



City of Aurora, Colorado

2018

BUDGET IN BRIEF



Prepared by the Office of Budget and Financial
Planning

2017 Budget Acknowledgements

City Council

Stephen D. Hogan.....Mayor
Marsha Berzins Mayor Pro-Tem (2018) & Ward III
Sally Mounier (Outgoing) Ward I
Crystal Murillo(Incoming) Ward I
Nicole Johnston (Incoming) Ward II
Renie Peterson(Outgoing) Ward II
Charlie Richardson Ward IV
Bob Roth Ward V
Françoise Bergan Ward VI
Barbara Cleland (Outgoing) At-Large
Dave Gruber (Incoming) At-Large
Allison Hiltz (Incoming) At-Large
Angela Lawson At-Large
Bob LeGare At-Large
Brad Pierce (Outgoing) At-Large

City Executive Staff

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Jason Batchelor Interim City Manager
Nancy Freed Deputy City Manager
Michelle Wolfe Deputy City Manager
Janice Napper Assistant City Manager
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For more information, please visit the *City Budget* page on the City of Aurora website at www.auroragov.org/budget.

For other questions about the City, please call Access Aurora at (303) 739-7000.

Introduction

The 2018 Adopted Budget for the City of Aurora is the product of a cooperative process carried out by City staff with the guidance and direction from the Aurora City Council. The purpose of this document is to provide both summary-level and detailed information on the 2018 budget as adopted by City Council in the fall of 2017.

This summary document is divided into eight sections. While reading this document, some key terms to keep in mind are:

Appropriation. Authority to spend budgeted City funds;

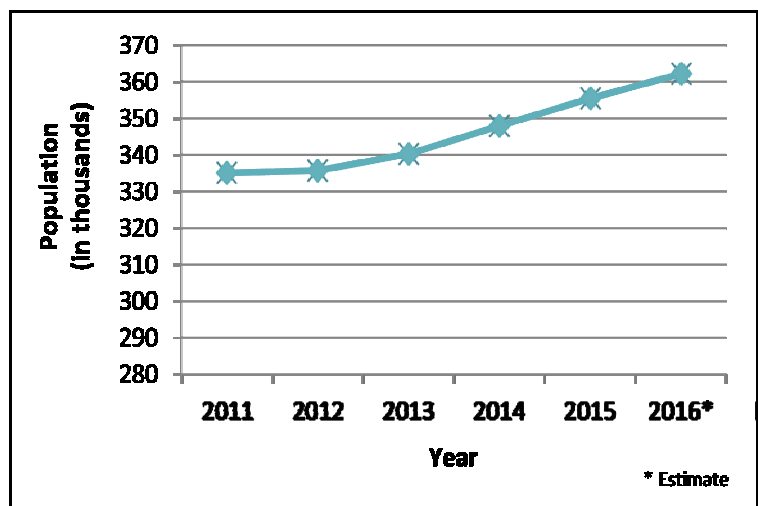
Fund. An independent fiscal and accounting entity with a self balancing set of accounts;

Revenue. Income received by the City, including all types of taxes, fees, gifts, grants, reimbursements, intergovernmental revenues, and interest earnings.

1. Profile of Aurora

Aurora is the third largest city in Colorado (2016 est. population 362,249) and is one of the most dynamic cities in the Denver-Aurora metropolitan area.

The City is structured on a council/manager form of government. This system combines the political leadership of elected officials with the managerial expertise of an appointed, professionally trained manager. Aurora operates as a “home rule” city, allowing the City to draft and amend its own charter.



* Estimate

The Aurora City Council is composed of 10 members and the Mayor. Of the 10 members, six represent each of the six wards in the City. The remaining four Council members are elected at-large, like the Mayor, and represent the entire City.

2. City Vision and Goals

The 2018 budget provides funding for services, programs, and projects that support Aurora City Council's established goals. The updated goals and objectives adopted by the City Council in 2012, collectively outline the City's vision for the future.

In addition to these high-level goals, the City Council has set out three sets of priorities including 13 priority projects. The priority projects include:

- *Fitzsimmons 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*
 - *Regional water*
 - *City transportation funding*
 - *Class 'A' office space*
 - *Entertainment districts*

References to the Council goals and to activities supporting these goals are included below:

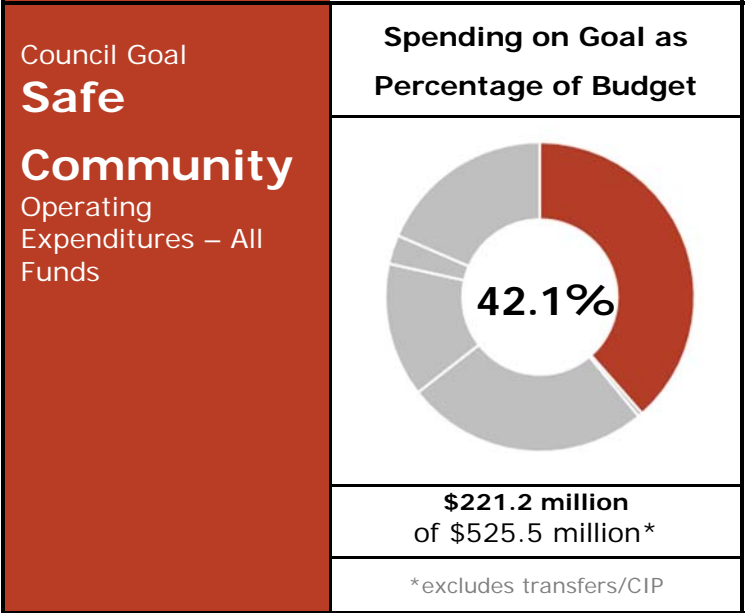
City Council Goal: “Assure a Safe Community for People”

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

Significant amendments to the budget include:

- Add 18.0 FTE Police Officers and equipment as a step toward the upcoming Police staffing mandate. (total cost: \$1.7 million ongoing; \$654,800 one-time)

- Add 12.0 FTE Firefighters and equipment as the second and final step to a 48-hour work week per the City's agreement with the International Association of Fire Fighters. (IAFF) (total cost: \$358,500 ongoing; \$130,300 one-time)



- Add an additional 5.0 FTE Firefighters as the third and final step to staff the new Highpointe/Gaylord Fire Station in north Aurora. (total cost: \$358,500 ongoing; \$130,300 one-time)
- Add 6.0 FTE for the opening of Courtroom VII. (total cost: \$526,900 ongoing)
- Add 3.0 FTE Crime Lab Couriers and 1.0 FTE Information Technology position due to the opening of the new regional crime lab. (total cost: \$380,000 ongoing; \$16,800 one-time)
- At the September 30, 2017 Budget Workshop, Council added 1.5 FTE in the Public Defender's Office. (total cost: \$104,300 ongoing)
- In Judicial, a conversion of a contingent Project Manger to a 1.0 FTE project manager occurred in the Designated Revenue Fund.

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

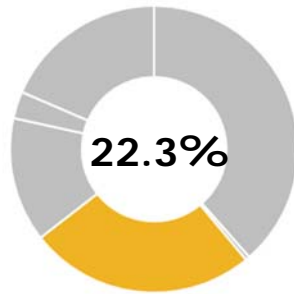
A transportation system that reduces travel time and congestion while expanding the multimodal mobility choices is essential to connect citizens and businesses. Maintaining and replacing key infrastructure is a critical expectation of citizens. The City's water utility will maintain a reliable water system, while also maximizing efficiency, minimizing cost, and providing value for rate payers. Significant budget amendments include:

Council Goal
Excellent

Infrastructure

Operating Expenditures – All Funds

**Spending on Goal as
Percentage of Budget**



\$117.1 million
of \$525.5 million*

*excludes transfers/CIP

- \$16.0 million transfer from the Water Fund to the Wastewater Fund for the Southeast Area Maintenance (SEAM) facility, which will increase the spending on this goal in the Wastewater Fund.
- \$5.3 million in transportation projects will be funded via a transfer from the General Fund to the Capital Projects Fund (CPF), increasing the spending on this goal in the CPF.
- At the September 30, 2017 Budget Workshop, council added \$4.0 million ongoing from the Marijuana Tax Revenue Fund as a debt payment for road projects.
- In Public Works, 2.0 vacant FTE Maintenance Workers will be eliminated from the budget to help balance the General Fund.
- A transfer of 2.0 FTE Civilian Police Parking Control positions will be transferred from the General Fund to the Parking and Mobility Fund to consolidate parking control efforts.

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.

Significant amendments to the budget include:

- In Parks, Recreation and Open Space (General Fund), a vacant 1.0 FTE Parks position is being eliminated, and another 1.0 FTE is being transferred

to the Conservation Trust Fund to assist with balancing the General Fund.

- In Parks, Recreation and Open Space (Recreation Fund), 13.0 FTE are being added for the opening of the Central Recreation Center.
- At the September 30, 2017 Budget Workshop, Council moved 2.0 FTE Code Enforcement FTE previously housed in the Community Development Fund to the General Fund.

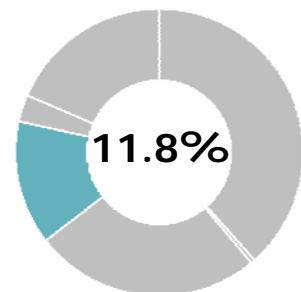
City Council Goal: “Be a Great Place to Locate, Expand and Operate a Business and Provide for Well-Planned Growth and Development”

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.

Significant budget amendments include:

Council Goal
**Superior
Quality
of Life**
Operating Expenditures – All Funds

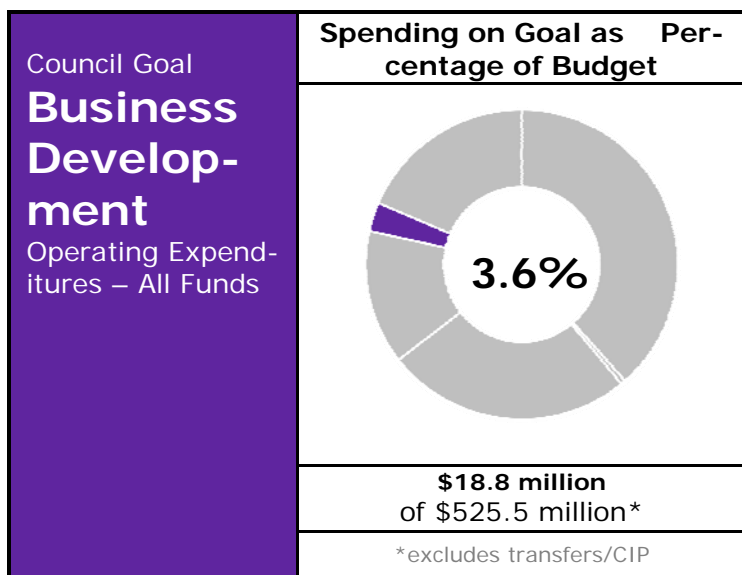
**Spending on Goal as
Percentage of Budget**



\$61.8 million
of \$525.5 million*

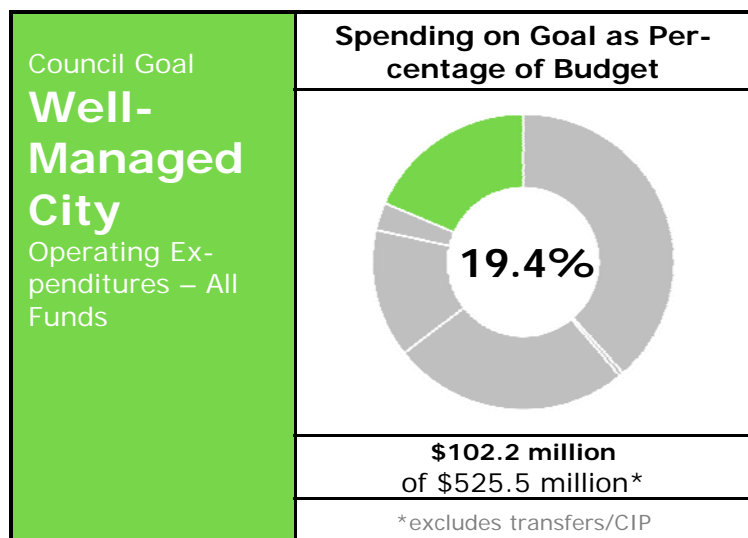
*excludes transfers/CIP

- 3.0 FTE are being activated and transferred from Non-Departmental Development Review Fund to Public Works Engineering.
- At the September, 30 2017 Budget Workshop, Council added a 0.5 FTE Retail Project Manager FTE in Planning and Development Services in the General Fund.
- The final phase of Workflow System Replacement.



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 provision 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.



Significant amendments to the budget include:

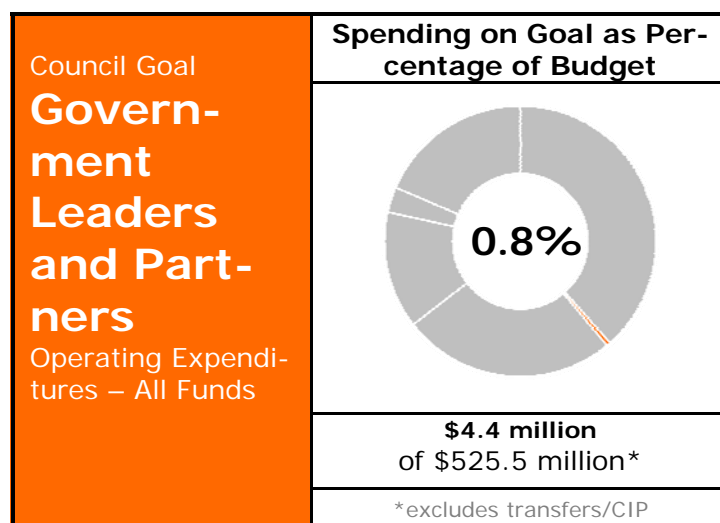
- An additional \$931,900 in sales tax revenue is being added to the General Fund due to the elimination of the 0.5 percent sales tax vendor fee.
- The 1.0 FTE vacant Deputy Director of Finance position was converted to a Revenue Agent, resulting in net additional revenue of \$200,000.
- One-time amendment for IT-related disaster recovery systems are included in this goal.

- A vacant 0.8 FTE Senior City Attorney Investigator was eliminated to assist with General Fund Balancing.

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. The City will participate and partner with other organizations on shared policy issues, joint programs, and shared facilities. The City will work with its partners to ensure that every child and young person in Aurora has access to the fundamental resources that she or he needs to succeed.

The City will spend \$4.4 million in operating in all funds, with \$1.6 million in the General Fund to advance this goal in 2018. Council added amendments totaling \$72,200 ongoing and \$36,500 one-time associated with this goal, including 1.0 FTE Intergovernmental Relations Coordinator in General Management.

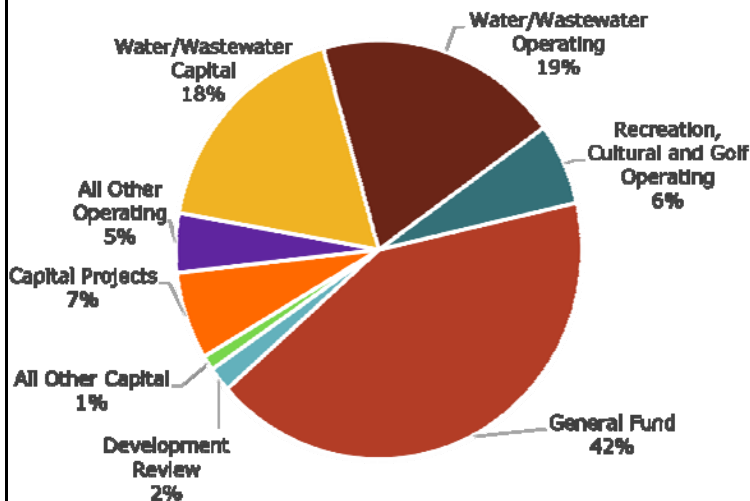


3. Budget Overview - All Funds

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.

Exhibit 3.1



The 2018 Adopted Budget includes a total of \$803.4 million in appropriations for all funds. This compares with the 2017 Original Budget of \$703.1 million and the 2017 expenditure projection of \$708.7 million. The variance of the 2018 budget to the 2017 amounts is primarily due to additional spending in the Water and Wastewater Funds. In fact, the total change from the 2017 projection to the 2018 Adopted Budget is \$94.7 million, and the Water/Wastewater Funds combine for an increase of \$86.0 million.

Exhibit 3.2
Expenditure and Budget Summary
All Funds

Fund	2015 Actual	2016 Projection	2017 Adopted
General Fund	\$ 324,431,696	\$ 329,440,765	\$ 337,671,006
Capital Projects	\$ 52,369,991	\$ 60,514,003	\$ 54,283,371
Community Development	\$ 6,298,494	\$ 4,599,367	\$ 4,589,367
Debt Services	\$ 298,919	\$ 442,217	\$ 174,362
Development Review	\$ 15,482,566	\$ 16,681,870	\$ 15,336,329
Fleet Management Fund	\$ 8,746,660	\$ 8,900,947	\$ 9,203,075
Golf Courses Fund	\$ 8,187,021	\$ 8,528,969	\$ 8,555,922
Recreation; Cultural Risk Management Fund	\$ 12,952,019	\$ 13,240,539	\$ 15,032,983
Wastewater Fund	\$ 103,082,379	\$ 83,575,965	\$ 125,630,105
Water Fund	\$ 698,282,472	\$ 129,844,121	\$ 173,782,887
Others	\$ 33,552,489	\$ 40,604,503	\$ 48,145,377
Total Budget	\$1,273,115,423	\$706,670,263	\$803,387,784

4. General Fund

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.

Exhibit 3.3
Operating Appropriations by Category
All Funds

Category	2016 Actual	2017 Projection	2018 Adopted
Salaries and Benefits	\$269,364,906	\$286,917,935	\$303,499,955
Supplies and Services	\$137,082,697	\$149,769,313	\$155,061,466
Interfund Charges	\$17,162,371	\$18,102,382	\$18,999,889
Debt Related	\$613,832,681	\$23,202,034	\$23,367,488
Capital Related	\$11,279,137	\$7,291,187	\$7,561,017
Operating Transfers*	\$75,379,625	\$70,474,928	\$88,618,090
Total Budget	\$1,124,101,417	\$555,757,779	\$597,107,905

*Includes capital-related funding

General Fund Revenues

Exhibit 4.1 illustrates the sources of revenue within the General Fund. Sales tax remains the backbone of Aurora's General Fund, accounting for 54.0 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 (building materials use tax, automobile use tax, and equipment use tax) are included.

General Fund revenue in 2018, excluding transfers, is estimated to grow at a rate of 3.0 percent or \$9.6 million over the 2017 year-end projection. The major component of revenue growth in 2018 comes from a \$6.3 million budgeted increase in sales tax over the 2017 projection. Auto and Capital-related use taxes are projected to soften in 2017, down 3.0 percent and 11.5 percent respectively. Excluding marijuana and transfers, the projected 3.0 percent increase in 2018 follows a projected 4.0 percent increase in 2017 over 2016 actual revenue.

Exhibit 4.1
General Fund Revenue

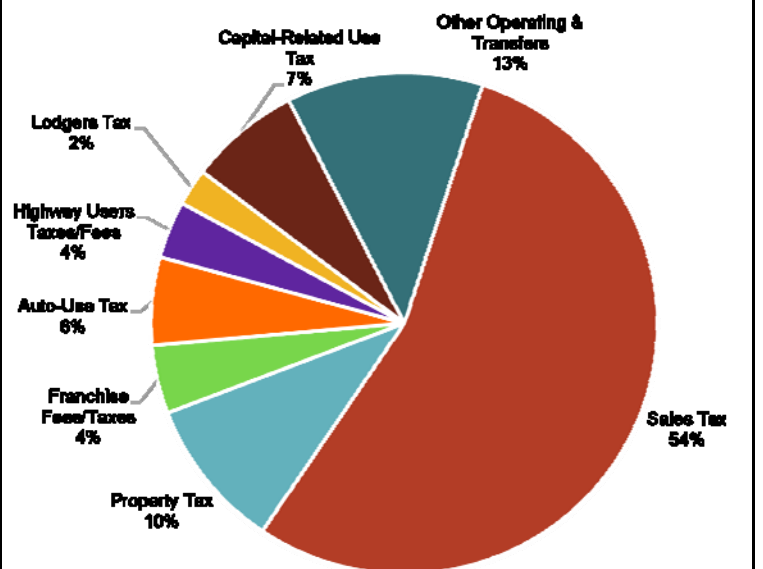


Exhibit 4.2

Key General Fund Revenues (Projected)

Revenue Source	2016-2017 Percent Change	2016-2017 Percent Change
Sales Tax	4.9%	3.5%
Property Tax	1.2%	16.2%
Franchise Fees/Taxes	2.7%	2.3%
Auto Use Tax	-3.0%	-3.0%
Capital-Related Use Tax	15.3%	-11.5%
Highway User's Fee/Taxes	3.0%	1.7%
Lodgers Tax	3.5%	2.0%
All Other Operating Revenue	0.0%	3.0%
General Fund Revenue	4.0%	3.0%
Marijuana Sales and Excise Taxes	-100.0%	N/A
Transfers In	0.0%	19.0%
Total General Fund Revenue	2.0%	3.0%

General Fund Expenditures

For 2018, General Fund total appropriations, including transfers, total \$337.7 million, a 5.6 percent increase from the original 2017 budget of \$319.7 million. The majority of the increase is due to pay increases and the inclusion of a net 39.95 FTE, mostly in the Safe Community goal. Maintaining public safety is a high priority, as reflected by the fact that it makes up the largest share of the General Fund budget.

As Exhibit 4.3 illustrates, public safety functions, including Fire, Dispatch, Police and the Courts & Legal account for 55 percent of total General Fund appropriations.

Exhibit 4.3

General Fund Appropriations

Total Appropriation: \$337.7 million

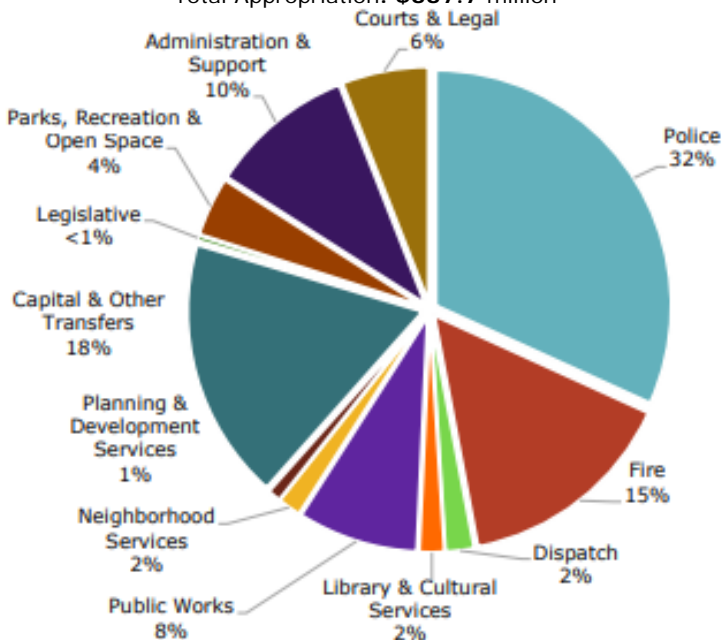


Exhibit 5.1

Significant Amendments in Other Operating Funds

Fund	Description	Net
Community Development	Removal of 2017 adjustments to align CDBG, HOME, and NSP budgets to anticipated funding; new amendments adjust appropriations to 2018 projected levels.	\$ (4,548,542)
Debt Service	Align budget to anticipated debt payments	(160,123)
Special Improvement District		
Designated Revenues	Align budgets to accommodate anticipated expenditures; removal of one-time transfer to the General Fund of the Arapahoe Library District residual funds and Wellness Court housing	(386,946)
Development Review	Adjust budget to accommodate anticipated increases in credit card fees, the workflow management system maintenance, and payment card security requirements	(134,437)
	Removal of 2017 adjustments including the workflow system replacement, the roof inspection contract, and the comprehensive plan update project manager	(3,360,293)
	Primarily an increase in the DRF overhead charge and allocated personal services (admin) adjustments	624,381
Enhanced E-911	Primarily IT costs related to maintaining radio system and upgrading software	718,655
	Removal of 2017 adjustments for Public Safety Communications career	(303,275)
	Align budgets to accommodate anticipated expenditures	(245,000)
	Adjust budget for 2018 Public Safety Communications career progressions	205,498
Marijuana Tax Revenue	Removal of 2017 adjustments for concrete/asphalt and homelessness	(3,500,000)
Recreation	Primarily anticipated increases in credit card fees, utilities, and internal risk service charges	229,587
	Primarily the Citywide temp and OT pay increase, further implementation of the compensation study, and minimum wage increase	110,141
Risk Management	Adjust budget to accommodate anticipated increases in liability claims in 2018	1,366,469
Wastewater	Primarily utilities and payment card security requirements	2,676,664
	Removal of 2017 adjustments for fleet equipment and supplies and services	(207,768)
	Primarily allocated personal services (admin) adjustments	328,718
Water	Adjust budget to accommodate anticipated increase in ditch assessments, workflow management system, payment card security requirements, an IGA including multiple agencies, certain utilities, and internal risk service charges offset by a reduction in electricity	350,558
	Removal of 2017 adjustments for fleet equipment, lead pipe inspection pilot, and supplies and services	(2,254,562)
	Primarily allocated personal services (admin) adjustments	549,716
	Primarily the Citywide temp and OT pay increase and further implementation of the compensation study	137,213
Total Net Amendments		\$ (7,803,346)
Expenditure Appropriation Net of Revenue from Budget Amendments		

5. Other Funds

The City's other funds include the Water and Wastewater Funds; the Golf Courses Fund; the Development Review Fund; and various other internal service, special revenue and debt service funds. Since many of these funds operate as enterprise or internal service funds, the appropriation adjustments often reflect the need to increase or decrease spending in response to changes in the level of demand for various services. Exhibit 5.1 on the previous page lists the amendments in the City's other funds in 2018.

6. Staffing

The 2018 Adopted Budget includes an additional 63.7 FTE versus the 2017 Original Budget, with 62.7 FTE added in all funds as part of the 2018 budget process and another 1.0 FTE added in 2017 supplementals. Exhibit 6.1 outlines the staffing changes for all funds.

The total General Fund increases by a net of 39.95 FTE. This is a result of 48.5 new FTE offset by a reduction of 3.8 FTE and the net transfer of 5.75 FTE to other funds in the 2018 budget. In addition, 1.0 FTE was added to Judicial as part of the 2017 spring Supplemental.

Exhibit 6.1 Staffing Summary by Fund In Full-Time Equivalents (FTEs)			
FUND	2016 Actual	2017	2018
Abatement	0.00	0.00	0.00
Community Development	22.20	22.20	20.20
Conservation Trust	11.72	11.72	12.72
Cultural Services	17.00	17.00	17.00
Designated Revenues	35.61	30.61	32.86
Development Review	109.00	109.00	109.00
Enhanced E-911	78.00	78.00	80.00
Fleet Management	44.75	44.75	46.25
General Fund	1,999.55	2,055.55	2,094.50
Gifts & Grants	6.40	5.40	5.40
Golf Courses	38.00	38.00	38.00
Open Space	32.48	33.48	33.48
Parking and Mobility	0.00	1.00	1.00
Parks Development	0.75	0.75	0.75
Recreation	77.80	80.80	93.80
Risk Management	10.00	10.00	10.00
Wastewater	143.81	149.80	150.56
Water	287.19	292.20	295.44
Total FTE	2,914.26	2,980.26	3,040.96

Exhibit 6.2 Historical Staffing Changes 2003 - 2017 (All Funds)					
	2003	2007	2011	2015	2018*
General Fund					
Police, Civil Service	580.00	635.00	649.25	666.85	706.50
Fire, Civil Service	302.50	311.00	308.00	329.00	387.00
Career Service	1,164.70	1,091.53	948.90	934.15	1,001.10
Sub-total, General Fund	2,047.20	2,037.53	1,906.15	1,930.00	2,094.60
Non-General Funds					
Police/Fire Civil (Non-GF)	2.50	2.00	8.75	10.15	7.60
Wastewater/ Water Fund	285.00	403.00	422.00	429.00	446.00
Development Review Fund	111.95	119.25	70.75	82.75	109.00
E-911 Fund	-	5.00	5.00	68.00	80.00
Golf Courses Fund	57.00	52.00	45.00	38.00	38.00
Rec & Cultural Svcs Fund	90.80	86.00	79.20	94.80	110.80
All other FTE	108.50	132.89	145.55	154.81	157.10
Sub-total, Non-General Funds	655.75	800.14	776.25	877.31	948.50
Total	2,702.95	2,837.67	2,682.40	2,807.31	3,043.10
*Budgeted					

Exhibit 6.2 shows the details of the staffing level by fund over time. The total General Fund FTE count is 47.3 greater than the 2003 level and is at its highest point, but the ratio of civil service to career service has changed considerably. Police Civil Service has grown 21.8 percent (126.5 FTE) and Fire Civil Service has grown 27.9 percent (84.5 FTE) while Career Service FTE has dropped 14.1 percent (163.7 FTE). The majority of the Fire Civil Service increase has been in the past five years while Police Civil Service increases have been more consistent. A portion of the career service decrease is explained with the 63.0 FTE dispatcher move to the E-911 Fund in 2015. Even excluding that adjustment, career service FTE have decreased by 8.6 percent (100.7 FTE).

The growth in other funds has been mixed. In the water and Wastewater funds, FTE are up 56.5 percent (161.0 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 44.8 percent (48.6 FTE) increase in All Other FTE.

7. 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 at least five years. The CIP is the funding program for:

- 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

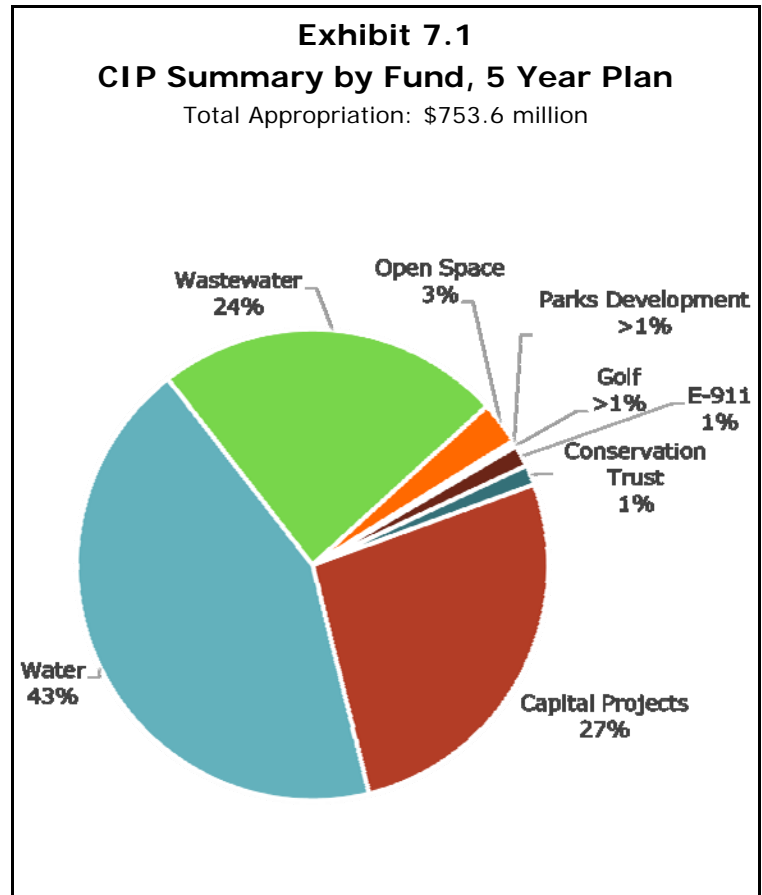
The CIP functions as a capital-spending plan for all five years. The CIP is updated annually as part of the budget process. It includes appropriations to support approved capital projects for the current budget year and reflects the input received from citizens and staff. It also contains appropriations for new projects and any requests to revise prior year appropriations. 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.

There are multiple funds in the City that include at least some expenditure within the CIP. The adopted \$751.2 million, five-year capital improvement program draws from a total of eight separate funds. The Capital Projects Fund provides for general government infrastructure and facilities, including streets, parks, information systems, and facilities. The Parks, Recreation, and Open Space Department's capital plan receives the majority of its funding from dedicated revenue funds, including the Open Space Fund and Conservation Trust Fund. The Water and Wastewater Funds include planned five-year capital spending totals \$504.0 million. Exhibit 7.1 illustrates the distribution of the CIP appropriations by fund for 2018-2022.

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 staff begin to return the transfer back to the 4.0 percent mandate. The 2018 transfer will be the first year back at the full 4.0 percent.



The 2018-2022 five-year plan totals \$203.0 million. As Exhibit 7.2 shows, with the completion of most of the City's major facilities projects in recent years, the funding in the Capital Projects Fund is primarily dedicated to capital maintenance projects with 52 percent for ongoing street maintenance, reconstruction, improvements, along with other capital maintenance projects.

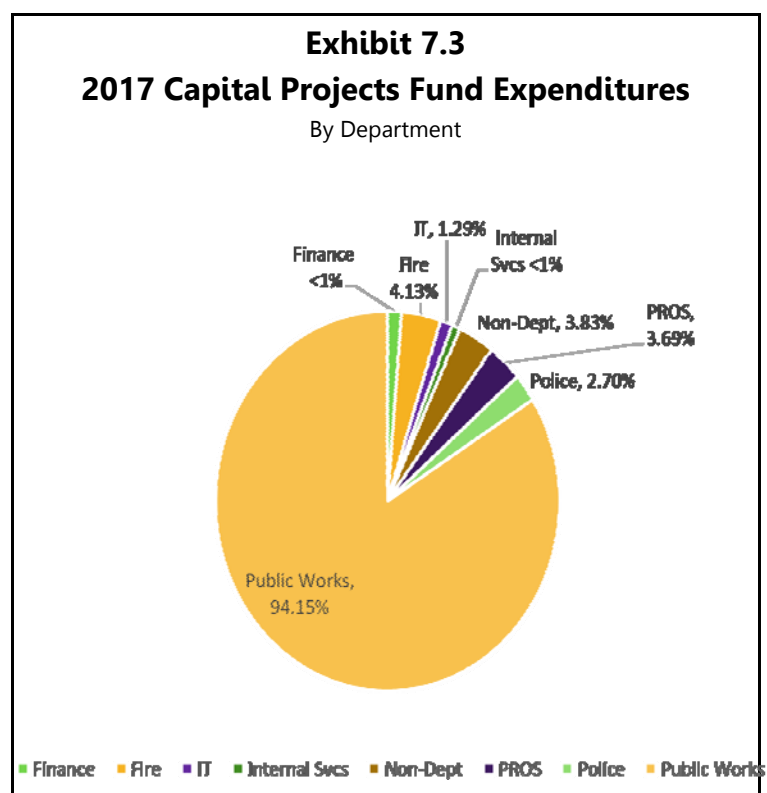
The current CPF five-year-plan is slightly more than the previous five-year plan, different only by \$0.9 million (0.4 percent).

Annual capital appropriations from all the City funds will reach \$152.9 million in 2017, while a grand total of \$753.6 million in capital projects is projected or planned between 2018 and 2022.

Exhibit 7.2 Summary of Capital Project Fund Projects, 2018-2022		
Project	Total Cost (in millions)	Percent of Total
Street Maintenance, Reconstruction & Improvements	\$105.6	52.0%
TIP, Major Traffic Improvements	23.9	11.8%
Building Repair Projects	15.9	7.8%
Fire Station Debt Service / Remodel	10.0	4.9%
Direct Costs – Public Works Design & Engineering	8.4	4.1%
Public Safety Debt Service	7.5	3.7%
Traffic Signal Component Replacement	7.3	3.6%
PROS Z-Zone Medians	6.5	3.2%
Police District 2 Office Space	4.1	2.0%
IT System, Network, Telephone, Crime Lab Projects	2.3	1.1%
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%
Police DNA Equipment	1.3	0.6%
E-470 Loan Repayment	0.9	0.4%
Direct Costs - Financial Services	0.8	0.4%
Buckley Air Force Base Buffer Acquisition	0.5	0.2%
Positive Timekeeping	0.5	0.2%
Fence Demonstration Project	0.3	0.1%
Total	\$203.0	

8. Budget Process and Financial Planning

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; City 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 2018 budget is the projected amount approved by City Council when it adopted the 2017 budget less one-time items and various adjustments. These changes may include: items approved in the 2017 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 in-depth 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 Aurora City Council, both in one-on-one settings and formal presentations, for its 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 prepares two formal documents annually:

- The *Proposed Budget* is a recommended budget

using the current year budget with adjustments as approved by the city manager.

- The *Adopted Budget* is formally adopted by the Aurora 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

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 occurs 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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Aurora
Colorado**

For the Fiscal Year Beginning

January 1, 2017

A handwritten signature in black ink, appearing to read 'Jeffrey R. Brown'.

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, 2017.

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.



City of Aurora

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