46,450	29,950	67,050	90,300	50,200
Council Contingency	-	10,000	15,716	15,716	15,716
All other expenses*	75,251	94,407	47,189	46,574	39,636
GRAND TOTAL	\$1,066,557	\$1,027,222	\$1,264,792	\$1,218,497	\$1,225,474
*Supplies and services, internal service charges, printing, etc.					



City of Aurora, Colorado

2017 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.

TYPES OF DEBT

The City enters into and uses various types of debt as financing arrangements to include but not limited to: direct loans through private bank financing, certificates of participation (COPs), general obligation bonds, revenue bonds, using both competitive and non-competitive offerings; capital leases and notes, inter-fund loans, or other alternative financing arrangements.

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 capital lease transactions outlined below were financed through ACLC. For more detailed information regarding ACLC, see Appendix 11.

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, 2015 was \$108.4 million, as follows.

Appendix 8 - Debt Management

2015 Computation of Legal Debt Margin			
In Accordance with Aurora Charter Article XI			
Assessed valuation, all Counties:	\$ 3,613,945,379		
Debt limit - 3% of assessed valuation			\$ 108,418,361
Amount of debt outstanding:			
Total bonded debt	\$ 507,269,796		
Other debt	244,881,333		
Total		\$ 752,151,129	
Deductions allowed by law:			
General obligation bonds exempt from limit	3,549,000	(a)	
Revenue bonds	503,720,796	(b)	
Capitalized lease obligations	12,605,340	(b)	
Certificates of participation	137,917,468	(b)	
Revenue notes	93,827,876	(b)	
Water right notes	530,649	(b)	
Total deductions		752,151,129	
Amount of debt applicable to debt limit		-	
Legal Debt Margin			\$ 108,418,361 (c)

- (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) 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

The authorized and issued amount of outstanding debt as of December 31, 2016 is \$636.5 million, and the principal balance remaining is \$614.9 million. Principal payments in 2017 total \$13.3 million and interest payments are \$24.6 million. See the 'Outstanding Debt' section for a current listing of the status of outstanding debt issues.

Recent Debt Financing

In August 2016, the City refinanced \$530.6 million of outstanding Water Enterprise debt. Related to the Prairie Waters project, the transaction was the largest U.S. municipal "Green Bond" issuance in history. The bonds are rated AA+ by both S&P and Fitch. This transaction dramatically reduced borrowing costs, resulting in a \$68.6 million net present value savings to ratepayers. The City refinanced nearly all outstanding Water debt including 2007 and 2008 Water Revenue Bonds and the Colorado Water Conservation Board note.

In August 2016, the City, through ACLC, financed \$8.6 million for renovation of the Moorhead

Recreation Center. The project is on track for completion by late summer 2017. This transaction was privately placed with a bank and was structured on a ten year term.

In September 2016, the City, through ACLC, financed \$2.0 million for the purchase of 8 pieces of rolling stock equipment for the Fire Department and Public Works. This transaction was privately placed with a bank and was structured on a seven year term.

In early November 2016, the City refinanced its \$32.3 million Series 2006 Sewer Improvement Revenue bonds. The transaction shortened the maturity date by ten years and lowered the borrowing cost, resulting in a net present value savings of \$9.3 million. The City was able to complete this transaction before interest rates increased following the U.S. Presidential election. The refunding transaction was privately placed with a bank, saving issuance costs. Although private transactions are not rated, the ratings on the prospective refunding had been upgraded to AAA from AA+ in July 2016 by Fitch.

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.

Appendix 8 - Debt Management

Rating Grade Description		Moody's	S&P	Fitch
Investment grade	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 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 2016 ratings are outlined in the following table.

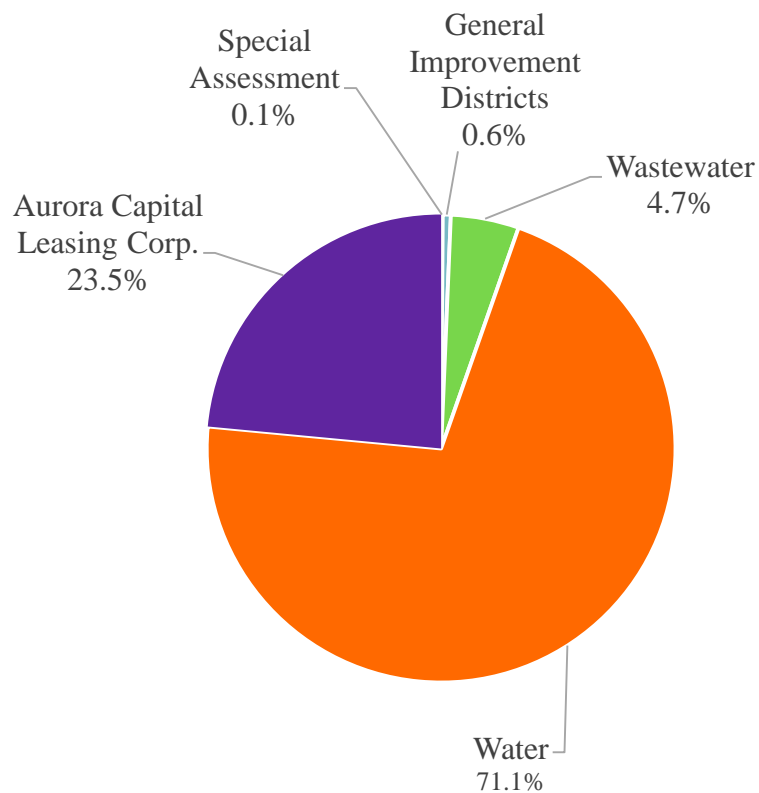
CITY OF AURORA, COLORADO 2016 SCHEDULE OF DEBT RATINGS (unaudited)

Debt Issue	Unenhanced Rating by Agency		
	Moody's	S&P	Fitch
Water Enterprise			
First Lien Water Refunding Revenue Bonds Series 2016A	NR	AA+	AA+
Aurora Capital Leasing Corporation			
Certificates of Participation, Series 2015	Aa2	NR	AA-
Aurora Capital Leasing Corporation			
Certificates of Participation, Series 2014	Aa2	AA-	NR
Aurora Capital Leasing Corporation			
Refunding Certificates of Participation, Series 2009A	Aa2	AA-	NR

OUTSTANDING DEBT

City of Aurora outstanding debt as of December 31, 2016 by fund is shown in the pie chart below. Funded debt is outlined in detail in the table following. The table includes the original amount authorized and issued, the 2016 year-end principal balance, the 2017 scheduled payments of principal and interest and the resulting principal balance at the conclusion of 2017.

December 31, 2016 Outstanding Principal
Excludes Interfund Loans



Appendix 8 - Debt Management

Outstanding Debt Issues

Entity	Authorized and Issued	12/31/16 Balance	2017 Principal Payment	2017 Interest Payment	12/31/17 Balance
<u>City Funds</u>					
Special Assessment					
2012 SID 1-10 (Dam East)	\$ 1,230,000	\$ 600,000	\$ 10,000	\$ 16,312	\$ 590,000
2007 SID 1-05 (Ptarmigan)	1,095,000	105,000	105,000	5,125	-
Total Special Assessment	2,325,000	705,000	115,000	21,437	590,000
Wastewater Fund					
2016 First Lien Sewer Revenue Bonds	28,900,000	28,900,000	2,795,000	334,373	26,105,000
Total Wastewater Fund	28,900,000	28,900,000	2,795,000	334,373	26,105,000
Water Fund					
2016 Water Refunding Revenue Bonds	437,025,000	437,025,000	-	18,147,048	437,025,000
2004 Water Rights Purch. Note - Rocky Ford II	8,280,091	353,766	176,883	17,688	176,883
Total Water Fund	445,305,091	437,378,766	176,883	18,164,736	437,201,883
Total City Funds	\$ 476,530,091	\$ 466,983,766	\$ 3,086,883	\$ 18,520,546	\$ 463,896,883
<u>Blended Component Units</u>					
Aurora Capital Leasing Corporation (ACLC)					
<u>Public Placements - COPs</u>					
2015 Public Safety Training Facility	\$ 24,340,000	\$ 23,715,000	\$ 645,000	\$ 852,650	\$ 23,070,000
2014C Sports Park Expansion/E-911 Improvements	21,775,000	19,050,000	2,025,000	911,150	17,025,000
2009A Refunding 2008A, 2006 A-2, 2005(partial)	84,160,000	80,520,000	3,790,000	3,933,775	76,730,000
Total Public Placements	130,275,000	123,285,000	6,460,000	5,697,575	116,825,000
<u>Direct Private Placements - External Capital Leases</u>					
2016 A Moorhead Recreation Center	8,643,000	8,643,000	1,234,714	53,118	7,408,286
2016 B Heavy Fleet Equip (Dump Trucks, Fire Pump)	2,060,597	2,060,597	294,170	15,460	1,766,427
2015C District 2 Police Station Project	3,785,000	3,395,000	345,000	68,939	3,050,000
2015B Heavy Fleet Equip (Dump Trucks, Misc)	3,182,736	2,732,531	436,710	45,797	2,295,821
2015A Fire Self Contained Breathing Apparatus	1,644,700	987,719	325,294	11,932	662,425
2014B History Museum Expansion	1,383,800	1,135,282	129,601	28,234	1,005,681
2014A Heavy Fleet Equip (Dump Trucks)	1,674,787	1,012,038	332,402	14,978	679,636
2013A Heavy Fleet Equip (Fire Pumper, Misc)	1,336,993	472,437	234,628	6,401	237,809
2012B Heavy Fleet Equip (Fire Trucks)	1,773,430	772,578	254,106	10,353	518,472
Total Direct Private Placements	25,485,043	21,211,182	3,586,625	255,212	17,624,557
Total ACLC	155,760,043	144,496,182	10,046,625	5,952,787	134,449,557
General Improvement Districts (GID)					
2011 GID 02-2009 Pier Point 7	2,600,000	2,150,000	105,000	94,170	2,045,000
2010 GID 03-2008 Meadow Hills	495,000	400,000	20,000	19,960	380,000
2010 GID 01-2008 Peoria Park Fence	375,000	306,000	14,000	16,677	292,000
2009 GID 01-2007 Cherry Creek Fence	700,000	530,000	30,000	27,825	500,000
Total GIDS	4,170,000	3,386,000	169,000	158,632	3,217,000
Total Blended Component Units	\$ 159,930,043	\$ 147,882,182	\$ 10,215,625	\$ 6,111,419	\$ 137,666,557

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, 2016.

Outstanding Interfund Loans

Loan Description	Amount of Loan	Borrowing Fund	Loaning Fund	Term (Years)	Loan Date	12/31/16 Balance	2017 Principal	2017 Interest	12/31/17 Balance	Last Payment
Murphy Creek Golf Course Construction Loan; draws as required	\$ 4,384,000	Golf	Sewer	15	2011	\$ 3,909,000	\$ 275,000	\$ 156,360	\$ 3,634,000	2026
Golf Equipment Note from Policy Reserve Fund 2013	\$ 379,992	Golf	Policy/ General Fund	4	2013	\$ 78,251	\$ 78,251	\$ 1,956	\$ -	2017





City of Aurora, Colorado

2017 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 21 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. 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.

	2015 Actual	2016 Projection*	2017 Adopted*	2018 Projected*	2019 Projected*	2020 Projected*	2021 Projected*
Beginning Funds Available	\$ 6,741,576	\$ 7,723,587	\$ 10,979,355	\$ 12,999,024	\$ 16,800,477	\$ 20,731,402	\$ 24,728,359
Revenue							
Sales Tax	\$ 2,683,990	\$ 2,891,229	\$ 3,442,124	\$ 3,822,797	\$ 4,578,965	\$ 4,819,755	\$ 4,794,368
Use Tax	363,576	1,652,461	1,795,867	2,121,654	1,754,401	953,644	1,542,637
Property Tax	3,659,265	4,508,930	4,743,424	5,837,256	7,128,393	9,012,624	9,392,481
Occupational Privilege Tax	513,798	504,707	523,988	536,628	554,440	565,139	575,706
Lodger's Tax	86,005	237,761	499,816	651,813	924,849	1,296,446	1,635,545
Fees	50,752	85,706	489,556	746,816	856,860	978,190	987,261
Loans and Grants	15,478,977	5,223,709	4,000,000	-	-	-	-
Land Sales	-	80,000	-	-	-	-	-
Interest Income	88,959	105,040	90,906	107,626	127,804	146,601	165,195
Total Revenue	\$ 22,925,322	\$ 15,289,543	\$ 15,585,681	\$ 13,824,591	\$ 15,925,712	\$ 17,772,398	\$ 19,093,193
Expenditures							
Personal Services	\$ 490,100	\$ 540,100	\$ 605,000	\$ 734,751	\$ 757,456	\$ 762,456	\$ 762,456
Capital Projects	15,483,252	5,250,031	259,000	160,000	85,000	370,000	420,000
Development Studies/Plans	537,056	200,988	110,000	163,173	176,000	10,000	26,000
Developer Incentives	4,470,423	5,201,379	7,169,349	7,334,290	8,409,557	9,473,301	10,441,115
Intergov'tal Agreements	444,175	557,743	530,882	679,081	748,932	897,766	931,490
Collection Fees	29,402	60,460	48,074	50,877	66,714	89,327	98,988
Debt Related	471,986	194,407	4,802,187	857,027	1,516,149	1,831,304	1,933,990
Transfers Out	16,917	28,569	41,519	43,939	48,500	56,077	57,420
Total Expenditures	\$ 21,926,393	\$ 12,005,108	\$ 13,524,493	\$ 9,979,199	\$ 11,759,808	\$ 13,434,154	\$ 14,614,039
Surplus / (Deficit)	\$ 998,929	\$ 3,284,435	\$ 2,061,188	\$ 3,845,392	\$ 4,165,904	\$ 4,338,244	\$ 4,479,154
Ending Funds Available	\$ 7,723,587	\$ 10,979,455	\$ 12,999,024	\$ 16,800,477	\$ 20,731,402	\$ 24,728,359	\$ 28,674,779

*2016 through 2021 are staff projections of potential uses for cash flow pro forma purposes and have not yet been authorized by AURA.

Factors Affecting Revenue

In 2017, all revenues are expected to slightly increase 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 Urban Renewal Areas (URA). Per state statute, TIF revenues must be used to support activities within the specific URA, so budgets are presented by individual area. All 20 currently open URAs are called out in detail in this summary. Most of these increased revenues are pledged to the developers or metro districts via redevelopment agreements.

Factors Affecting Expenditures

In 2017, total expenditures are expected to increase due to developer incentives as more projects are being implemented. 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

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 1,077,510	\$ 1,481,011	\$ 1,839,834	\$ 1,958,420	\$ 2,165,035	\$ 2,529,825	\$ 2,902,939
Revenues							
Sales Tax	\$ 675,247	\$ 884,208	\$ 901,892	\$ 919,930	\$ 938,328	\$ 957,095	\$ 976,237
Use Tax	-	-	-	-	-	-	-
Property Tax	1,699,153	1,904,506	1,923,551	1,942,787	1,962,215	1,981,837	2,001,655
Occupational Privilege Tax	50,797	4,547	4,638	4,731	4,826	4,922	5,020
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	9,523	9,618	9,714	9,811	9,909	10,008
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	17,394	23,478	18,038	18,399	18,767	19,142	19,525
Total Revenues	\$ 2,442,592	\$ 2,826,263	\$ 2,857,738	\$ 2,895,561	\$ 2,933,947	\$ 2,972,906	\$ 3,012,446
Expenditures							
Personal Services	\$ 50,100	\$ 50,100	\$ 105,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Capital Projects	300	-	250,000	150,000	-	-	-
Development Studies/Plans		-	-	-	-	-	-
Developer Incentives	1,544,516	1,840,551	1,864,793	1,889,393	1,914,359	1,939,695	1,965,409
Intergov'tal Agreements	444,175	557,743	500,123	505,125	510,176	515,278	520,430
Collection Fees	-	9,523	9,618	9,714	9,811	9,909	10,008
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	9,523	9,618	9,714	9,811	9,909	10,008
Total Expenditures	\$ 2,039,091	\$ 2,467,440	\$ 2,739,152	\$ 2,688,946	\$ 2,569,157	\$ 2,599,792	\$ 2,630,856
Ending Funds Available	\$ 1,481,011	\$ 1,839,834	\$ 1,958,420	\$ 2,165,035	\$ 2,529,825	\$ 2,902,939	\$ 3,284,529

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 opportunities 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. A total 22.0 percent of incremental sales tax and 70.0 percent of incremental property tax is pledged to support the project while 30.0 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 South Havana building, with the property and use tax funds flowing to the Authority. The TIF Funds are being used to repay the Authority's cost of constructing the Ironton extension, a crucial connection for the URA. Property tax increment for TIF Area 2 and 3 began in 2016. 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

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 11,455	\$ 11,563	\$ 11,563	\$ 11,663	\$ 11,763	\$ 21,303	\$ 13,153
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ 53,000	\$ 134,000	\$ 180,000
Use Tax	-	-	-	-	661,000	-	-
Property Tax	-	-	-	-	254,000	540,000	540,000
Occupational Privilege Tax	-	-	-	-	4,800	4,800	4,800
Lodger's Tax	-	-	-	-	196,000	229,000	245,000
Fees	10,000	10,000	20,000	20,000	20,000	20,000	20,000
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	108	100	100	100	100	100	100
Total Revenues	\$ 10,108	\$ 10,100	\$ 20,100	\$ 20,100	\$ 1,188,900	\$ 927,900	\$ 989,900
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	75,000	150,000	200,000
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	1,063,000	722,000	722,000
Intergov'tal Agreements	-	-	-	-	16,280	33,250	33,250
Collection Fees	-	-	-	-	5,080	10,800	10,800
Debt Related	-	-	-	-	-	-	-
Transfers Out	10,000	10,000	20,000	20,000	20,000	20,000	20,000
Total Expenditures	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 1,179,360	\$ 936,050	\$ 986,050
Ending Funds Available	\$ 11,563	\$ 11,663	\$ 11,663	\$ 11,763	\$ 21,303	\$ 13,153	\$ 17,003

The City Center II Urban Renewal Area was created in 2009 and includes approximately 128 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.

TIF Area 1 was established for the first phase of the Metro Center project, located at the southwest 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. Construction on this initial development phase has not come to fruition and therefore the full extent of TIF benefit is unlikely unless construction commences in 2017. The developer is presently 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 as a first phase of construction. TIF Areas 2, 3, and 4 were established in late 2015 to support this development with the TIFs to be activated upon site plan approval which is anticipated in 2017.

Cornerstar Urban Renewal Area

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues							
Sales Tax	\$ 1,147,794	\$ 974,142	\$ 993,625	\$ 1,013,497	\$ 1,033,767	\$ 1,054,443	\$ 1,075,532
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ 1,147,794	\$ 974,142	\$ 993,625	\$ 1,013,497	\$ 1,033,767	\$ 1,054,443	\$ 1,075,532
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	1,147,794	974,142	993,625	1,013,497	1,033,767	1,054,443	1,075,532
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ 1,147,794	\$ 974,142	\$ 993,625	\$ 1,013,497	\$ 1,033,767	\$ 1,054,443	\$ 1,075,532
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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 TIF area for this project only includes the retail development, and 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 30.0 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

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 346,715	\$ 457,619	\$ 617,810	\$ 850,114	\$ 1,137,697	\$ 1,331,168	\$ 1,706,036
Revenues							
Sales Tax	\$ 63,770	\$ 39,441	\$ 61,239	\$ 62,464	\$ 109,609	\$ 111,801	\$ 114,037
Use Tax	-	358,579	798,143	1,149,452	-	334,316	-
Property Tax	576,642	768,244	783,609	799,281	1,307,929	2,012,405	2,216,516
Occupational Privilege Tax	10,939	9,391	14,109	14,392	16,959	17,298	17,298
Lodger's Tax	-	-	-	-	-	236,520	482,501
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	5,051	7,394	3,500	3,500	3,500	3,500	3,500
Total Revenues	\$ 656,402	\$ 1,183,049	\$ 1,660,600	\$ 2,029,089	\$ 1,437,997	\$ 2,715,840	\$ 2,833,852
Expenditures							
Personal Services	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	536,848	991,324	1,396,542	1,709,517	1,204,907	2,290,786	2,391,096
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	8,650	11,534	11,754	11,989	19,619	30,186	33,248
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ 545,498	\$ 1,022,858	\$ 1,428,296	\$ 1,741,506	\$ 1,244,526	\$ 2,340,972	\$ 2,444,344
Ending Funds Available	\$ 457,619	\$ 617,810	\$ 850,114	\$ 1,137,697	\$ 1,331,168	\$ 1,706,036	\$ 2,095,544

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 TIF area has been established of which 85.0 percent of sales, use, lodger's 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 owned by the University of Colorado and leased to Fitzsimons Redevelopment Authority (FRA). 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, and 850 units of housing.

Fitzsimons Urban Renewal Area

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 5,107,719	\$ 5,835,976	\$ 7,382,720	\$ 9,046,355	\$ 10,742,266	\$ 12,482,014	\$ 14,266,317
Revenues							
Sales Tax	\$ 731,042	\$ 816,292	\$ 832,618	\$ 849,270	\$ 866,256	\$ 883,581	\$ 901,252
Use Tax	13,304	225,722	230,236	234,841	239,537	244,328	249,215
Property Tax	1,383,470	1,465,505	1,480,160	1,494,961	1,509,911	1,525,010	1,540,260
Occupational Privilege Tax	452,062	483,569	493,241	503,105	513,168	523,431	533,900
Lodger's Tax	86,005	97,859	99,816	101,813	103,849	105,926	108,044
Fees	6,917	7,328	7,401	7,475	7,550	7,625	7,701
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	64,038	64,678	58,360	73,827	90,464	107,423	124,820
Total Revenues	\$ 2,736,838	\$ 3,160,953	\$ 3,201,831	\$ 3,265,292	\$ 3,330,734	\$ 3,397,324	\$ 3,465,193
Expenditures							
Personal Services	\$ 440,000	\$ 450,000	\$ 460,000	\$ 470,000	\$ 470,000	\$ 470,000	\$ 470,000
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	299,647	91,084	-	-	-	-	-
Developer Incentives	1,241,264	1,023,963	1,044,442	1,065,331	1,086,638	1,108,371	1,130,538
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	20,752	37,684	22,202	22,424	22,649	22,875	23,104
Debt Related	-	4,150	4,150	4,150	4,150	4,150	4,150
Transfers Out	6,917	7,328	7,401	7,475	7,550	7,625	7,701
Total Expenditures	\$ 2,008,581	\$ 1,614,209	\$ 1,538,196	\$ 1,569,381	\$ 1,590,986	\$ 1,613,021	\$ 1,635,494
Ending Funds Available	\$ 5,835,976	\$ 7,382,720	\$ 9,046,355	\$ 10,742,266	\$ 12,482,014	\$ 14,266,317	\$ 16,096,016

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

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ (1,152,890)	\$ (1,373,509)	\$ (315,128)	\$ (607,899)	\$ 341,504	\$ 861,593	\$ 1,296,155
Revenues							
Sales Tax	\$ -	\$ 29,902	\$ 125,000	193,389	\$ 297,943	\$ 365,590	\$ 200,000
Use Tax	348,774	848,870	75,000	75,000	-	-	-
Property Tax	-	114,571	300,000	450,000	742,600	1,178,680	1,227,790
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	139,902	400,000	550,000	625,000	725,000	800,000
Fees	-	1,719	354,500	606,750	707,500	812,639	818,417
Loans and Grants	15,478,977	5,143,709	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	1,258	7,251	7,382	7,515	7,650	7,788	7,928
Total Revenues	\$ 15,829,009	\$ 6,285,924	\$ 1,261,882	\$ 1,882,654	\$ 2,380,693	\$ 3,089,697	\$ 3,054,135
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ 94,751	\$ 107,456	\$ 107,456	\$ 107,456
Capital Projects	15,478,977	5,143,709	-	-	-	-	-
Development Studies/Plans	232,500	47,278	-	-	-	-	-
Developer Incentives	-	-	845,653	75,000	285,989	701,623	743,380
Intergov'tal Agreements	-	-	-	-	48,520	115,736	115,558
Collection Fees	-	1,719	4,500	6,750	7,500	12,639	18,417
Debt Related	338,151	33,120	700,000	750,000	1,400,000	1,700,000	1,800,000
Transfers Out	-	1,719	4,500	6,750	11,139	17,680	18,417
Total Expenditures	\$ 16,049,628	\$ 5,227,544	\$ 1,554,653	\$ 933,251	\$ 1,860,604	\$ 2,655,134	\$ 2,803,228
Ending Funds Available	\$ (1,373,509)	\$ (315,128)	\$ (607,899)	\$ 341,504	\$ 861,593	\$ 1,296,155	\$ 1,547,062

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 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 2014. Four separate TIF areas were approved with the approval of the urban renewal plan. TIF Area I includes the hotel/conference center project (a 245-room Hyatt, a 30,000 square foot conference center and an adjacent structured parking garage), which is also identified as the catalyst project for the Plan area, and was completed in early 2016. 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 began construction in early 2016.

Fletcher Plaza Urban Renewal Area

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 5,729	\$ 14,659	\$ 24,538	\$ 20,352	\$ 23,014	\$ 22,564	\$ 21,670
Revenues							
Sales Tax	\$ 8,913	\$ 9,359	\$ 10,294	\$ 15,442	\$ 18,530	\$ 19,086	\$ 19,658
Use Tax	-	500	500	2,200	1,000		
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	17	20	20	20	20	20	20
Total Revenues	\$ 8,930	\$ 9,879	\$ 10,814	\$ 17,662	\$ 19,550	\$ 19,106	\$ 19,678
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	5,000	10,000	10,000	10,000	10,000
Development Studies/Plans	-	-	10,000	5,000	10,000	10,000	10,000
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000
Ending Funds Available	\$ 14,659	\$ 24,538	\$ 20,352	\$ 23,014	\$ 22,564	\$ 21,670	\$ 21,348

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, public art, alleyway paving and Fletcher Plaza have contributed to the area's redevelopment and prevented continued deterioration of property. Nevertheless, the physical and visual image of Colfax Avenue is diminishing and may require investment in the near future in order to support the arts and entertainment district and the projects envisioned for the area.

The City amended the Fletcher Plaza Urban Renewal Plan in June 2014 to delineate a 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

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Horizon Uptown Urban Renewal Area was created in March 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 2.9 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

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,361	\$ 30,935
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ 5,150	\$ 5,305	\$ 5,464
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	201,778	201,831	201,831
Occupational Privilege Tax	-	-	-	-	288	288	288
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	200	205	205
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 207,416	\$ 207,629	\$ 207,788
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
Capital Projects	-	-	-	-	-	210,000	210,000
Development Studies/Plans	-	-	-	-	150,000	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'l Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	2,055	2,055	2,117
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 162,055	\$ 222,055	\$ 222,117
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ 45,361	\$ 30,935	\$ 16,605

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 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, which was complete in early 2016.

The urban renewal plan provides for the establishment of two separate tax increment financing districts that will make incremental property, sales, use, lodger's and occupational privilege taxes available to AURA to support urban renewal projects. TIF 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. TIF Area 2, covering the portion of the urban renewal area south of East Harvard Avenue, commenced on January 11, 2016 with approval of a site plan for multifamily development.

Havana North Urban Renewal Area

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 1,172,161	\$ 1,120,822	\$ 1,087,542	\$ 1,083,374	\$ 1,253,445	\$ 1,804,730	\$ 2,474,916
Revenues							
Sales Tax	\$ 57,224	\$ 77,885	\$ 67,456	\$ 168,805	\$ 172,181	\$ 175,625	\$ 179,137
Use Tax	-	40	-	-	375,000	375,000	375,000
Property Tax	-	-	-	-	-	172,500	258,750
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	863	1,294
Loans and Grants	-	-	4,000,000	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	321	117	506	1,266	4,104	5,423	6,097
Total Revenues	\$ 57,545	\$ 78,042	\$ 4,067,962	\$ 170,071	\$ 551,285	\$ 729,411	\$ 820,277
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	3,975	6,322	4,000	-	-	-	-
Development Studies/Plans	4,908	5,000	-	-	-	-	-
Developer Incentives	-	-	68,130	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	57,500	86,250
Collection Fees	-	-	-	-	-	863	1,294
Debt Related	100,000	100,000	4,000,000	-	-	-	-
Transfers Out	-	-	-	-	-	863	1,294
Total Expenditures	\$ 108,884	\$ 111,322	\$ 4,072,130	\$ -	\$ -	\$ 59,225	\$ 88,838
Ending Funds Available	\$ 1,120,822	\$ 1,087,542	\$ 1,083,374	\$ 1,253,445	\$ 1,804,730	\$ 2,474,916	\$ 3,206,356

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. 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 a request for proposal (RFP) for the redevelopment of the site in January 2015, but closed it when the proposals were deemed non-responsive. A second RFP was issued in May of 2016 with results pending. Development Services staff anticipates selection of a developer, and ultimate construction of the project to begin January 2018.

Westerly Creek Village Urban Renewal Area

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ 1,498	\$ 152,154	\$ 555,323	\$ 1,091,431	\$ 1,611,523	\$ 1,991,918
Revenues							
Sales Tax	\$ -	\$ 60,000	\$ 450,000	\$ 600,000	\$ 618,000	\$ 636,540	\$ 655,636
Use Tax	1,498	218,750	691,988	551,988	477,864	-	-
Property Tax	-	256,104	256,104	1,150,227	1,149,960	1,164,027	1,164,027
Occupational Privilege Tax	-	7,200	12,000	14,400	14,400	14,400	14,400
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ 1,498	\$ 542,054	\$ 1,410,092	\$ 2,316,615	\$ 2,260,224	\$ 1,814,967	\$ 1,834,063
Expenditures							
Personal Services	\$ -	\$ 20,000	\$ 20,000	\$ 25,000	\$ 25,000	\$ 30,000	\$ 30,000
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	371,398	956,164	1,581,551	1,541,177	1,228,570	1,240,982
Intergov'tal Agreements	-	-	30,759	173,956	173,956	176,002	176,002
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ 391,398	\$ 1,006,923	\$ 1,780,507	\$ 1,740,133	\$ 1,434,572	\$ 1,446,984
Ending Funds Available	\$ 1,498	\$ 152,154	\$ 555,323	\$ 1,091,431	\$ 1,611,523	\$ 1,991,918	\$ 2,378,996

The Westerly Creek Urban Renewal Area was created in 2013 and is located in northwest Aurora and 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 fall 2016. Construction on phase one of Stapleton-Aurora began in the first half of 2016 and is scheduled to be completed over a three to four year period. Projected revenues and developer incentives are based on preliminary project details and data.

Nine Mile Urban Renewal Area

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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 TIF districts to facilitate redevelopment and blight elimination in the area. The urban renewal plan calls for higher density redevelopment providing a mix of retail, commercial and residential uses. The Regatta Plaza shopping center was originally part of Nine Mile Station URA. However, in late 2015, the center was removed from the boundary and reconstituted as four separate urban renewal areas being Plazas 1 through 4. There are no current active TIFs in the Nine Mile Station URA. TIFs will be started as needed to support future projects. Given the lack of TIFs, there is no revenue being currently generated.

Aurora Conference Center

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Aurora Conference Center Urban Renewal Plan was approved on September 26, 2011. The project includes a 1,500 room hotel with approximately 400,000 square feet of conference facilities. The Effective Date of Allocation for Property Taxes and all City taxes is April 20, 2015, when the project construction commenced. Taxes generated by the Aurora Conference Center General Improvement District are allocated separately in the Urban Renewal Plan (URP), and began being collected in January 2013. The hotel and conference center opened in Spring 2016. At this time there are still limited projections for this URA.

Fitzsimons Gateway A

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Fitzsimons Gateway A Urban Renewal Plan was approved in November 2015. It is a 2.03-acre urban renewal area at the southeast corner of East Colfax Avenue and North Peoria Street. The project as proposed provides for a 5-story, 110,000 square feet transitional care facility and long term acute care hospital with a parking structure. The Effective Date of Allocation for Property Taxes and all City taxes was the date of the plan approval. Given the project remains in the planning phase, no TIF revenues have been generated to date and future revenues remain uncertain.

Fitzsimons Gateway B

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Fitzsimons Gateway B Urban Renewal Plan was approved in November 2015. It is a 2.17-acre urban renewal area at the southeast corner of East Colfax Avenue and North Peoria Street. The project as proposed provides for a 4-6 story, 155,180 square feet commercial building with retail at ground floor, or a transitional care center and long term acute care hospital with structure parking. The Effective Date of Allocation for Property Taxes and all City taxes was the date of the plan approval. Given the project remains in the planning phase, no TIF revenues have been generated to date and future revenues remain uncertain.

Alameda Center

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,840	\$ 9,665
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ 240,000	\$ 332,125	\$ 347,319
Use Tax	-	-	-	458,500	458,500	-	-
Property Tax	-	-	-	-	60,000	312,000	312,000
Occupational Privilege Tax	-	-	-	-	3,840	3,840	3,840
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	7,500	7,500	7,500	7,500	7,500
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ 7,500	\$ 466,000	\$ 769,840	\$ 655,465	\$ 670,659
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	180,000	100,000
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	458,500	683,500	475,000	486,000
Intergov'tal Agreements	-	-	-	-	8,800	45,900	45,900
Collection Fees	-	-	-	-	1,200	6,240	6,240
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	7,500	7,500	7,500	7,500	7,500
Total Expenditures	\$ -	\$ -	\$ 7,500	\$ 466,000	\$ 701,000	\$ 714,640	\$ 645,640
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ 68,840	\$ 9,665	\$ 34,684

In late 2015, the Aurora City Council approved the creation of a new 6.8-acre urban renewal area at the northeast corner of South Sable Street and East Alameda Avenue. The Alameda Center Urban Renewal Plan establishes a single TIF Area covering the entire plan area to facilitate the redevelopment of the existing bank and shopping center into a quality transit-oriented development. Per the Urban Renewal Plan (URP) the TIF is to start at time of final site plan approval which is anticipated for early 2017.

Plaza 1

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ 204,585	\$ 509,761	\$ 821,803
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ 1,022,927	\$ 1,045,943	\$ 1,069,477	\$ 1,093,540
Use Tax	-	-	222,744	-	-	-	-
Property Tax	-	-	-	-	479,936	490,735	501,776
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ 222,744	\$ 1,022,927	\$ 1,525,879	\$ 1,560,211	\$ 1,595,316
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	222,744	818,342	1,220,703	1,248,169	1,276,253
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ 222,744	\$ 818,342	\$ 1,220,703	\$ 1,248,169	\$ 1,276,253
Ending Funds Available	\$ -	\$ -	\$ -	\$ 204,585	\$ 509,761	\$ 821,803	\$ 1,140,867

Plaza 1 is to be the first phase of redevelopment of the Regatta Plaza shopping center. It includes the construction of a new 78,000 square foot King Soopers, relocation of Key Bank, and about 20,000 square feet of restaurant and retail space. The TIF area has been created and is due to begin revenue production upon approval of site development plan.

Plaza 2

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 122,624	\$ 249,607
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ 466,200	\$ 476,690	\$ 487,415
Use Tax	-	-	-	108,173	-	-	-
Property Tax	-	-	-	-	-	236,334	241,652
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ 108,173	\$ 737,819	\$ 759,094	\$ 792,389
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	108,173	-	-	-
Developer Incentives	-	-	-	-	279,720	427,814	437,440
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ 108,173	\$ 615,195	\$ 632,111	\$ 659,744
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ 122,624	\$ 249,607	\$ 382,253

Plaza 2 is to commence upon completion of Phase 1 and currently includes retail space, an affordable housing project, and a public park/plaza. It also is to include construction of pedestrian bridge over Parker Road to the RTD light rail station. The TIF area has been established and is due to begin upon approval of site plan estimated to occur in 2017.

Plaza 3

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 122,624	\$ 249,607
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175,578	\$ 179,529
Use Tax	-	-	-	-	830,826	-	-
Property Tax	-	-	-	-	-	-	397,314
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 830,826	\$ 175,578	\$ 576,843
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	415,413	87,789	288,421
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 415,413	\$ 87,789	\$ 288,421
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ 415,413	\$ 210,413	\$ 538,029

Plaza 3 is part of the Regatta Plaza redevelopment that includes the construction of a vertical mixed use project providing about 200 residential units and ground floor commercial space. The TIF has been created and is to begin upon site plan approval estimated to occur in 2018.

Plaza 4

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use Tax	-	-	-	-	-	-	918,422
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	918,422
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	734,738
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	734,738
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	183,684

Plaza 4 represents the last phase of Regatta Plaza redevelopment and which is proposed to include additional residential units and commercial space in a mixed use concept. It also includes a Class A office tower of eight to 12 stories. The TIF area has been created and is to take effect upon approval of a site development plan.

AURA Non-TIF Fees

	2015 Actuals	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 86,588	\$ 86,974	\$ 89,161	\$ 40,661	\$ 17,161	\$ 10,661	\$ 12,160
Revenues							
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	16,917	28,569	49,019	51,439	56,000	63,577	64,920
Loans or Grants & Gifts	-	40,000	-	-	-	-	-
Land Sales	-	40,000	-	-	-	-	-
Interest Income	386	1,000	1,500	1,500	1,500	1,500	1,500
Total Revenues	\$ 17,303	\$ 109,569	\$ 50,519	\$ 52,939	\$ 57,500	\$ 65,077	\$ 66,420
Expenditures							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects	-	50,000	-	-	-	-	-
Development Studies/Plans	-	28,813	50,000	25,000	8,000	-	8,000
Developer Incentives	-	-	-	-	-	-	-
Intergov'l Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	16,917	28,569	49,019	51,439	56,000	63,577	64,920
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	\$ 16,917	\$ 107,382	\$ 99,019	\$ 76,439	\$ 64,000	\$ 63,577	\$ 72,921
Ending Funds Available	\$ 86,974	\$ 89,161	\$ 40,661	\$ 17,161	\$ 10,661	\$ 12,160	\$ 5,660

In 2005, the City had three urban renewal areas. Since that time, the City has created 18 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

2017 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)

	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue					
Property Tax	64,000	64,000	64,000	64,000	64,000
Total Revenue	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000
Expenditures					
Debt Payment	60,000	60,000	60,000	60,000	60,000
Maintenance	4,000	4,000	4,000	4,000	4,000
Total Expenditures	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -

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)

	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue					
Property Tax	47,500	47,500	47,500	47,500	47,500
Total Revenue	\$ 47,500	\$ 47,500	\$ 47,500	\$ 47,500	\$ 47,500
Expenditures					
Debt Payment	41,000	41,000	41,000	41,000	41,000
Maintenance	6,500	6,500	6,500	6,500	6,500
Total Expenditures	\$ 47,500	\$ 47,500	\$ 47,500	\$ 47,500	\$ 47,500
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -

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)

	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue					
Property Tax	199,750	199,750	199,750	199,750	199,750
Total Revenue	\$ 199,750	\$ 199,750	\$ 199,750	\$ 199,750	\$ 199,750
Expenditures					
Debt Payment	199,750	199,750	199,750	199,750	199,750
Total Expenditures	\$ 199,750	\$ 199,750	\$ 199,750	\$ 199,750	\$ 199,750
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -

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 \$199,750 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)

	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue					
Property Tax	37,400	37,400	37,400	37,400	37,400
Total Revenue	\$ 37,400	\$ 37,400	\$ 37,400	\$ 37,400	\$ 37,400
Expenditures					
Debt Payment	30,400	30,400	30,400	30,400	30,400
Maintenance	7,000	7,000	7,000	7,000	7,000
Total Expenditures	\$ 37,400	\$ 37,400	\$ 37,400	\$ 37,400	\$ 37,400
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -

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)

	2017		2018		2019		2020		2021	
	Adopted		Projected		Projected		Projected		Projected	
Beginning Funds Available	\$	-	\$	-	\$	-	\$	-	\$	-
Revenue										
Property Tax		429		100,000		250,000		500,000		750,000
Total Revenue	\$	429	\$	100,000	\$	250,000	\$	500,000	\$	750,000
Expenditures										
Capital Improvements		429		100,000		250,000		500,000		750,000
Total Expenditures	\$	429	\$	100,000	\$	250,000	\$	500,000	\$	750,000
Ending Funds Available	\$	-	\$	-	\$	-	\$	-	\$	-

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, as construction started in 2016. Once the Aurora Conference Center becomes more active, the property tax will increase as estimated in years 2018-2021.





City of Aurora, Colorado

2017 OPERATING AND CAPITAL IMPROVEMENT BUDGET

Appendix 11

Aurora Capital Leasing Corporation





Aurora Capital Leasing Corporation

	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 18,876,084	\$ 16,204,765	\$ 30,697,288	\$ 11,553,601	\$ 11,791,717	\$ 11,695,267
Sources						
Transfer from General Fund	\$ 11,564,446	\$ 9,608,337	\$ 9,808,338	\$ 10,276,633	\$ 9,940,383	\$ 9,940,884
Transfer from Capital Projects Fund	5,284,160	4,322,650	4,320,075	4,321,800	4,322,650	4,322,625
Transfer from E-911 Fund	1,814,400	1,812,950	1,817,950	1,815,750	1,813,000	1,817,000
Transfer from Open Space Fund	1,670,700	1,373,200	1,372,200	1,370,000	1,123,250	1,124,250
Transfer from Conservation Trust Fund	3,000,000	1,300,000	1,300,000	1,300,000	1,200,000	1,200,000
Transfer from Marijuana Revenue Fund	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Bond/Loan Proceeds	11,046,409	61,910,820	410,821	651,851	1,263,691	1,263,692
Other Sources	1,850,000	-	-	-	-	-
Total Sources	\$ 36,230,115	\$ 82,327,957	\$ 21,029,384	\$ 21,736,034	\$ 21,662,974	\$ 21,668,451
Expenditures						
Debt Service/Lease Payments	\$ 14,802,351	\$ 20,824,614	\$ 20,862,250	\$ 20,846,067	\$ 20,495,733	\$ 20,485,775
Capital Expenditures/Purchases	24,080,650	47,010,820	19,310,821	651,851	1,263,691	1,263,692
Fees/Other	18,432	-	-	-	-	-
Total Expenditures	\$ 38,901,433	\$ 67,835,434	\$ 40,173,071	\$ 21,497,918	\$ 21,759,424	\$ 21,749,467
Net Changes in Funds Available	(2,671,318)	14,492,523	(19,143,687)	238,116	(96,450)	(81,016)
Ending Funds Available	\$ 16,204,765	\$ 30,697,288	\$ 11,553,601	\$ 11,791,717	\$ 11,695,267	\$ 11,614,251

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 three outstanding Certificate of Participation debt issues. They are 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 and the Series 2009A issue for the Aurora Municipal Center (AMC) lease payments. Debt was issued in 2015 for the Police District 2 acquisition and office space improvements and the Moorhead Recreation Center improvements. New debt will be issued in 2017 to fund the construction of three fire stations and the new central recreation center. 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 Operating and Capital Admin Fund Statement of Assigned Fund Balance

	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 3,861,488	\$ 3,474,409	\$ 2,804,865	\$ 2,338,496	\$ 2,338,496	\$ 2,338,496
Sources						
Transfer from General Fund	\$ 2,610,215	\$ 2,554,106	\$ 2,554,107	\$ 2,554,108	\$ 2,216,883	\$ 2,216,884
Bond/Loan Proceeds	2,446,429	410,820	410,821	651,851	1,263,691	1,263,692
Transfer in/(out) ACLC	(768,744)	(669,544)	(466,369)	-	-	-
Total Sources	\$ 4,287,900	\$ 2,295,382	\$ 2,498,559	\$ 3,205,959	\$ 3,480,574	\$ 3,480,576
Expenditures						
Debt Service/Lease Payments	\$ 2,228,549	\$ 2,554,106	\$ 2,554,107	\$ 2,554,108	\$ 2,216,883	\$ 2,216,884
Capital Expenditures/Purchases	2,446,429	410,820	410,821	651,851	1,263,691	1,263,692
Total Expenditures	\$ 4,674,978	\$ 2,964,926	\$ 2,964,928	\$ 3,205,959	\$ 3,480,574	\$ 3,480,576
Ending Funds Available	\$ 3,474,409	\$ 2,804,865	\$ 2,338,496	\$ 2,338,496	\$ 2,338,496	\$ 2,338,496

The ACLC General Fund was created to account for funds 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 Operating and Capital Admin Fund is also a financing vehicle for City capital purchases, such as fleet purchases for new and replacement heavy equipment and vehicles. In 2015 a capital lease was issued for the replacement of the self-contained breathing apparatus for Fire and in both 2015 and 2016 additional rolling stock was acquired. Revenues are generated by a transfer from the City's General Fund to ACLC to cover the debt payments.

Refunding Certificates of Participation, Series 2009A

	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 8,332,104	\$ 8,332,104	\$ 8,332,104	\$ 8,332,104	\$ 8,332,104	\$ 8,332,104
Sources						
Transfer from General Fund	\$ 6,954,231	\$ 7,054,231	\$ 7,254,231	\$ 7,722,525	\$ 7,723,500	\$ 7,724,000
Transfer in/(out) ACLC	768,744	669,544	466,369	-	-	-
Total Sources	\$ 7,722,975	\$ 7,723,775	\$ 7,720,600	\$ 7,722,525	\$ 7,723,500	\$ 7,724,000
Expenditures						
Debt Service/Lease Payments	\$ 7,722,975	\$ 7,723,775	\$ 7,720,600	\$ 7,722,525	\$ 7,723,500	\$ 7,724,000
Total Expenditures	\$ 7,722,975	\$ 7,723,775	\$ 7,720,600	\$ 7,722,525	\$ 7,723,500	\$ 7,724,000
Ending Funds Available	\$ 8,332,104	\$ 8,332,104	\$ 8,332,104	\$ 8,332,104	\$ 8,332,104	\$ 8,332,104

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 Operating Fund and will be used to fund part of the debt payment attributable to the public improvement portion of this series.

The final payment for the Series 2006A-1 was made in 2015 which allowed for the transfer from the General Fund for the Series 2006A-1 payments of \$3.0 million to be repurposed in 2016 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 shown above) which will be reduced annually as the General Fund transfer for lease payments increases \$100,000 in 2017 and then \$200,000 in 2018. The final increase of \$468,300 in 2019 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 / Public Safety Radio System Replacement

	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 2,810,758	\$ -	\$ -	\$ -	\$ -	\$ -
Sources						
Transfer from E-911 Fund	\$ 1,814,400	\$ 1,812,950	\$ 1,817,950	\$ 1,815,750	\$ 1,813,000	\$ 1,817,000
Transfer from Open Space Fund	1,120,700	1,123,200	1,122,200	1,120,000	1,123,250	1,124,250
Total Sources	\$ 2,935,100	\$ 2,936,150	\$ 2,940,150	\$ 2,935,750	\$ 2,936,250	\$ 2,941,250
Expenditures						
Debt Service/Lease Payments	\$ 2,935,100	\$ 2,936,150	\$ 2,940,150	\$ 2,935,750	\$ 2,936,250	\$ 2,941,250
Capital Expenditures - Radio Upgrade	2,810,758	-	-	-	-	-
Total Expenditures	\$ 5,745,858	\$ 2,936,150	\$ 2,940,150	\$ 2,935,750	\$ 2,936,250	\$ 2,941,250
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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. 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 Sports Park portion of the Series 2014 COPs will be funded by a transfer from the Open Space Fund to ACLC. Annual debt service for the E-911 portion of the Series 2014 COPs is funded by a transfer from the E-911 Fund to ACLC. 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**

	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 3,831,186	\$ -	\$ -	\$ -	\$ -	\$ -
Sources						
Transfer from the Capital Projects Fund	\$ 2,210,888	\$ 1,497,650	\$ 1,495,075	\$ 1,496,800	\$ 1,497,650	\$ 1,497,625
Other Sources	550,000	-	-	-	-	-
Total Sources	\$ 2,760,888	\$ 1,497,650	\$ 1,495,075	\$ 1,496,800	\$ 1,497,650	\$ 1,497,625
Expenditures						
Debt Service/Lease Payments	\$ 1,499,525	\$ 1,497,650	\$ 1,495,075	\$ 1,496,800	\$ 1,497,650	\$ 1,497,625
Capital Expenditures/Purchases	5,092,549	-	-	-	-	-
Total Expenditures	\$ 6,592,074	\$ 1,497,650	\$ 1,495,075	\$ 1,496,800	\$ 1,497,650	\$ 1,497,625
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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 lease payments for the Series 2015 COPs are funded by a transfer to ACLC from the Capital Projects Fund. The debt will be paid over 25 years with payments beginning in 2015.

Capital Lease - 2015C
District 2 Police Station Relocation and Remodel

	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 40,548	\$ -	\$ -	\$ -	\$ -	\$ -
Sources						
Transfer from the Capital Projects Fund	\$ 825,000	\$ 825,000	\$ 825,000	\$ 825,000	\$ 825,000	\$ 825,000
Bond/Loan Proceeds	-	7,500,000	-	-	-	-
Right of Way Proceeds	1,300,000	-	-	-	-	-
Total Sources	\$ 2,125,000	\$ 8,325,000	\$ 825,000	\$ 825,000	\$ 825,000	\$ 825,000
Expenditures						
Debt Service/Lease Payments	\$ 416,202	\$ 825,000	\$ 825,000	\$ 825,000	\$ 825,000	\$ 825,000
Capital Expenditures/Purchases	1,730,914	7,500,000	-	-	-	-
Fees/Other	18,432	-	-	-	-	-
Total Expenditures	\$ 2,165,548	\$ 8,325,000	\$ 825,000	\$ 825,000	\$ 825,000	\$ 825,000
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The City purchased the Aurora Federal Credit Union land and building in 2015 for less than \$4 million to be used for the District 2 Police Station relocation and remodel project. Third party financing was provided by JP Morgan for the acquisition of this property in late 2015. The plan was to determine after the acquisition what remodeling and additional improvements would be needed to this property. Current expectations are that improvements will take place later early 2017 and will be less than \$8 million. In late 2016 or early 2017 a new financing will combine the existing financing with the new financing for the remodeling and additional improvements resulting in a new financing of up to \$11 million net. In addition, \$1.3 million of the funding for the project was received in 2016 from RTD for the right of way related to the Light Rail station.

Annual payments for this project is included in the projected budgets. Annual lease payments will be funded by a transfer to ACLC from the Capital Projects Fund.

Capital Lease - 2016
Moorhead Recreation Center Improvements

	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ 4,398,252	\$ 660,319	\$ 883,001	\$ 1,121,117	\$ 1,024,667
Sources						
Transfer from General Fund (MJ funds)	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from the Capital Projects Fund	2,248,272	-	-	-	-	-
Transfer from Open Space Fund	550,000	250,000	250,000	250,000	-	-
Transfer from Conservation Trust Fund	3,000,000	1,300,000	1,300,000	1,300,000	1,200,000	1,200,000
Bond/Loan Proceeds	8,599,980	-	-	-	-	-
Total Sources	\$ 16,398,252	\$ 1,550,000	\$ 1,550,000	\$ 1,550,000	\$ 1,200,000	\$ 1,200,000
Expenditures						
Debt Service/Lease Payments	\$ -	\$ 1,287,933	\$ 1,327,318	\$ 1,311,884	\$ 1,296,450	\$ 1,281,016
Capital Expenditures/Purchases	12,000,000	4,000,000	-	-	-	-
Total Expenditures	\$ 12,000,000	\$ 5,287,933	\$ 1,327,318	\$ 1,311,884	\$ 1,296,450	\$ 1,281,016
Ending Funds Available	\$ 4,398,252	\$ 660,319	\$ 883,001	\$ 1,121,117	\$ 1,024,667	\$ 943,651

Financing was obtained in 2016 in the form of a capital lease for the Moorhead Recreation Center Improvements project. In addition to the funding obtained through debt, over \$7 million of the \$16 million project will be funded by various City sources as shown in the 2016 projected sources. The project is expected to be completed by May 2017.

Annual debt service for this project is included in the projected budgets. Annual lease payments will be funded by a transfer to ACLC from the Open Space Fund and the Conservation Trust Fund.

Appendix 11 - Aurora Capital Leasing Corporation

**Future Issues
Fire Stations and
New Central Recreation Center**

	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ 18,900,000	\$ -	\$ -	\$ -
Sources						
Transfer from the Capital Projects Fund	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Transfer from Marijuana Revenue Fund	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Fire Stations Proceeds	-	24,000,000	-	-	-	-
Rec Center Proceeds	-	30,000,000	-	-	-	-
Total Sources	\$ -	\$ 58,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000
Expenditures						
Debt Service/Lease Payments	\$ -	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000
Capital Expenditures/Purchases	-	35,100,000	18,900,000	-	-	-
Total Expenditures	\$ -	\$ 39,100,000	\$ 22,900,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000
Ending Funds Available	\$ -	\$ 18,900,000	\$ -	\$ -	\$ -	\$ -

Future issuances of Certificates of Participation are planned for the purpose of financing new Central Recreation Center at Vassar and Telluride for (2017), and the construction of three fire stations (#5, #15 and the Gaylord station) (2017-2018).

Annual debt service for these projects is included in the projected budgets. Annual lease payments for the fire stations will be funded by a transfer from the Capital Projects Fund (CPF) to ACLC. Lease payments for the new recreation center will be funded by a transfer from the Marijuana Revenue Fund to ACLC.



City of Aurora, Colorado

2017 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, 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

	2014	2015	2016	2016	2017
	Actual	Actual	Original	Projected	Adopted
Beginning Cash & Cash Equivalents	\$ 704	\$ 22,692	\$ 10,155	\$ 39,768	\$ 21,989
Revenue					
Transmission Service Charge	316,840	271,836	76,000	76,000	73,040
Other	229	56	35	60	40
	\$ 317,069	\$ 271,892	\$ 76,035	\$ 76,060	\$ 73,080
Expenditures					
Operating	43,391	64,934	85,650	93,839	78,735
Capital	251,690	189,882	-	-	-
	\$ 295,081	\$ 254,816	\$ 85,650	\$ 93,839	\$ 78,735
Ending Cash & Cash Equivalents	\$ 22,692	\$ 39,768	\$ 540	\$ 21,989	\$ 16,334

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

	2014	2015	2016	2016	2017
	Actual	Actual	Original	Projected	Adopted
Beginning Cash	\$ 590,513	\$ 299,434	\$ 352,101	\$ 207,027	\$ 314,004
Revenue					
Operating assessments	1,100,000	320,000	500,000	500,000	450,000
Other	14,427	48,340	13,000	29,633	25,000
	\$ 1,114,427	\$ 368,340	\$ 513,000	\$ 529,633	\$ 475,000
Expenditures					
Operating	306,089	300,345	357,831	320,329	355,875
Capital	1,099,417	160,402	117,400	102,327	94,500
	\$ 1,405,506	\$ 460,747	\$ 475,231	\$ 422,656	\$ 450,375
Ending Cash	\$ 299,434	\$ 207,027	\$ 389,870	\$ 314,004	\$ 338,629

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 and the City of Aurora, Colorado. The System consists of collection/transmission ditches, dams, reservoirs, pipelines, water tunnels, and other related infrastructure/appurtenances located in Pitkin and Lake Counties by which waters may be collected, stored, and diverted from the western slope of Colorado to the eastern slope of Colorado; water rights; and other related buildings/facilities and equipment located at Ivanhoe Reservoir in Pitkin County.





City of Aurora, Colorado

2017 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 & Maintenance

	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2121 Projected
Beginning Funds Available	\$ 94,889	\$ 180,526	\$ 184,304	\$ 161,463	\$ 129,509	\$ 87,023
Revenues						
Investment Income	\$ 800	\$ 2,163	\$ 2,169	\$ 1,894	\$ 1,511	\$ 1,001
Other Revenue	76,181	-	-	-	-	-
Internal Transfer CSF	-	35,000	35,000	35,000	35,000	35,000
Transfers in (25% of total transfer)	208,811	82,031	83,271	52,115	62,629	63,315
Total Revenues	\$ 285,792	\$ 119,194	\$ 120,440	\$ 89,009	\$ 99,140	\$ 99,316
Expenditures						
Personal Services	\$ 94,700	\$ 97,355	\$ 101,685	\$ 105,255	\$ 108,962	\$ 112,814
Maintenance	105,455	18,061	41,596	15,708	32,664	25,823
Total Expenditures	\$ 200,155	\$ 115,416	\$ 143,281	\$ 120,963	\$ 141,626	\$ 138,637
Ending Funds Available	\$ 180,526	\$ 184,304	\$ 161,463	\$ 129,509	\$ 87,023	\$ 47,702

Typically, 25.0 percent of the AIPP transfers go into the Art Administration & 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 \$184,300 by 2017. 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

	2016 Projection	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2121 Projected
Beginning Funds Available	\$ 836,160	\$ 742,883	\$ 525,752	\$ 758,375	\$ 893,681	\$ 1,061,309
Revenues						
Investment Income	\$ 11,200	\$ 7,778	\$ 6,309	\$ 8,460	\$ 9,743	\$ 14,458
Transfers in (75% of total transfer)	505,456	253,592	255,314	156,346	187,886	189,944
Total Revenues	\$ 516,656	\$ 261,370	\$ 261,623	\$ 164,806	\$ 197,629	\$ 204,402
Expenditures						
Acquisitions - Scheduled	\$ 609,933	\$ 478,500	\$ 29,000	\$ 29,500	\$ 30,000	\$ 30,000
Total Expenditures	\$ 609,933	\$ 478,500	\$ 29,000	\$ 29,500	\$ 30,000	\$ 30,000
Ending Funds Available	\$ 742,883	\$ 525,752	\$ 758,375	\$ 893,681	\$ 1,061,309	\$ 1,235,711

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 2017 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.





City of Aurora, Colorado

2017 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, with the remainder 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 Actual	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 524,515	\$ 567,973	\$ 493,986	\$ 358,495	\$ 218,895	\$ 207,693	\$ 191,069
Sources							
Court Fees	\$ 8,726	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Ticket Surcharges (\$2.00)	77,238	65,593	77,000	77,000	80,000	80,000	80,000
Allocation from PRL Program	82,094	59,248	65,965	73,553	67,909	66,668	65,389
Interest	5,968	5,707	6,171	5,412	5,513	5,520	5,449
Total Sources	\$ 174,026	\$ 137,548	\$ 156,136	\$ 162,964	\$ 160,422	\$ 159,188	\$ 157,838
Expenditures							
Personal Services	\$ 115,676	\$ 107,342	\$ 128,082	\$ 131,924	\$ 135,882	\$ 139,959	\$ 144,157
Supplies and Services	13,896	11,434	27,359	34,359	34,359	34,359	34,359
Other Expenses	996	1,086	1,186	1,281	1,383	1,494	1,614
Funds for Wellness Court	-	91,673	135,000	135,000	-	-	-
Total Expenditures	\$ 130,568	\$ 211,535	\$ 291,627	\$ 302,564	\$ 171,625	\$ 175,812	\$ 180,130
Ending Funds Available	\$ 567,973	\$ 493,986	\$ 358,495	\$ 218,895	\$ 207,693	\$ 191,069	\$ 168,777

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.

Teen Court revenues have generally been higher than expenditures, resulting in a growing fund balance. Funds available in 2016 are projected to decrease for the first time in over ten years. The 2017 budget continues an annual \$135,000 draw down of funds available as part of a three year program to provide housing and housing management for the Wellness Court participants. The projection assumes these Wellness Court needs will be funded from 2016 - 2018. By the end of 2021, funds available will be \$168,800 as expenditures surpass revenues in the out years due to decreasing filings and Photo Red Light collections.

Aurora for Youth (AFY)

	2015 Actual	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 1,182,516	\$ 1,038,809	\$ 838,218	\$ 653,295	\$ 480,737	\$ 283,054	\$ 64,458
Sources							
Ticket Surcharges (\$7.00)	\$ 270,318	\$ 229,770	\$ 269,500	\$ 269,500	\$ 280,000	\$ 280,000	\$ 280,000
Allocation from PRL Program	287,209	207,283	230,782	257,328	237,584	233,240	228,767
Interest	14,022	16,137	10,466	10,658	9,517	8,063	6,314
Total Sources	\$ 571,549	\$ 453,190	\$ 510,748	\$ 537,486	\$ 527,100	\$ 521,303	\$ 515,081
Expenditures							
Personal Services	\$ 422,486	\$ 378,985	\$ 370,811	\$ 381,935	\$ 393,393	\$ 405,195	\$ 417,351
Supplies and Services	276,915	265,953	315,165	318,317	321,500	324,715	327,962
Other Expenses	15,855	8,843	9,695	9,792	9,890	9,989	10,089
Total Expenditures	\$ 715,256	\$ 653,781	\$ 695,671	\$ 710,044	\$ 724,783	\$ 739,899	\$ 755,402
Ending Funds Available	\$ 1,038,809	\$ 838,218	\$ 653,295	\$ 480,737	\$ 283,054	\$ 64,458	\$ (175,862)

Aurora for Youth (AFY) 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, A-GRIP, and Power UP in addition to several newer programs including GREAT (Gang Resistance Education and Training), APAC (Aurora Police Activities Club), and the Police Explorer program.

The 2017 budget includes funding for 2.0 FTE working on the Aurora for Youth Initiatives as well as \$138,800 of overtime budget for additional officers brought in to promote these programs. The budget for supplies and services continues to increase as Aurora for Youth takes over contracted services that were previously grant funded. As expenditures increase, it is anticipated that revenues will continue to decrease due to a recent drop in fillings and fewer collections from Photo Red Light. In the next five years, ending funds available will be depleted, and a shortfall of \$175,900 is expected by the end of 2021.

Appendix 14 - Surcharge Programs Summary

V.A.L.E.T

	2015 Actual	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 1,334,498	\$ 1,218,242	\$ 899,619	\$ 621,705	\$ 364,392	\$ 74,103	\$ (243,082)
Sources							
Ticket Surcharges (\$10.00)	\$ 386,039	\$ 328,381	\$ 385,000	\$ 385,000	\$ 400,000	\$ 400,000	\$ 400,000
Allocation from PRL Program	410,231	296,070	329,634	367,550	339,349	333,145	326,756
Interest	13,535	15,086	11,232	11,030	8,877	6,330	3,401
Total Sources	\$ 809,805	\$ 639,537	\$ 725,866	\$ 763,580	\$ 748,227	\$ 739,476	\$ 730,157
Expenditures							
Personal Services	\$ 396,811	\$ 515,911	\$ 561,980	\$ 578,839	\$ 596,205	\$ 614,091	\$ 632,513
Training/Conference Expenditures	262,710	266,504	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	150,000
Other Expenses	116,540	25,745	25,400	25,654	25,911	26,170	26,431
Total Expenditures	\$ 926,061	\$ 958,160	\$ 1,003,780	\$ 1,020,893	\$ 1,038,515	\$ 1,056,660	\$ 1,075,345
Ending Funds Available	\$ 1,218,242	\$ 899,619	\$ 621,705	\$ 364,392	\$ 74,103	\$ (243,082)	\$ (588,270)

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.

Despite declining revenues attributed to a decrease in the number of citywide filings and Photo Red Light collections, expenditures in V.A.L.E.T continue to increase. Most of the program's expenditures are personal services, and the 2017 budget currently funds 8.0 FTE Victim Advocates and 1.0 Contingent Victim Advocate as well as a portion of the Investigations Bureau Commander. The entire Police Department travel and training budget is also budgeted in the V.A.L.E.T program. Starting in 2015, the program began to draw down fund balance to cover program expenditures. From 2017 to 2019, the program is forecast to use on average \$275,000 per year of fund balance. Funds available will be depleted in early 2020, and the fund will run a deficit of \$588,300 by the end of 2021.

Appendix 14 - Surcharge Programs Summary

Nexus

	2015 Actual	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ 761,716	\$ 698,589	\$ 1,146,958	\$ 1,010,887	\$ 906,070	\$ 787,553	\$ 662,132
Sources							
Ticket Surcharges (\$10.00)	\$ 383,977	\$ 328,381	\$ 385,000	\$ 385,000	\$ 400,000	\$ 400,000	\$ 400,000
Allocation from PRL Program	410,231	296,070	329,634	367,550	339,349	333,145	326,756
Interest	6,368	8,368	13,745	7,083	6,583	5,884	5,009
Transfer from General Fund	-	680,000	-	-	-	-	-
Total Sources	\$ 800,576	\$ 1,312,819	\$ 728,379	\$ 759,633	\$ 745,932	\$ 739,030	\$ 731,765
Expenditures							
Aid to Agencies	\$ 863,703	\$ 864,450	\$ 864,450	\$ 864,450	\$ 864,450	\$ 864,450	\$ 864,450
Total Expenditures	\$ 863,703	\$ 864,450	\$ 864,450	\$ 864,450	\$ 864,450	\$ 864,450	\$ 864,450
Ending Funds Available	\$ 698,589	\$ 1,146,958	\$ 1,010,887	\$ 906,070	\$ 787,553	\$ 662,132	\$ 529,447

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 2013-2015, and staff expects the amount of the award for each agency to be fully spent in 2016. 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. The 2017 Budget will remain the same as years past, but Council will determine each agencies final award in the fall.

Budgeted Awards to NEXUS Agencies					
AGENCY	2013	2014	2015	2016	2017
Comitis Crisis Center	\$ 247,940	\$ 247,940	\$ 247,940	\$ 287,729	TBD
Arapahoe House	102,410	119,310	119,310	119,310	TBD
SungateKids	53,000	58,000	58,000	58,000	TBD
Gateway Battered Women's Services	115,885	119,885	119,885	119,885	TBD
Aurora Mental Health	73,270	78,270	78,270	78,270	TBD
Metro Community Provider Network	56,595	56,595	56,595	56,595	TBD
Additional Awards*	144,450	254,239	184,239	144,450	TBD
TOTAL PROGRAM AWARDS	\$ 793,550	\$ 934,239	\$ 864,239	\$ 864,239	\$ 864,450

Despite expenditures remaining fairly steady, the program began to draw down funds available starting in 2015 as revenues decreased from both ticket surcharges and the Photo Red Light allocation. From 2017 to 2021, the NEXUS program's funds available will decrease by an average of \$123,500 per year. By 2021, the remaining funds available will be \$529,400. 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 the photo red light program were to be eliminated.

Photo Red Light Program

	2015 Actual	2016 Projected	2017 Adopted	2018 Projected	2019 Projected	2020 Projected	2021 Projected
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources							
Fines and Forfeitures	\$ 3,073,329	\$ 2,850,469	\$ 3,093,071	\$ 3,220,000	\$ 3,110,000	\$ 3,110,000	\$ 3,110,000
Surcharge Transfer Out	(1,189,763)	(858,672)	(956,015)	(1,065,980)	(984,191)	(966,199)	(947,667)
Interest	4,057	3,958	2,500	2,500	2,500	2,500	2,500
Total Sources	\$ 1,887,623	\$ 1,995,755	\$ 2,139,556	\$ 2,156,520	\$ 2,128,309	\$ 2,146,301	\$ 2,164,833
Expenditures							
Personnel Expenditures	\$ 395,740	\$ 538,535	\$ 560,668	\$ 577,488	\$ 594,813	\$ 612,657	\$ 631,037
Vendor Invoices	1,305,608	1,299,267	1,338,769	1,338,769	1,310,000	1,310,000	1,310,000
Process Servers (officers + mail)	180,592	151,911	231,913	231,913	215,000	215,000	215,000
Other Expenditures	5,683	6,042	8,206	8,350	8,496	8,644	8,796
Total Expenditures	\$ 1,887,623	\$ 1,995,755	\$ 2,139,556	\$ 2,156,520	\$ 2,128,309	\$ 2,146,301	\$ 2,164,833
Ending Funds Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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 first used to cover expenditures including contract invoices from the vendor, process and personal service costs, and staff time. Then the remainder is transferred out to the City's surcharge programs. Over the last several years, the number of evidence sets have increased to a point where 4.0 Civil FTE and 2.0 Career Service FTE are needed to support the program.

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 2016 projection for the surcharge transfer will be \$267,600 less than 2016 Original Budget. The transfer out to the surcharge programs will increase slightly in 2017 and 2018, as the collections process will recover some revenue on fines that were issued in 2014-2016. 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.





City of Aurora, Colorado

2017 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 Hearth Emergency Solutions Grant (HESG) 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 HESG 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 2017 budget includes funding equal to the actual 2016 grant awards for CDBG, HOME, and HESG. 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 - 2017 CDBG PROGRAM

ADMINISTRATION: (Subject to a 20% Administrative Cap of \$558,951)

- **CDBG Program Administration** (Community Development) \$558,951
Provides funds for salaries and 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 \$423,713)

- **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) \$90,000
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 Neighborhood Revitalization Strategy Area (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 providing Community Development staff with eligibility documentation and verification of the overnight stays for one, two, or three nights at a local

Appendix 15 - Community Development Program Detail

hotel/motel for homeless individuals or families. Aurora Warms the Night 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
- **PATH Projects for Assistance in Transition from Homelessness** (Community Development / Aurora Mental Health Center (AuMHC))

Funds will support a portion of 1.0 FTE community outreach position. The PATH program is currently the only program that provides Street Outreach to homeless adults in Aurora. PATH does formal intakes on approximately 100 homeless adults per year, seeing on an average of 40-60 people a day during their drop in hours.

\$18,000

REHABILITATION PROGRAMS:

- **Housing Rehabilitation Program Staff/Operating Expense** (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.

\$300,000
- **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, sewer lines and water lines.

\$125,000
- **Commercial Renovation Program** (Community Development)

This program provides funding for commercial revitalization efforts for exterior storefronts. The on-going exterior storefront renovation program offers design services and rehab funding on a 50% forgiven loan and a 50% CDBG low-interest amortized loan. Architectural and engineering fees up to \$30,000 provided as a grant to the grantee. Fund availability is based on a first-come, first-serve basis.

\$600,000
- **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 2017 funding requirements.**

\$0
- **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 modifications, bathroom modifications and any other handicap accessibility needs.

\$50,000

Appendix 15 - Community Development Program Detail

PUBLIC FACILITY PROGRAMS and OTHER PROJECTS:

- **Northwest Aurora Alley Paving** (Public Works and Community Development)
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 survey, 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.

\$250,000
- **NRSA Street Lighting Program (aka Arts District Light Program):** (Public Works and Community Development)
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. **This program was fully funded in 2016.**

\$0
- **Radon Program:** (Community Development)
This program was first funded in 2015 and intended to 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 annual basis. Radon gas is the 2nd leading cause of lung cancer. The presence of radon, a colorless, odorless and carcinogenic gas, is common in Aurora.

\$50,000
- **Code Enforcement:** (Neighborhood Support Division)
Funding for this project will provide funds for salaries/operating expenses for four (4) 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.

\$265,000
- **“NEW” Aurora Interchurch Task Force, Inc. DBA Aurora Interfaith Community Services** (Community Development)
These funds will be used to fund interior renovation needs for Aurora Interfaith Community Services, a non-profit agency aimed at providing substantive emergency assistance to the residents of Aurora.

\$275,000
- **“NEW” Creative Options for Early Childhood Education:** (Community Development)
These funds will be used to fund interior and exterior renovation needs for Ability Connection’s Creative Options for Early Childhood Education facility, a non-profit agency providing early childhood education through a Head-Start program to students from low-income families.

\$275,000

GRAND TOTAL:	\$3,153,951
PROJECTED CDBG FUNDS AVAILABLE:	\$3,234,758
BALANCE FOR FUTURE CDBG PROGRAMS/PROJECTS:	\$80,807

Appendix 15 - Community Development Program Detail

Part 2 - 2017 HOME INVESTMENT PARTNERSHIP (HOME) PROGRAM

HOME 2017 Project Program Year

• HOME Project Funding:	\$912,330
• Projected HOME Program Income:	\$600,000
• Prior Year Excess Program Income:	\$100,000
• City Matching Funds (GF): (25% of 90% total HOME Grant)	<u>\$205,275</u>
Total HOME Funds Projected for Program Year 2017:	\$1,817,605

Recommended 2017 Program Distribution:

• HOME Administration: (Capped at 10% HOME + Program Income)	\$151,233
• Single Family Rehabilitation Program:	\$800,000
• Home Ownership Program:	\$200,000
• Community Housing Development Organizations (CHDOs)	
Required 15% Set-aside: for CHDO Activities:	\$136,850
• Aurora @ Home	<u>\$50,000</u>

GRANT TOTAL:	\$1,338,083
PROJECTED HOME FUNDS AVAILABLE:	\$1,817,605
BALANCE RESERVED FOR FUTURE “NEW”HOME PROJECTS:	\$479,522

Part 3 – 2017 HEARTH EMERGENCY SOLUTIONS GRANTS (HESG)

2017 HESG Projected Funding: **\$239,252**

Preliminary distribution to non-profit emergency housing providers in Aurora are:

Arapahoe House (declined future HESG funding)	\$0
Comitis Crisis Center	\$75,365
Gateway Battered Women’s Center	\$68,186
Rapid Re-housing (Aurora @ HOME)	\$77,758
HESG Administration	<u>\$17,943</u>

GRAND TOTAL:	\$239,252
PROJECTED HESG FUNDS AVAILABLE:	\$239,252
BALANCE:	\$0

Attachment B Community Development Program Detail

2017 HOME Investment Partnership Program

		2016 ADOPTED BUDGET	2016 ACTUAL AWARD	2017 ADOPTED BUDGET
HOME Grant		\$ 827,149	\$ 912,330	\$ 912,330
Program Income		450,000	450,000	600,000
Sub-Total		1,277,149	1,362,330	1,512,330
Prior Year Excess Program Income		250,000	250,000	100,000
City General Fund Match		186,109	205,275	205,275
Total HOME Funds Available		\$ 1,713,258	\$ 1,817,605	\$ 1,817,605
Programmed Funds		952,715	973,083	1,338,083
Unprogrammed Funds		760,543	844,522	479,522
City of Aurora Org#	Description			
	ADMINISTRATION: (10% Admin Cap HOME Funding + Program income)			
64297	HOME Administration	\$ 127,715	\$ 136,233	\$ 151,233
	Sub-Total	127,715	136,233	151,233
	Aurora Mental Health Public Service			
64299	Single Family Rehabilitation	550,000	550,000	800,000
	Sub-Total	550,000	550,000	800,000
	HOME OWNERSHIP			
64296	Home Ownership Assistance (HOAP) Loans	100,000	100,000	200,000
	Sub-Total	100,000	100,000	200,000
64298	CHDO Activities	125,000	136,850	136,850
	Sub-Total	125,000	136,850	136,850

Attachment B Community Development Program Detail

2017 HOME Investment Partnership Program (continued)

		2016 ADOPTED BUDGET	2016 ACTUAL AWARD	2017 ADOPTED BUDGET
	HOME - OTHER PROGRAMS			
64717	Aurora @ HOME	50,000	50,000	50,000
	Sub-Total	50,000	50,000	50,000
	Expenditure Totals	\$ 952,715	\$ 973,083	\$ 1,338,083
	HOME Funds Available	1,713,258	1,817,605	1,817,605
	Balance	\$ 760,543	\$ 844,522	\$ 479,522

2017 Hearth Emergency Solutions Grant

City of Aurora Org#	Description	2017 ADOPTED BUDGET
	HESG Grant Amount	\$ 239,252
	HESG Sub-recipients	
64372	Arapahoe House - CAPPED	-
64393	Comitis Crisis Center - CAPPED	75,365
64394	Gateway Battered Women's Center - CAPPED	68,186
64437	Street Outreach	-
64438	Rapid Re-housing (Aurora @ Home)	77,758
64439	Homeless Management Information System	-
64435	HESG Admin	17,943
	Expenditure Totals	\$ 239,252
	HESG Funds Available	239,252
	Balance	\$ -



City of Aurora, Colorado

2017 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.

Original Budget

The budget that was originally adopted by City Council. This budget will not include supplemental budget requests.

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

ACA	Affordable Care Act	CPF	Capital Projects Fund
ACED	Adams County Economic Development	CPI	Consumer Price Index
ACLC	Aurora Capital Leasing Corporation	GERP	General Employees Retirement Plan
ADCO	Adams County Open Space	CQT	Crime, Quality of Life and Traffic
AEDC	Aurora Economic Development Council	CSI	Crime Scene Investigator
AIPP	Art In Public Places	CTF	Conservation Trust Fund
ALD	Arapahoe Library District	CWAC	Citizens' Water Advisory Committee
AMC	Aurora Municipal Center	CWCB	Colorado Water Conservation Board
ARCO	Arapahoe County Open Space	DART	Direct Action Response Team
ARRA	American Recovery and Reinvestment Act	DBC	Department Budget Coordinator
AURA	Aurora Urban Renewal Authority	DIA	Denver International Airport
AYDGRIP	Aurora Youth Development and Gang Reduction Implementation Plan	DRCOG	Denver Regional Council of Governments
BID	Business Improvement District	EDR	Enhanced Development Review
CABC	Citizens' Advisory Budget Committee	EECBG	Energy Efficiency Conservation Block Grant
CAD	Computer Aided Dispatch	EEO	Equal Employment Opportunity
CAPSTC	City of Aurora Public Safety Training Center	EMATT	East Metro Auto Theft Task Force
CAFR	Comprehensive Annual Financial Report	EMS	Emergency Medical Services
CALEA	Commission on Law Enforcement Accreditation	EOEP	Elected Officials and Executive Personnel's Defined Benefit Plan
CDBG	Community Development Block Grant	EPMP	Employee Performance Management Program
CDOT	Colorado Department of Transportation	FAST	Fugitive Apprehension and Surveillance Team
CHCD	Citizens' Advisory Committee on Housing, Community Development	FPPA	Fire and Police Pension Association
CIP	Capital Improvement Program	FRA	Fitzsimons Redevelopment Authority
CIPP	Cured in Place Pipe	FTE	Full-Time Equivalent
CML	Colorado Municipal League		

ACRONYMS (continued)

GERP	General Employees Retirement Plan	O&M	Operations and Maintenance
GFOA	Government Finance Officers Association	OAR	Original Aurora Renewal
GID	General Improvements District	ODA	Office of Development Assistance
GIS	Geographic Information System	OPT	Occupational Privilege Tax
GIU	Gang Intervention Unit	PAR	Police Area Representative
GO	General Obligation	PDF	Parks Development Fund
GON	Graffiti Off Neighborhoods	PIF	Property Improvement Fee
HERA	Housing and Economic Recovery Act	POST	Police Officer Standards and Testing
HIDTA	High Intensity Drug Trafficking Area	PWP	Prairie Waters Project
HOAP	Home Ownership Assistance Program	RTD	Regional Transportation District
HOME	Home Investment Partnership	SCADA	Supervisory Control and Data Acquisition
HRC	Human Relations Commission	SCFD	Scientific and Cultural Facilities District
HUD	United States Housing and Urban Development	SIDD	Special Improvement Debt District
HVAC	Heating Ventilation Air Conditioning	SIU	Special Investigations Unit
IGA	Intergovernmental Agreement	SRO	School Resource Officer
ISO	Insurance Services Office	STEP	Selective Traffic Enforcement Program
JAG	Justice Assistance Grant	TABOR	Tax Payers Bill of Rights
LEED	Leadership in Energy and Environmental Design	TIF	Tax Increment Finance
LRT	Light Rail Transit	TIP	Transportation Improvement Program
MGTF	Metro Gang Task Force	TOD	Transit-Oriented Development
MMRS	Metro Medical Response System	WISE	Water Infrastructure and Supply Efficiency
NFPA	National Fire Protection Association	VALET	Victim Assistance Law Enforcement Training
NSP	Neighborhood Stabilization Program		

