



CITY OF AURORA, COLORADO 2017 BUDGET IN BRIEF



Prepared by the Office of Budget and
Financial Planning

2017 Budget Acknowledgements

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Marsha Berzins Ward III
Charlie Richardson Ward IV
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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 2017 Adopted Budget for the City of Aurora is the product of the cooperative process carried out by City staff with the guidance and direction of the Aurora 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 in the fall of 2016.

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;

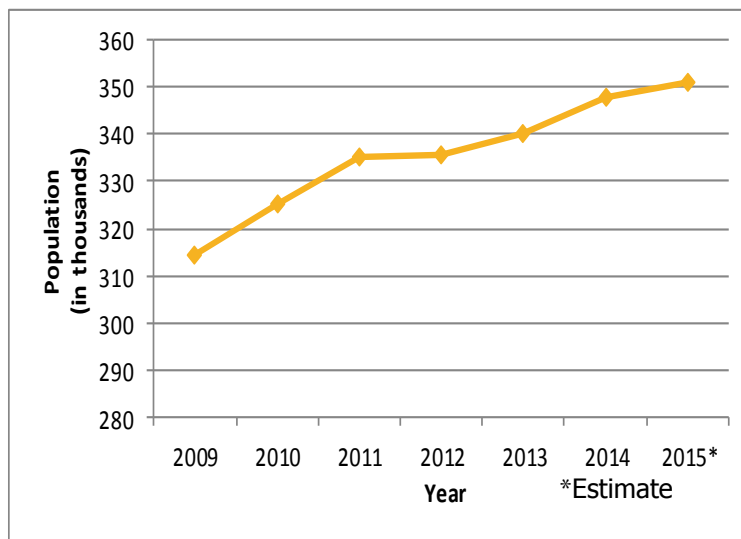
Fund. An independent fiscal and accounting entity with a self balancing set of accounts;

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 (2015 est. population 355,441) 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.



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 2017 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**
- **2/1000 compliance and police staffing**
- **Regional Water**
- **City transportation funding**
- **Class 'A' office space**

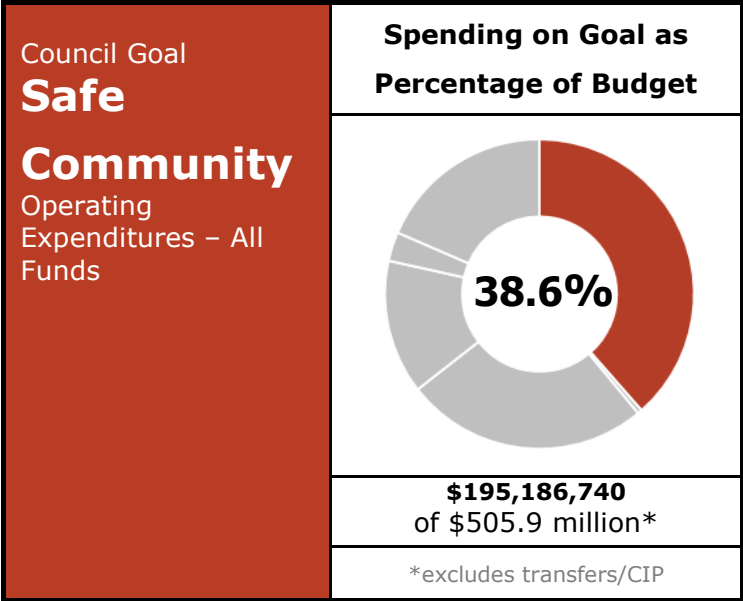
References to the Council goals and to activities supporting these goals are included below:

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:

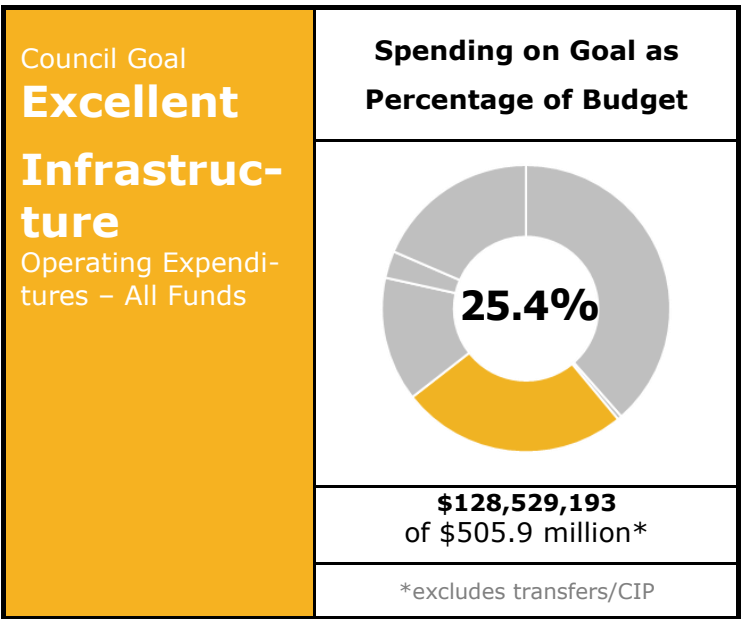
- Adding 25.0 FTE Firefighters and 14.0 FTE Police Officers and equipment (total cost: 2.2 million ongoing; \$701,800 one-time)



- Creating a budget to cover ongoing maintenance for the City's public safety training center (CAPSTC), conducting a police staffing study, and carrying out a public safety recruitment campaign to attract a high quality and diverse pool of applicants for public safety positions (total cost: \$157,100 ongoing; \$200,000 one-time)

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.

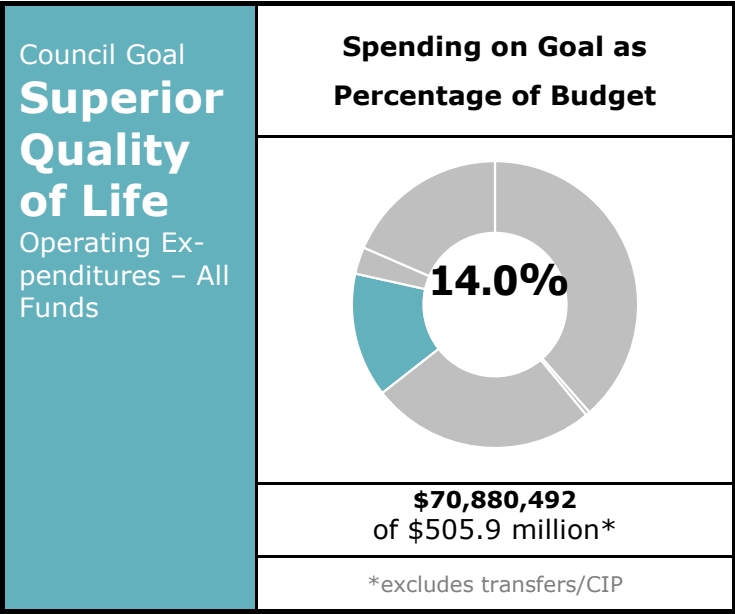


Significant budget amendments include:

- Adding 8.0 FTE to staff a new street patch crew that will be staffed out of Public Works and will assist Aurora Water (total cost: \$33,900 ongoing; \$485,000 one-time)
- Adding 3.0 FTE Parks Maintenance Technicians to maintain the facilities and landscaping around the new light rail stations located throughout the City (total cost: \$185,000 ongoing; \$206,000 one-time)
- Adding 11.0 FTE in the Water and Wastewater Funds which include 4.0 FTE Stormwater Maintenance Crew, a Geohydrologist, Capital Projects Manager and other technical and maintenance positions (total cost: \$185,000 ongoing; \$206,000 one-time)

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.



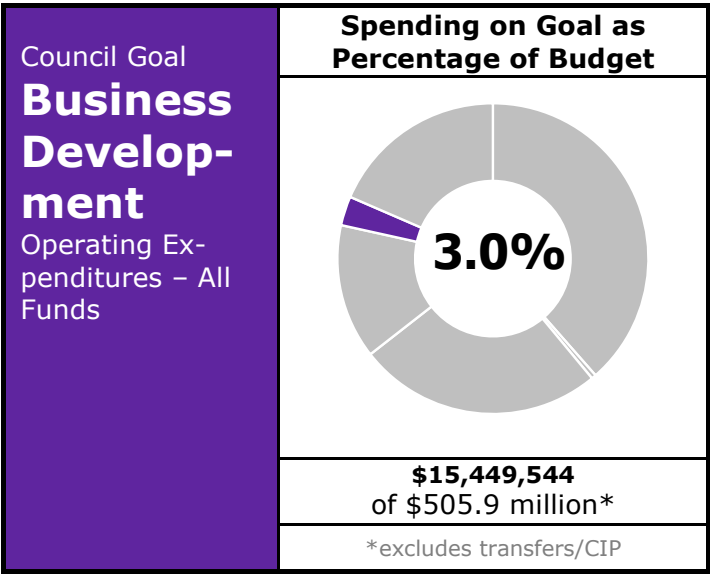
Significant amendments to the budget include:

- Funding for Homelessness Projects from the Marijuana Tax Revenue Fund (total cost: \$1.5 million one-time)
- Appropriating funding in the Community Development Fund for the HOME program and Community Development Block Grant-funded programs (total cost: \$2.8 million one-time)

- Funding for a pilot program by Aurora Water to assist residents with detecting and replacing lead pipes in their homes (total cost: \$1.0 million one-time, Water Fund)
- Enhancing MLK celebration, a Buskers, Brews, and BBQ event, and contributions to the Colorado Freedom Memorial and an Ethiopian radio station (total cost: \$52,000 one-time)

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



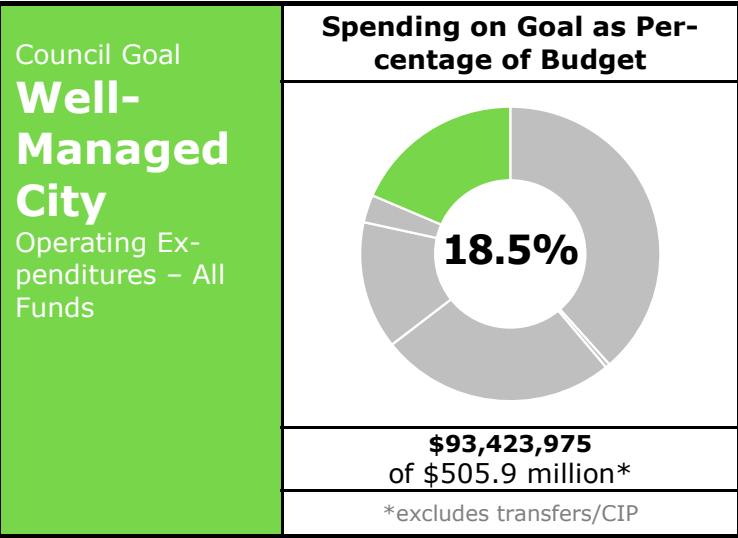
of housing stock.

Significant budget amendments include:

- Adding funding in the Development Review Fund to hire contractors to conduct a third and final consecutive year of roof inspections (total cost: \$750,000 one-time)
- Retain contract project manager to complete City’s new comprehensive plan update. Paid from the Development Review Fund (total cost: \$110,300 one-time)
- Contribute to the Aurora Economic Development Council and Accelerate Colorado (total cost: \$100,000 ongoing)

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.



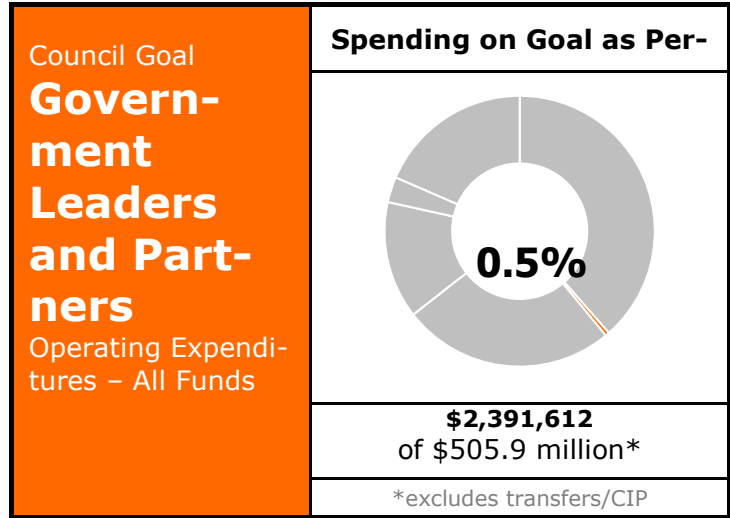
Significant amendments to the budget include:

- Increasing the City’s anticipated vacancy savings amount in the General Fund (Total incremental savings: \$500,000 ongoing for a total of \$1.2 million)
- Appropriation to continue implementation of the City’s Parking and Mobility business plan (total cost/: \$544,300 ongoing from Parking and Mobility Fund)
- Purchasing technology for continual monitoring of City’s data network and computers to protect against malicious activity (total cost: \$50,000 ongoing, \$200,000 one-time)
- Upgrading the City’s Microsoft production databases to the most current version (total cost: \$174,200 one-time, \$41,300 ongoing)

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

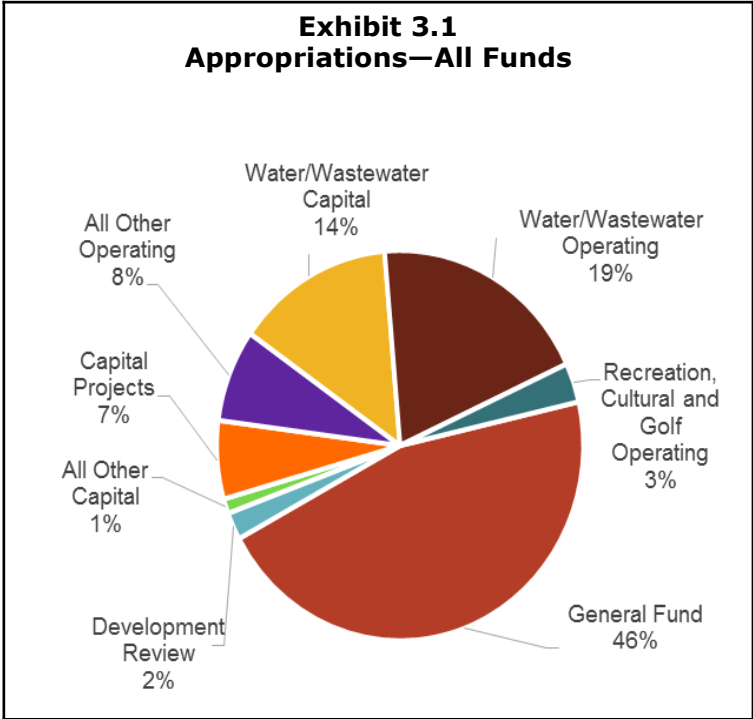
As the third largest city in the state, it is essential that Aurora’s interests are well-communicated at the regional, state, and federal level. The City will participate and partner with other organizations on shared policy issues, joint programs, and shared facilities. The City will work with its partners 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 \$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.



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. Different funds are used to manage money intended for particular purposes or to demonstrate compliance with finance-related legal requirements as well as to aid fiscal management by separating out transactions related to certain functions.



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. Total expenditures in the 2017 Adopted Budget will increase \$2.9 million from the 2016 Original Budget.

Exhibit 3.2 Expenditure and Budget Summary All Funds			
Fund	2015 Actual	2016 Projection	2017 Adopted
General Fund	\$ 299,147,094	\$ 337,529,942	\$319,687,606
Capital Projects	\$ 42,111,029	\$ 52,196,040	\$ 48,410,387
Community Development	\$ 5,206,452	\$ 4,397,161	\$ 4,538,363
Debt Services	\$ 2,649,361	\$ 361,676	\$ 334,485
Development Review	\$ 10,896,509	\$ 16,114,307	\$ 15,796,222
Fleet Management Fund	\$ 9,115,676	\$ 9,074,430	\$ 8,951,651
Golf Courses Fund	\$ 8,423,131	\$ 8,282,992	\$ 8,581,281
Recreation; Cultural	\$ 12,801,565	\$ 13,496,591	\$ 14,168,136
Risk Management Fund	\$ 8,890,743	\$ 9,208,792	\$ 9,589,164
Wastewater Fund	\$ 54,138,342	\$ 76,714,291	\$ 84,807,097
Water Fund	\$ 145,699,070	\$ 696,795,627	\$147,383,237
Others	\$ 35,008,898	\$ 33,309,208	\$ 40,863,085
Total Budget	\$634,087,870	\$1,257,481,057	\$703,110,714

Exhibit 3.3 Operating Appropriations by Category All Funds			
Category	2015 Actual	2016 Projection	2017 Adopted
Salaries and Benefits	\$258,022,970	\$273,709,842	\$290,086,020
Supplies and Services	\$134,645,886	\$142,155,364	\$147,504,569
Interfund Charges	\$17,248,870	\$17,330,346	\$18,149,954
Debt Related	\$62,885,731	\$583,015,115	\$23,536,356
Capital Related	\$8,395,417	\$7,608,337	\$9,027,766
Operating Transfers*	\$56,164,092	\$81,604,954	\$61,156,852
Total Budget	\$537,362,966	\$1,105,423,958	\$549,461,517

*Includes capital-related funding

4. General Fund

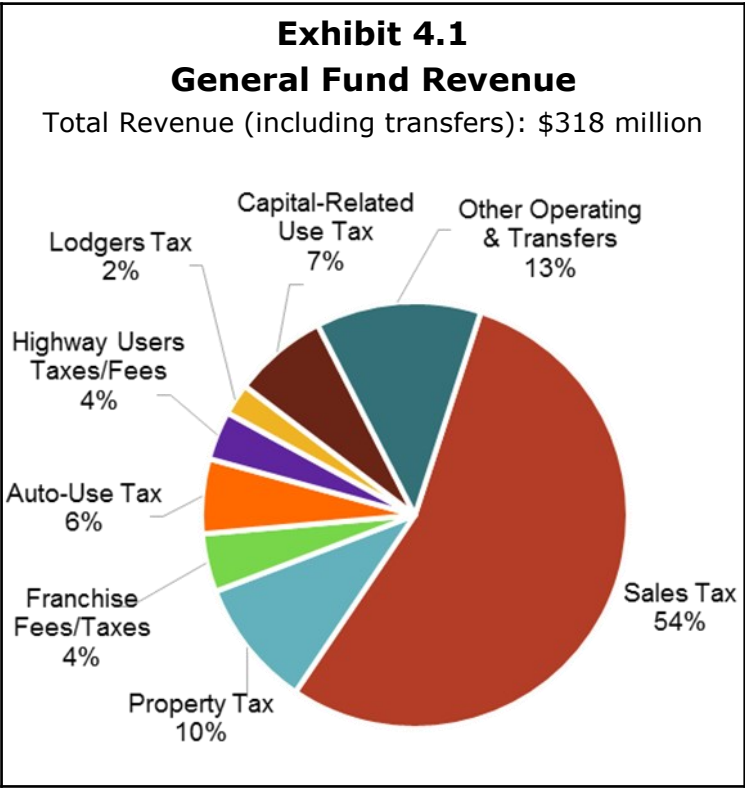
The General Fund is the primary source of funding for most City operations, including public safety, transportation, parks, libraries, and other services. In addition, annual transfers from the General Fund to the Capital Projects Fund pay for many of the City's infrastructure projects.

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 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, 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.

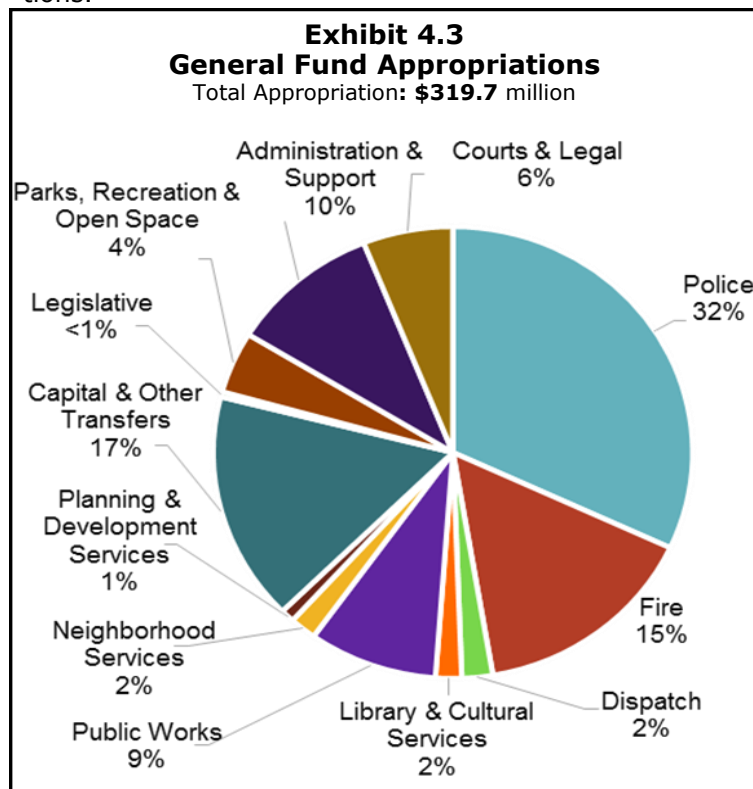


General Fund Expenditures

General Fund appropriations, including transfers from other funds, for 2017 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.

Exhibit 4.2 Key General Fund Revenues (Projected)		
Revenue Source	2015-2016 Percent Change	2016-2017 Percent Change
Sales Tax	3.4%	2.9%
Property Tax	20.3%	1.0%
Franchise Fees/Taxes	-3.1%	1.9%
Auto Use Tax	4.1%	-5.0%
Capital-Related Use Tax	8.0%	-3.0%
Highway User's Fee/Taxes	1.5%	1.3%
Lodgers Tax	2.5%	2.5%
All Other Operating Revenue	-1.7%	3.9%
General Fund Revenue	4.2%	1.8%
Marijuana Sales and Excise Taxes	88.5%	-100.0%
Transfers In	29.2%	0.4%
Total General Fund Revenue	5.1%	0.1%

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.



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 lists the amendments in the City's other funds in 2017.

Exhibit 5.1 Significant Amendments in Other Operating Funds		
Fund	Description	Net
Community Development	Appropriation for Anticipated CDBG, HOME, and Neighborhood Stabilization Program (NSP) Funded Programs	2,809,435
Designated Revenues	Transfer Tallyn's Reach Library Budget to General Fund	(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
Gifts & Grants	Transfer 1.0 FTE Police Lieutenant from Gifts and Grants Fund to General Fund	(134,437)
Marijuana Tax Revenue Fund	One-Time Transfer of Marijuana Sales and Excise Taxes Funds Available Into Marijuana Tax 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	945,338
Open Space	Plains Conservation Center Management	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	-
Recreation	Enhanced Programming of Popular Recreation Offerings; Moorhead Operation and Maintenance; Technical Adjustment: Compass Program Budget Adjustment	(42,295)
Risk Management	Respiratory Protection Compliance Program	-
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 FTE 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
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 FTE 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
Total Net Amendments		\$ 11,224,339
Expenditure Appropriation Net of Revenue from Budget Amendments		

6. Staffing

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 as part of mid-year adjustments. Exhibit 6.1 outlines the staffing changes for all funds.

The total General Fund increases by a net of 56.2 FTE. This is a result of 50 .0new FTE in the 2017 budget as well as 1.2 FTE being added as part of mid-year adjustments. There are no position cuts for 2017.

Exhibit 6.1 Staffing Summary by Fund In Full-Time Equivalents (FTEs)			
Fund	2015 Actual	2016 Projection	2017 Adopted
Abatement	3.50	0.00	0.00
Community Development	23.20	22.20	22.20
Conservation Trust	21.77	11.72	11.72
Cultural Services	18.00	17.00	17.00
Designated Revenue	32.11	35.61	30.61
Development Review	82.75	109.00	109.00
Enhanced E-911	68.00	78.00	78.00
Fleet Management	44.00	44.75	44.75
General	1,930.00	1,999.55	2054.55
Gifts & Grants	8.00	6.40	5.40
Golf Courses	38.00	38.00	38.00
Open Space	22.43	32.48	33.48
Parking and Mobility	0.00	0.00	1.00
Parks Development	0.75	0.75	0.75
Recreation	75.80	77.80	80.80
Risk Management	10.00	10.00	10.00
Wastewater	143.02	143.81	149.80
Water	285.98	287.19	292.20
Total FTE	2,807.31	2,914.26	2,979.26

Exhibit 6.2 shows the details of the staffing level by fund over time. The total number of FTE in the General Fund increased by 0.4 percent (7.35 FTE) over the last 14 years. There has been growth in other funds of 268.96 FTE, with a significant portion of the increase from Water and Wastewater which saw a 55.1 percent for the same period. The ratio of civil FTE (police officers and firefighters) to General Fund career FTE has changed significantly from 2003 to 2017. Police Civil Service and Fire, Civil Services have grown 18.7 percent (108.45 FTE) and 22.3 percent (67.5 FTE) respectively, while Career Service FTE has dropped 14.5 percent (168.6 FTE).

Exhibit 6.2 Historical staffing Changes 2003-2017 (All Funds)					
	2003	2007	2011	2015	2017*
Police, Civil Service	580.00	635.00	649.25	666.85	688.45
Fire, Civil Service	302.50	311.00	308.00	329.00	370.00
Career Service	1,164.70	1,091.53	948.90	934.15	996.10
Sub-total, General Fund	2,047.20	2,037.53	1,906.15	1,930.00	2,054.55
Non-General Funds					
Police/Fire Civil (Non-GF)	2.50	2.00	8.75	10.15	7.55
Wastewater/ Water Fund	285.00	403.00	422.00	429.00	442.00
Development Review Fund	111.95	119.25	70.75	82.75	109.00
E-911 Fund	-	5.00	5.00	68.00	78.00
Golf Courses Fund	57.00	52.00	45.00	38.00	38.00
Recreation & Cultural Svcs Fund	90.80	86.00	79.20	94.80	97.80
All other FTE	108.50	137.89	145.55	154.61	152.36
Sub-total, Non-General Funds	655.75	800.14	776.25	877.31	924.71
Total	2,702.95	2,837.67	2,682.40	2,807.31	2,979.26
*Budgeted					

7. Capital Improvement Program

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 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 Aurora City Council, or until three fiscal years have elapsed without any expenditure or encumbrance of project funds.

There are multiple funds in the City that include at least some expenditure within the CIP. The adopted \$740.5 million, five-year capital improvement program draws from a total of nine 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 \$499.0 million. Exhibit 7.1 illustrates the distribution of the CIP appropriations by fund for 2017-2021.

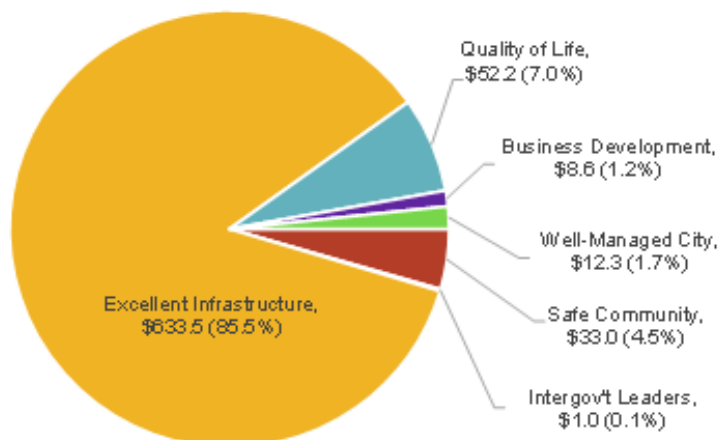
Capital Projects Fund

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 City 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

Exhibit 7.2 Summary of Capital Project 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	

Exhibit 7.1 CIP Summary by Fund, 2017-2021

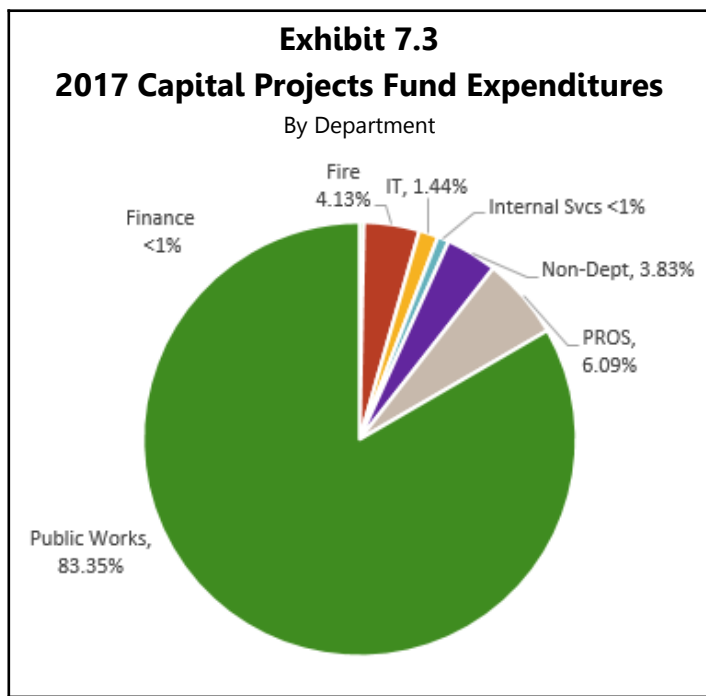
Total Appropriation: \$740.5 million



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 each subsequent year by one-half of a percent until the entire 4.0 percent amount is transferred in 2018.

The 2017-2021 five-year plan totals \$202.1 million. As Exhibit 7.2 shows, the funding in the Capital Projects Fund is primarily dedicated to ongoing street maintenance, reconstruction, improvements, and other capital maintenance projects.

Expenditures in the current five-year plan are \$4.6 million more than the previous five-year plan due to increased spending on transportation and median projects.



8. Budget Process and Financial

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 2017 budget is the projected amount approved by City Council when it adopted 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 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
- Appropriation amendments are requested and the fall supplemental ordinance is presented.



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.



City of Aurora

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