



Operating & Capital Improvement Budget

2019

Prepared by the Office of Budget and Financial Planning

CITY OF AURORA, COLORADO



2019 BUDGET IN BRIEF

Prepared by the Office of Budget and
Financial Planning

2019 Budget Acknowledgements

City Council

Bob LeGare	Mayor
Bob Roth	Mayor Pro-Tem (2019) & Ward V
Crystal Murillo.....	Ward I
Nicole Johnston	Ward II
Marsha Berzins	Ward III
Charlie Richardson.....	Ward IV
Françoise Bergan.....	Ward VI
Dave Gruber.....	At-Large
Allison Hiltz	At-Large
Angela Lawson.....	At-Large
Johnny Watson	At-Large

City Executive Staff

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Jason Batchelor.....	Deputy 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 2019 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 2019 budget as adopted by City Council in the fall of 2018.

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.

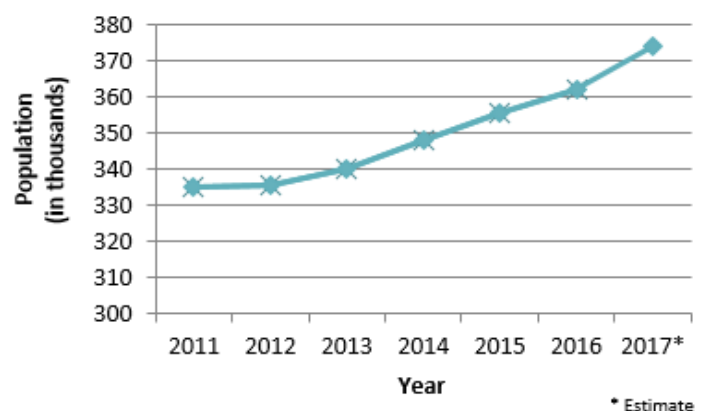
1. Profile of Aurora

Aurora is the third largest city in Colorado (2017 est. population 374,154) and is one of the most dynamic cities in the Denver-Aurora metropolitan area.

Aurora is structured using 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.

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.

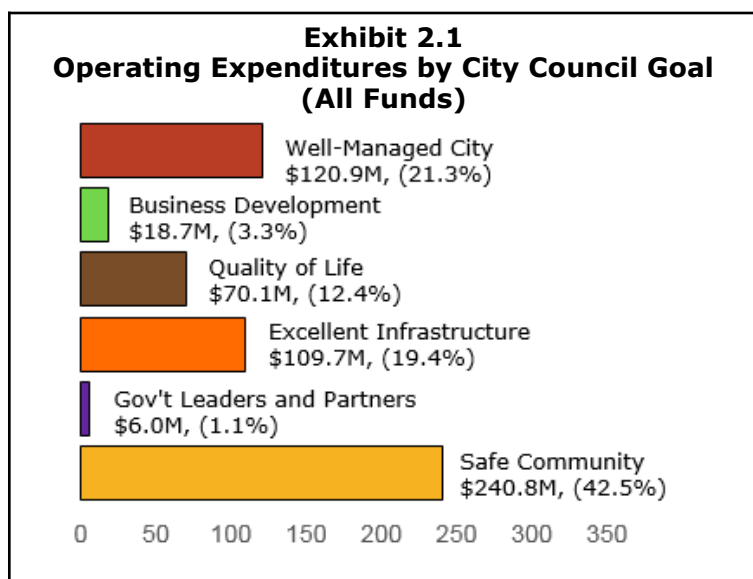
Exhibit 1.1
City Population, 2011-2017



2. City Vision and Goals

The 2019 budget provides funding for services, programs, and projects that support Aurora City Council's established goals. The updated goals adopted by the City Council in 2012, collectively outline the city's vision for the future.

As shown in exhibit 2.1, operating expenditures by Council goal for all funds are primarily in Safe Community, Well-Managed City, and Excellent Infrastructure.



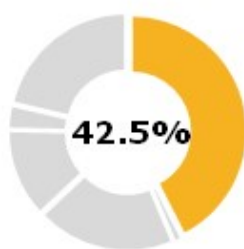
References to the Council goals and to activities supporting these goals are included below:

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

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



Spending on Goal as Percentage of Budget



\$240.8 million
of \$566.2 million*
*excludes transfers/CIP

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.

The city will spend \$240.8 million in operating in all funds, with \$202.2 million in the General Fund to advance its Safe Community goal in 2019. Operating amendments in all funds totaling \$7.0 million ongoing and \$4.3 million one-time are associated with this goal, with \$5.5 million ongoing and \$4.3 million one-time in the General Fund. A total of 64.0 FTE are included.

Significant amendments to the budget include:

- Add 15.0 FTE Police Officers and equipment as a step toward the upcoming Police staffing mandate. Total cost: \$1.4 million ongoing; \$495,400 one-time.
- Add 16.0 FTE Firefighters and equipment for the opening of Fire Station 17 in the Northeast part of the city. Total cost: \$1.4 million ongoing; \$910,200 one-time.
- At the September 29 Budget Workshop, Council added budget for another Northeast area fire truck company, partially offset with SAFER grant funds. The company includes 16.0 FTE. Total cost: \$1.6 million ongoing offset with \$1.1 million in grant funds; \$1.3 million one-time.
- Add 4.0 FTE Prosecutors in City Attorney and 4.0 FTE Body-Worn Camera Techs in Police to cover the additional work created with the processing of body-worn camera footage. Total cost: \$629,900 ongoing; \$3,900 one-time.
- At the September 29 Budget Workshop, Council added 4.0 FTE Public Defender positions, including 2.0 FTE Public Defenders, 1.0 FTE Legal Secretary, and 1.0 FTE Investigator. Total costs: \$299,900 ongoing; \$5,800 one-time.
- Add 1.0 FTE Crime Lab DNA Criminalist and DNA-related consumable supplies. Total Cost: \$309,500 ongoing. In addition, \$429,800 ongoing is added in the Designated Revenues Fund for participating agency consumables and legal fees, which will be fully offset by revenues from those agencies.
- Add 1.0 FTE Records Technician in Police. Total

cost: \$68,900 ongoing.

- Add 1.0 FTE Staffing Coordinator in Fire. Total cost: \$75,500 ongoing.
- Add funding for cardiac monitors (Total cost: \$790,900 one-time), Police vehicle purchases in 2019 and 2020 (Total cost: \$500,000 each year), and a paramedic school pilot program (Total cost: \$400,000 one-time).

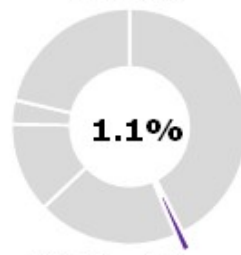
Council Goal

Government Leaders and Partners

Operating Expenditures – All Funds



Spending on Goal
as Percentage of
Budget



\$6.0 million
of \$566.2 million*
*excludes transfers/CIP

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 \$6.0 million in operating in all funds, with \$3.2 million in the General Fund to advance this goal in 2019.

Highlights of 2019 budget amendments geared toward ensuring Aurora has excellent infrastructure include:

- At the September 29 Budget Workshop, Council added \$145,000 in budget as donations for various causes, including Boys and Girls Club, Procurement Technical Assistance Center (PTAC), and the Aurora Pride festival.

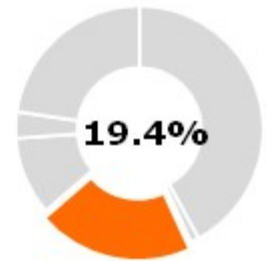
Council Goal

Excellent Infrastructure

Operating Expenditures – All Funds



Spending on Goal
as Percentage of
Budget



\$109.7 million
of \$566.2 million*
*excludes transfers/CIP

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.

The city will spend \$109.7 million in operating in all funds, with \$37.5 million in the General Fund to advance its Excellent Infrastructure goal in 2019. Operating amendments in all funds totaling \$2.5 million ongoing and \$2.4 million one-time are associated with this goal, primarily in the Water and Wastewater Funds. (There are also transfers of funds in the General Fund and Water Fund that will advance the Excellent Infrastructure goal in other funds, such as the Capital Projects Fund.) The General Fund will include \$618,900 ongoing and \$1.2 million one-time. Significant budget amendments include:

- In the General Fund, Public Works is adding a Northeast Area street operations crew, including 8.0 FTE and equipment. Total cost: \$448,700 ongoing and \$1.2 million one-time.
- In the General Fund, 1.0 FTE and funds for new building maintenance are included in the amendments. Total cost: \$170,100 ongoing.
- In the Water and Wastewater Funds, Aurora Water is adding 13.5 FTE for various regulatory and service needs, including a 2.0 FTE Planning and Engineering position, 2.0 FTE Water Utility Locators, and 3.0 FTE

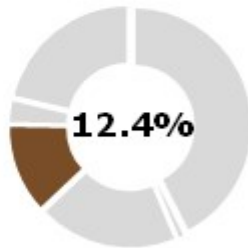
Regulatory positions. Total cost: \$996,000 ongoing, \$128,100 one-time.

- In the Water Fund, \$1.0 million one-time is being added for a continuation of the Lead Pipe Program.
- In the Wastewater Fund, a Wastewater Asset Management and Studies amendment is included. Total cost: \$902,100 ongoing.

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



Spending on Goal as Percentage of Budget



\$70.1 million
of \$566.2 million*
*excludes transfers/CIP

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 \$70.1 million in all funds with \$20.3 million in the General Fund on operating budget Quality of Life-related services in 2019. Operating amendments in all funds totaling \$9.0 million ongoing and \$3.1 million one-time are associated with this goal, mostly in the Community Development Fund and the Marijuana Tax Revenue Fund. Adjustments in the General Fund total \$256,100 ongoing and \$1.7 million one-time. Significant amendments to the budget include:

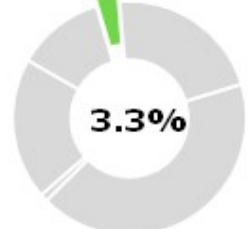
- In Neighborhood Services, \$1.1 million has been added for Affordable Housing funds.
- Move the remaining 2.0 FTE Code Enforcement Officers from CDBG to the General Fund.

- In the Community Development Fund, a technical amendment of \$4.9 million is included to account for the 2019 CDBG, HOME, and NSP funds.
- In the Marijuana Tax Revenue Fund, \$3.4 million has been added for full budgeting of the expected homelessness funding.
- At the September 29 Budget Workshop, Council added \$2.0 million ongoing associated with debt service payment for a recreation center in the southeast area of the city.
- The closure of Fitzsimons Golf Course and the subsequent budgetary impact is included.

Council Goal **Business Development** Operating Expenditures – All Funds



Spending on Goal as Percentage of Budget



\$18.7 million
of \$566.2 million*
*excludes transfers/CIP

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.

The budget for Business and Development-related services in all funds is \$18.7 million for 2019; \$9.9 million is in the General Fund. Operating amendments in all funds totaling \$930,100 ongoing and \$388,200 one-time are associated with this goal, primarily in the

Development Review Fund. Significant budget amendments include:

- 3.0 FTE and professional services costs have been added for the Accela workflow system replacement program implementation. Total cost: \$495,600 ongoing and \$388,200 one-time.
- 1.0 FTE Project Engineer in Public Works has been added in the Development Review Fund. Total cost: \$119,100 ongoing.
- 1.0 FTE Engineering Supervisor is moving from the General Fund to the Development Review Fund in Public Works and 1.0 FTE Project Engineer is being added to the General Fund. Total cost: \$149,500 ongoing in the Development Review Fund and \$0 net in the General Fund.
- At the September 29 Budget Workshop, Council added 1.0 FTE Senior Planner in the Development Review Fund. Total cost: \$105,400 ongoing.
- 0.5 FTE retail project manager has been added in the General Fund, offset by a decrease in professional services.

The city will spend a total of \$120.9 million on its Well-Managed City goal in 2019, \$40.8 million of which is budgeted in the General Fund. Operating amendments in all funds include \$550,900 ongoing and \$1.8 million one-time. The General Fund includes \$436,000 ongoing and \$1.5 million one-time. Significant amendments to the budget include:

- \$1.0 million one-time has been added in the General Fund for Information Technology-related fiber infrastructure and project implementation needs.
- 2.0 FTE information technology positions have been added for database administration and security operations needs. Total cost: \$220,300 ongoing.
- In Finance, a 1.0 FTE Licensing Field Officer has been added, offset with compliance revenue. Total cost: \$86,200 ongoing, \$30,000 one-time.
- At the September 29 Budget Workshop, Council added \$150,000 for phase one of a Smart City project in Information Technology, as well as a net-zero add of 1.0 FTE Communications Marketing Support offset by a decrease to the Visit Aurora transfer.

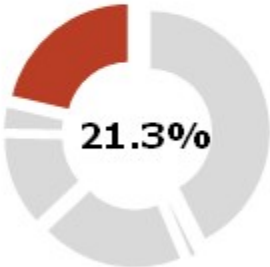
Council Goal

Well-Managed City

Operating Expenditures – All Funds



Spending on Goal as Percentage of Budget



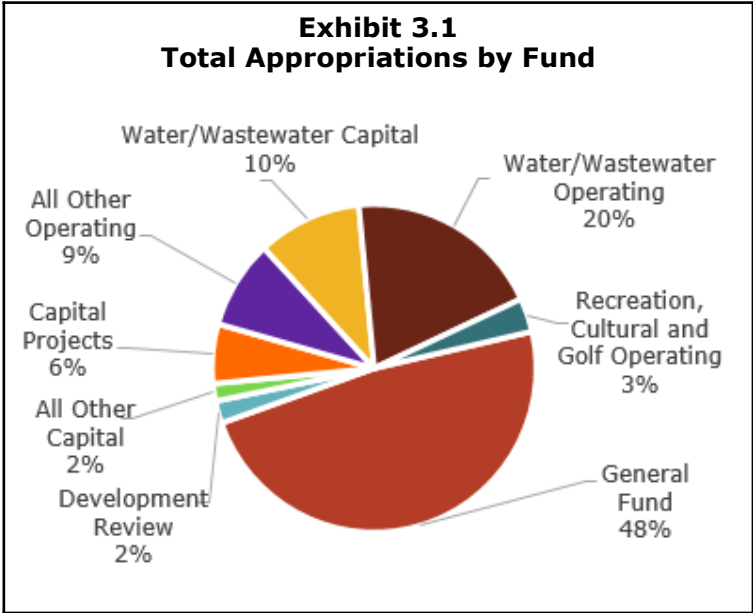
\$120.9 million of \$566.2 million*
*excludes transfers/CIP

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.

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 3.2 Expenditure and Budget Summary All Funds			
Fund	2017 Actual	2018 Projection	2019 Adopted
General Fund	\$ 326,773,840	\$ 338,274,900	\$362,689,376
Capital Projects	\$ 60,862,525	\$ 60,528,012	\$ 43,925,520
Community Development	\$ 5,966,268	\$ 5,126,783	\$ 4,921,783
Development Review	\$ 16,137,750	\$ 17,090,331	\$ 16,524,298
Fleet Management Fund	\$ 8,681,455	\$ 8,926,858	\$ 9,845,139
Golf Courses Fund	\$ 8,211,983	\$ 7,921,577	\$ 8,070,246
Recreation; Cultural	\$ 14,056,294	\$ 14,859,730	\$ 17,071,008
Risk Management Fund	\$ 10,701,150	\$ 10,806,675	\$ 11,626,609
Wastewater Fund	\$ 83,424,618	\$ 124,050,538	\$ 70,206,845
Water Fund	\$ 140,864,344	\$ 191,440,392	\$152,900,909
Others	\$ 39,286,285	\$ 59,392,809	\$ 54,779,028
Total Budget	\$714,966,512	\$838,418,605	\$752,560,761

The 2019 Adopted Budget includes a total of \$752.6 million in appropriations for all funds. This compares with the 2018 Original Budget of \$803.4 million and the 2018 expenditure projection of \$838.4 million. The variance to the 2018 amounts is primarily due to decreased capital spending in the Water and Wastewater Funds.

Personnel costs (Salaries and Benefits) make up the majority of city spending, followed by capital project spending and supplies and services.

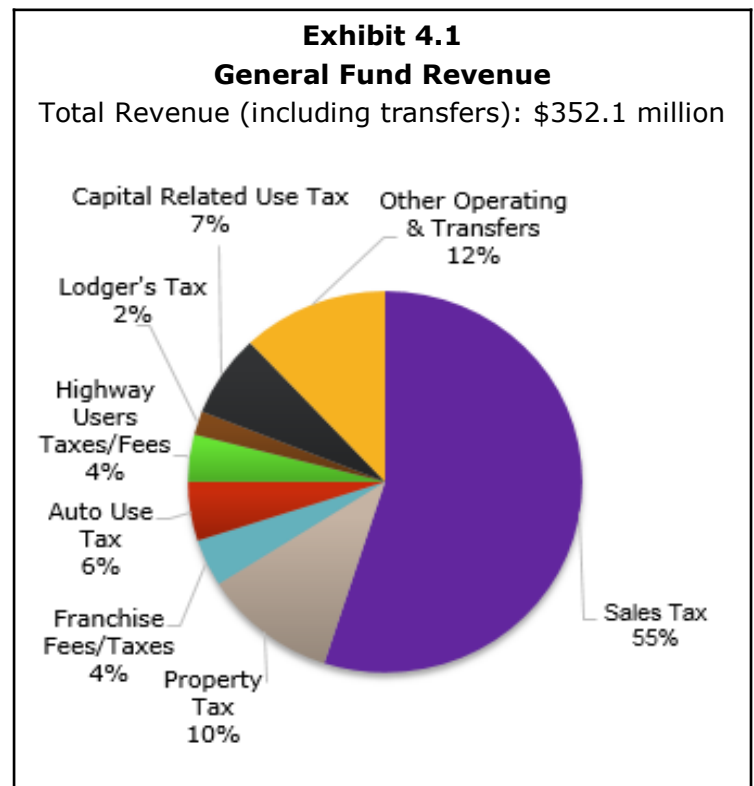
Exhibit 3.3 Appropriations by Category All Funds			
Category	2017 Actual	2018 Projection	2019 Adopted
Salaries and Benefits	\$284,852,716	\$299,914,349	\$326,554,489
Supplies and Services	\$154,369,574	\$155,097,929	\$164,811,023
Interfund Charges	\$18,550,881	\$19,187,033	\$20,300,730
Debt Related	\$23,069,714	\$23,345,526	\$22,663,078
Capital Related	\$6,645,933	\$5,773,956	\$12,913,114
Operating Transfers	\$63,287,957	\$88,977,160	\$71,134,509
Capital Projects	\$164,189,737	\$246,122,652	\$134,183,818

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.

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 55.0 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 2019, excluding transfers, is estimated to grow at a rate of 2.5 percent or \$8.4 million over the 2018 year-end projection. The major component of revenue growth in 2019 comes from a \$7.3 million budgeted increase in sales tax over the 2018 projection. Auto use taxes are projected to soften in 2019, down 2.0 percent. The projected 2.5 percent increase in 2019 follows a projected 3.5 percent increase in 2018 over 2017 actual revenue.

Exhibit 4.2

Key General Fund Revenues (Projected)

Revenue Source	2017-2018 Percent Change	2018-2019 Percent Change
Sales Tax	4.7%	3.9%
Property Tax	15.9%	1.8%
Franchise Fees/Taxes	1.6%	2.4%
Auto Use Tax	-0.5%	-2.0%
Capital-Related Use Tax	-6.9%	1.5%
Highway User's Fee/Taxes	1.5%	1.0%
Lodgers Tax	-2.4%	1.0%
All Other Operating Revenue	-0.2%	0.0%
General Fund Revenue	3.5%	2.5%
Transfers In	19.8%	8.7%
Total General Fund Revenue	3.6%	2.5%

General Fund Expenditures

For 2019, General Fund total appropriations, including transfers, is \$362.7 million, a 7.4 percent increase from the 2018 Original Budget of \$337.7 million. The majority of the increase is due to pay increases and the inclusion of a net 87.1 FTE, nearly all in the Safe City goal.

As noted in Exhibit 4.3, maintaining public safety is a high priority, as reflected by the fact that it makes up 64.4 percent of the General Fund budget. Public safety functions primarily include Fire, Police, E-911 Dispatch, and the departments associated with the court system, such as Court Administration, City Attorney, Judicial, and Public Defender.

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.

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, excluding transfers, will increase \$5.2 million from the 2018 Original Budget. Significant budgetary factors addressed include the following:

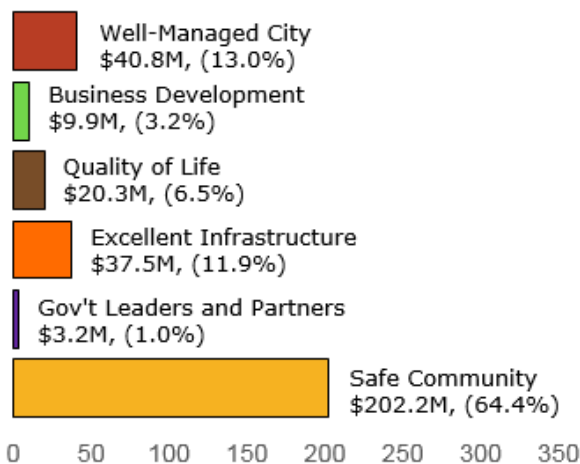
- Water Fund operating budget increase of \$1.6 million to address water storage needs, fund new positions across several functions totaling 11.25 FTE, and carry out the citywide increases for pay and benefits. The Lead Pipe Program will continue to develop, though funding requirements for 2019 are below 2018 levels;
- Wastewater Fund operating budget increase of \$3.6 million, primarily due to \$1.2 million in new appropriations, \$1.7 million for an increase in the payment to Metro Wastewater Reclamation District for sanitary sewer services, and the citywide increases for pay and benefits. New appropriations address asset condition assessments, master plan updates, and the addition of 2.25 FTE;
- Transfers in the combined funds have declined \$16.1 million as there are no transfers to other funds in the 2019 budget. The 2018 budget included a significant transfer from the Water Fund to the Wastewater Fund in the form of a loan to fund the South East Area Maintenance facility project.

Development Review Fund

Operating expenditures in 2019 will increase by \$1.2 million (7.7 percent) compared to the 2018 Original Budget. This is due to amendments for the 2020 Census, 3.0 FTE and continued ongoing expenditures for the workflow system as the system came online in 2018, conversions of 12 temporary employees to FTE, 1.0 FTE Project Engineer to work on civil plans review, and movement of 1.0 Engineering Supervisor from the General Fund Engineering Services to Development Review Fund Engineering Services. In addition, at the September 29 Budget Workshop, Council added 1.0 FTE Senior Planner. Funds availa-

Exhibit 4.3

Operating Expenditures by City Council Goal (General Fund)



ble are expected to remain strong in this fund throughout the five-year plan.

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 2019 budget will increase by \$213,100 (7.1 percent) from the 2018 Original Budget. This net increase includes the 3.0 percent citywide cost of living increase, and an increase in supplies and services costs related to the Art in Public Places (AIPP) Program housed in this fund. The major project for AIPP in 2019 will be associated with the Central Recreation Center Trailheads. Transfers in from other funds are increasing \$360,200 in the 2019 Adopted Budget over the 2018 Original Budget. A one-time General Fund subsidy increase for maintenance on Public Art in the amount of \$270,000 is the biggest driver. The total will be spent over the course of three years.

Recreation Fund

The Recreation Fund is funded primarily through participant fees as well as subsidies from the General Fund. The 2019 projected increase of \$1.8 million (15.2 percent) in total expenditures over the 2018 Original Budget is largely attributable to the anticipated opening of the Central Recreation Center in the second quarter of 2019. Fund balance will be used for the 2019 expenses not covered by revenue, and a \$500,000 subsidy from the General Fund will cover the difference in 2019 and beyond. At the September 29 Budget Workshop, Council added an additional \$2.0 million for a recreation center in the Southeast area of the city. Although this will not affect the 2019 budget, it will affect future budgets in this fund, in as similar way to the Central Recreation Center.

Community Development Fund

Expenditures and revenues in the Community Development Fund for 2019 are \$332,400 (7.2 percent) higher than the 2018 Original Budget. This is primarily due to an increase in CDBG and HOME grant awards, partially offset by a decrease in HOME program income. For 2019, the final 2.0 FTE Code Enforcement Officers are being moved from the Community Development Fund to the General Fund.

Golf Courses Fund

Fund expenses and transfers out in 2019 are projected to be \$485,700 (5.8 percent) less than the 2018 Original Budget. Being an enterprise fund, the lower

spending is in line with the lower revenues due to the closure of Fitzsimons Golf Course. The 2019 funds available are projected to increase by \$270,100 (10.1 percent), due to other Aurora golf courses continuing to draw clientele from Fitzsimons.

Marijuana Tax Revenue Fund

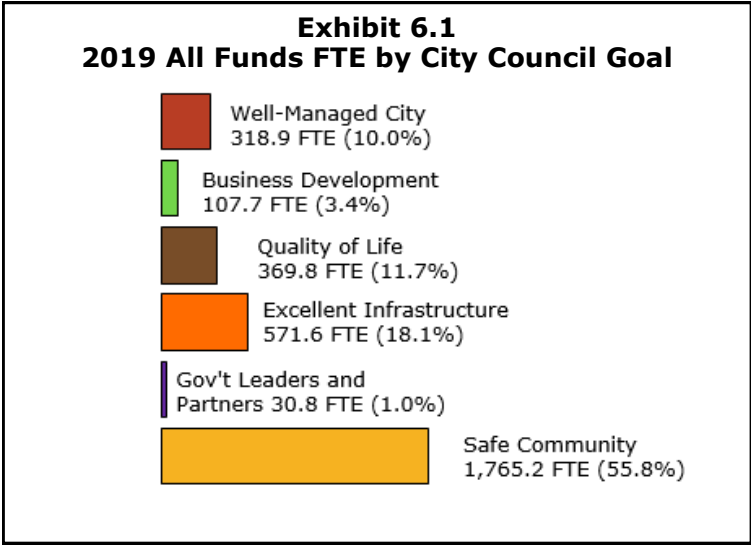
Expenditures in 2019 will total \$11.6 million, covering the \$2.0 million debt for the new Central Recreation Center, the \$4.0 million debt for road projects, \$250,000 for medians, and \$3.4 million for homeless services and housing projects. In addition, at the September 29 Budget Workshop, Council added an additional \$2.0 million for a recreation center in the Southeast area of the city. In 2017, Council increased the city’s special sales tax rate on retail marijuana from 2.0 percent to 4.0 percent and committed the additional revenue to services and/or housing options for individuals and families experiencing homelessness in the city.

Parking and Mobility Fund

In 2019, expenditures are increasing \$42,200 (4.2 percent), associated with increases in personal services for general citywide compensation and benefit increases. The General Fund subsidy will be decreased by \$7,800 (1.4 percent) compared to the 2018 budget as the cost of the transfer is based on equalizing

6. Staffing

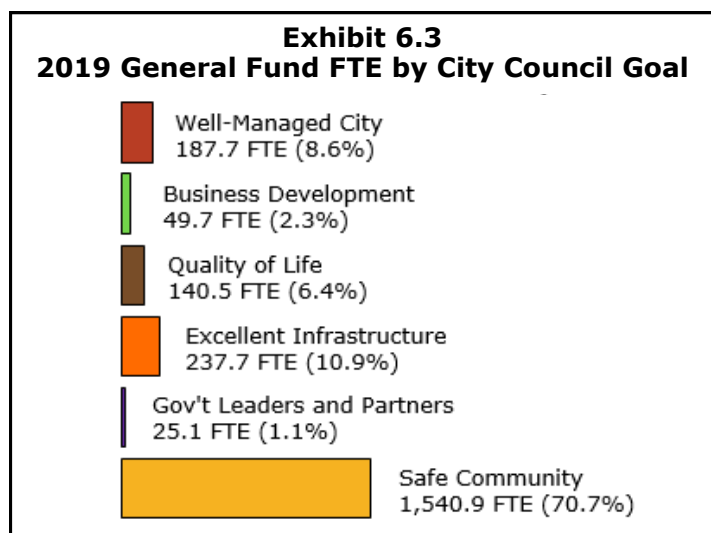
Safe Community goal makes up the majority of the FTE by Council goal, as seen in Exhibit 6.1.



The 2019 Adopted Budget includes an additional 121.0 FTE versus the 2018 Original Budget, with 118.5 FTE added in all funds as part of the 2019 budget process and another 2.5 FTE added in 2018 supplementals. Of the total added, Council added 22.0 FTE during the September 29 Budget Workshop. Exhibit 6.2 outlines the staffing changes for all funds.

Exhibit 6.2 Staffing Summary by Fund In Full-Time Equivalents (FTEs)			
Fund	2017	2018	2019
Comm Development	22.20	20.20	18.20
Conservation Trust	11.72	12.72	13.22
Cultural Services	17.00	17.00	18.00
Designated Revenue	30.61	32.86	36.36
Development Review	109.00	109.00	127.00
Enhanced E-911	78.00	80.00	80.00
Fleet Management	44.75	47.00	48.00
General	2,055.55	2,096.09	2,181.59
Gifts and Grants	5.40	5.40	6.40
Golf Courses	38.00	38.00	33.00
Open Space	33.48	33.48	34.98
Parking and Mobility	1.00	3.00	3.00
Parks Development	0.75	0.75	0.75
Recreation	80.80	94.00	94.00
Risk Management	10.00	10.00	10.00
Wastewater	149.80	150.56	152.81
Water	292.20	295.44	306.69
Totals	2,980.26	3,045.50	3,164.00

As noted in Exhibit 6.3, the General Fund is also mostly Safe Community.



The General Fund increases by a net of 87.1 FTE. This is a result of the addition of 74.0 new FTE, the conversion of 8.0 FTE that were previously temporary positions, and the transfer of 3.5 FTE from other funds in the 2019

budget. In addition, 1.6 FTE were added as part of the 2018 Spring Supplemental. Of the 87.1 FTE, 21.0 FTE were added by Council at the September 29 Budget Workshop.

Exhibit 6.4 Historical Staffing Changes 2003 - 2019 (All Funds)					
	2003	2007	2011	2015	2019*
General Fund					
Police, Civil	580.0	635.0	649.3	666.9	729.0
Fire, Civil	302.5	311.0	308.0	329.0	419.0
Career Service	1,164.7	1,091.5	948.9	934.2	1,033.6
Sub-total, General Fund	2,047.2	2,037.5	1,906.2	1,930.0	2,181.6
Non-General Funds					
Police/Fire Civil (Non-GF)	2.5	2.0	8.8	10.2	7.6
Wastewater/Water Fund	285.0	403.0	422.0	429.0	459.5
Development Review Fund	112.0	119.3	70.8	82.8	127.0
E-911 Fund	-	5.0	5.0	68.0	80.0
Golf Courses Fund	57.0	52.0	45.0	38.0	33.0
Rec & Cultural Svcs Fund	90.8	86.0	79.2	94.8	112.0
All other FTE	108.5	132.9	145.6	154.6	163.4
Sub-total, Non-General Funds	655.8	800.1	776.3	877.3	982.4
Total	2,703.0	2,837.7	2,682.4	2,807.3	3,164.0

Exhibit 6.4 shows the details of the staffing level by fund over time. The total General Fund FTE count is 134.4 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 25.7 percent (149.0 FTE) and Fire Civil Service has grown 38.5 percent (116.5 FTE) while Career Service FTE has dropped 11.3 percent (131.1 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 5.8 percent (68.1 FTE).

The growth in other funds has been mixed. In the Water and Wastewater funds, FTE are up 61.2 percent (174.5 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 50.6 percent (54.8 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.

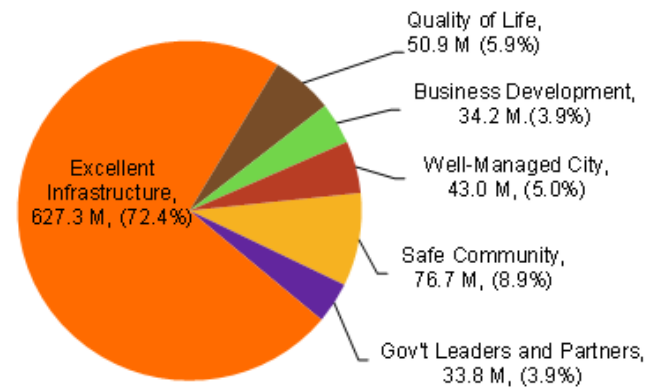
There are multiple funds in the city that include at least some expenditure within the CIP. Annual capital appropriations from all the city funds will reach \$134.2 million in 2019, while a grand total of \$867.2 million in capital projects is projected or planned between 2019 and 2023. The primary funds associated with the five-year CIP are:

- The Capital Projects Fund - \$200.4 million;
- The Open Space Fund - \$23.8 million;
- The Enhanced E-911 Fund - \$11.2 million;
- The Conservation Trust Fund - \$11.2 million; and
- The Water and Wastewater Funds - \$616.1 million.

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

Exhibit 7.1
CIP Summary by Fund, 5 Year Plan

Total Appropriation: \$867.2 million



Conservation Trust Fund. The Water and Wastewater Funds include planned five-year capital spending totals \$616.1 million. Exhibit 7.1 illustrates the distribution of the CIP appropriations by fund for 2019-2023.

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 was the first year back at the full 4.0 percent.

The 2019-2023 five-year plan totals \$200.4 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 55.1 percent for ongoing street maintenance, reconstruction, improvements, along with other capital maintenance projects.

The current CPF five-year-plan is slightly less than the previous five-year plan, different only by \$2.6 million (1.3 percent).

Exhibit 7.2
Summary of Capital Project Fund Projects
(2019-2023)

Project	Total Cost (in \$ millions)	Percent of Total
Street Maintenance, Reconstruction & Improvements	\$ 110.5	55.1%
Building Repair Projects	15.1	7.5%
Fire Station Debt Service / Remodel	10.8	5.4%
TIP, Major Traffic Improvements	13.9	6.9%
Traffic Signal Component Replacement	9.1	4.5%
Direct Costs – Public Works Design & Engineering	8.8	4.4%
Public Safety Debt Service	7.5	3.7%
PROS Z-Zone Medians	6.4	3.2%
Police District 2 Office Space	5.4	2.7%
Direct Costs – Purchasing Services	2.2	1.1%
IT System, Network, Telephone, Crime Lab Projects	2.1	1.1%
Bike/Ped Improvements	2.0	1.0%
TOD Development Support	1.7	0.9%
Art In Public Places	1.4	0.7%
E-470 Loan Repayment	1.2	0.6%
Ward VI Recreation-Related Site Remediation	1.0	0.5%
Direct Costs - Financial Services	0.9	0.5%
PROS-Related Projects	0.4	0.2%
Total	\$ 200.4	

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 2019 budget is the projected amount approved by City Council when it adopted the 2018 budget less one-time items and various adjustments. These changes may include: items approved in the 2018 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; and
- Appropriation amendments are requested and the fall supplemental ordinance is presented.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**City of Aurora
Colorado**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Merrill

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, 2018.

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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