2020 - City of Aurora, Colorado

Operating and Capital Improvement Budget

Prepared by the Office of Budget and Financial Planning

AURORA

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City of Aurora, Colorado

2020 Operating and Capital Improvement Budget
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City Council

Bob LeGare ..... (Outgoing) Mayor
Mike Coffman ..... (Incoming) Mayor
Nicole Johnston ..... Mayor Pro-Tem (2020) and Ward II
Crystal Murillo ..... Ward I
Marsha Berzins ..... Ward III
Charlie Richardson ..... (Outgoing) Ward IV
Juan Marcano ..... (Incoming) Ward IV
Bob Roth ..... (Outgoing) Ward V
Alison Coombs ..... (Incoming) Ward V
Françoise Bergan ..... Ward VI
Dave Gruber ..... At-Large
Allison Hiltz ..... At-Large
Angela Lawson ..... At-Large
Johnny Watson ..... (Outgoing) At-Large
Curtis Gardner ..... (Incoming) At-Large

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City Executive Staff

Jim Twombly ..... City Manager
Jason Batchelor ..... Deputy City Manager
Nancy Freed ..... Deputy City Manager
Roberto Venegas ..... Deputy City Manager
Janice Napper ..... Diversity, Equity, and Inclusion Officer

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Gregory Hays ..... Budget Officer
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Jennifer Speer ..... Budget Analyst
Gregory Zimmer ..... Budget Analyst
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You can also access an electronic version of the 2020 City Manager's Proposed Budget by visiting the URL below:

https://www.auroragov.org/budget

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Aurora

Colorado

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morrill

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, 2019.

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.

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Special Recognition

The following individuals and groups played a key role in the development of the 2020 budget for the City of Aurora. They are recognized here for their hard work and valuable contributions.

Council Appointees

Dr. Zelda DeBoyes, Court Administrator

Dan Brotzman, City Attorney

Shawn Day, Presiding Judge

Commission Appointees

Matt Cain, Civil Service Administrator

Tasha Steward Childs and Renee Cooper, Interim Chief Public Defenders

Deputy City Managers

Jason Batchelor

Nancy Freed

Roberto Venegas

Department Directors and Managers

Aurora Water – Marshall Brown

Communications – Kim Stuart

Finance – Terri Velasquez

Fire – Fernando Gray

Human Resources – Dianna Giordano

Information Technology – Aleta Jeffress

Library & Cultural Services - Midori Clark

Neighborhood Services – Nancy Sheffield, Interim

Parks, Recreation & Open Space – Brooke Bell

Planning & Development Services – George Adams

Police – Vanessa Wilson, Interim

Public Works – Cindy Colip

Department Budget Staff

Aurora Water – Jo Ann Giddings, Gail Thrasher, Greg Hansen, Fernando Aranda Perozo and Bradley Boswell

City Attorney's Office – Jan Adamcyk, Anabell Pi, and Jackie Ehmann

City Council – Greg Hays

Civil Service Commission – Mark Smith

Communications – Jennifer Speer

Court Administration – Yvonne Madril-Brawner

Finance – Greg Hays

Fire – Mathew Wasserburger

General Management – Gail Pennington

Information Technology – Liz Rehwalt

Human Resources – Gail Pennington

Judicial – Andrea Edwards

Library & Cultural Services – Debra Collins

Neighborhood Services – Kerstin Claspell and Rosetta Torres

Parks, Recreation & Open Space – Brooke Bell and Diana Vancleve

Planning & Development Services – Marvina Redding

Police – John Schneebeck and Christine Waters

Public Defender – Reyna Lopez

Public Safety Communications- Kerstin Claspell

Public Works – Elly Watson

Council-Appointed Citizen Committees

Citizens' Advisory Budget Committee

Citizens' Advisory Committee on Housing and Community Development

Citizens' Water Advisory Committee

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2020 Aurora, Colorado City Council

Mike Coffman
Mayor

Nicole Johnston
Ward II (Mayor Pro Tem)

Crystal Murillo
Ward I

Marsha Berzins
Ward III

Juan Marcano
Ward IV

Alison Coombs
Ward V

Françoise Bergan
Ward VI

Curtis Gardner
At Large

Dave Gruber
At Large

Allison Hiltz
At Large

Angela Lawson
At Large

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

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

Aurora Municipal Center 15151 E. Alameda Parkway - 303.739.7015 - AuroraGov.org

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Introduction to the City of Aurora 2020 Adopted Budget

This 2020 Adopted Budget for the City of Aurora is the product of a well-established cooperative process carried out by City staff with the guidance and direction of City Council. The purpose of this document is to provide both summary-level and detailed information on the 2020 budget as adopted by City Council this past fall. In keeping with best practices adopted by the City and reflected in criteria published by the Government Finance Officers Association, this budget is intended to serve as:

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

In order to fulfill these purposes, the budget is divided into several sections. The City Manager's *Budget Message* and *Executive Summary* provide information that describes the contours of the City's budget and the issues that shaped its development. The *Profile of Aurora* provides information on Aurora's economic, demographic and community outlook along with specific information on the City's organizational structure. The *2020 General Fund Revenue Overview* provides a detailed description of the City's revenue outlook for 2020 and beyond for the General Fund. The *Long Range General Fund Financial Outlook* identifies expected revenues and expenditures for all general government functions through 2024. The *Fund Summaries* provide tables and narratives that explain major changes in funds available for all City funds. The *Department Budgets* section provides information on departmental operating appropriations, staffing and programs. The *Capital Improvement Program* section describes the City's five-year capital improvement program for all funds. A set of appendices is included with additional information on the City's budget.

The figures and narratives published in this document reflect the status of the 2019 budget as originally adopted by City Council and the status of the 2019 projection at the time the 2020 budget was adopted. There are inevitably changes that occur each year, after the budget is adopted, which are not reflected in the totals reported here. Such changes will be documented in the 2021 budget.

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

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City of Aurora, Colorado

2020 OPERATING AND CAPITAL IMPROVEMENT BUDGET

BUDGET MESSAGE

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MEMORANDUM

City of Aurora

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TO: **Mayor LeGare and Members of the City Council**

FROM: Jim Twombly, City Manager

DATE: January 31, 2020

SUBJECT: 2020 Adopted Budget

I am pleased to transmit to you the City Manager's Adopted Budget for 2020. This budget message provides a brief overview of the approach used to develop the budget.

The 2020 Adopted Budget is balanced for all funds and provides a sound financial plan to provide funding for the best possible municipal services. The budget was built with caution in mind, with an eye toward the future. This budget is balanced without reductions in 2020 and is mostly balanced in 2021 as well. The 2020 Adopted Budget is increasing $107.0 million (14.2 percent), with the majority of that occurring in capital spending, up $71.5 million (53.3 percent) primarily in the Water and Wastewater funds. Operating budgets are increasing $35.4 million (5.7 percent).

Table 1. All Funds 2019-2020 Growth

	2019 Total Adopted	2020 Total Adopted	Dollar Change	Percent Change
Operating (all funds)	$ 618,376,943	$ 653,806,450	$ 35,429,507	5.7%
Capital (all funds)	134,183,818	205,730,347	71,546,529	53.3%
Total (all funds)	**$ 752,560,761**	**$ 859,536,797**	**$ 106,976,036**	**14.2%**

Breaking the operating budgets into General Fund and other funds shows the General Fund growing 6.8 percent compared to 4.2 percent for other funds.

Table 2. Operating Budget General Fund/Other Funds 2019-2020 Growth

	2019 Operating	2020 Operating	Dollar Change	Percent Change
General Fund	$ 362,689,376	$ 387,437,471	$ 24,748,095	6.8%
Others Funds	255,687,567	266,368,979	10,681,412	4.2%
Operating total (all funds)	**$ 618,376,943**	**$ 653,806,450**	**$ 35,429,507**	**5.7%**

The 2020 Adopted Budget for the General Fund is $387.4 million, up $24.7 million (6.8 percent) from the 2019 Original Budget of $362.7 million. There are $19.5 million in amendments as part of the 2020 budget, equating to 5.0 percent of the General Fund operating budget. Of the $19.5 million in amendments, $13.2 million were added as part of the 2020 Proposed Budget and $6.3 million was added by Council at the September 28 Budget Workshop. The majority of the amendments, $12.8 million, are one-time leaving $6.7 million as ongoing. Attachment 8 in the Executive Summary and the department pages have additional detail on each amendment.

Inclusive in the changes across all funds is the addition of 50.0 FTE new positions with a net 42.95 FTE in the General Fund and a net 7.05 FTE in other funds. Of the 50.0 new positions, 9.0 were added during the 2019 Spring Supplemental and another 41.0 FTE are added as part of the 2020 budget, including 5.0 which were added at the Budget Workshop. The Executive Summary has additional information on these positions.

Staff felt it was important for this budget to focus on a two-year balanced plan. The 2020 budget is completely balanced and 2021 is balanced to within $3.9 million, $3.5 million of which is ongoing in nature. This equates to 1.0 percent of the General Fund. It should be noted that projections for future years include annual pay and benefit increases, as well as annual funding for additional Police Officers in each year of the five-year plan.

ECONOMIC FACTORS AND CITY REVENUES

The City of Aurora General Fund revenue estimates for the 2020 budget process were developed by the Business Research Division (BRD) of the Leeds School of Business at the University of Colorado Boulder in collaboration with the Office of Budget and Financial Planning (OBFP) staff. Forecasts of national indicators from Moody's Analytics serve as the fundamental drivers to the resulting forecasts. BRD chose to model three forecasts including the Moody's Baseline forecast, the Stronger Near-Term Growth scenario, and the Recession scenario. These different forecasts provide sensitivity analysis around more optimistic and pessimistic economic scenarios.

Because the economy is in the mature phase of its cycle, OBFP staff presented data to city management with a focus on the Baseline forecast and the Recession scenario. Given the change in the source of the revenue projection, a variant of the baseline projection is incorporated into the budget plan. One significant adjustment from the previous projection is the change in out-year projections. Aurora's previous projection was more conservative than the BRD Baseline, especially in the out-years. The five-year revenue projections include slowing growth, but do not include an economic recession. According to BRD, the two scenarios are separate; that is to say that if a recession occurs, Aurora would move from the Baseline version to the Recession version.

The U.S. is currently experiencing the longest economic expansion following a major contraction in its history. Consensus forecasts, averaging the forecasts from 28 entities, projected U.S. real GDP growth of 2.5 percent in 2019 and 1.8 percent in 2020 in the June report. Moody's Analytics' Baseline forecast projected U.S. real GDP growth of 2.3 percent in 2019 and 1.6 percent in 2020.

Mirroring this slowing growth, city revenue projections call for slower growth in 2020. General Fund revenue, which grew 6.7 percent in 2018, is projected to grow 3.2 percent in 2019, and 3.3 percent in 2020. Sales tax is projected to grow 7.4 percent in 2019 and 3.8 percent in 2020,

including $2.3 million associated with removing a cigarette sales tax exemption in 2020. This increase in sales tax is partially offset with the loss of $593,600 in state cigarette excise tax. This will be discussed in more detail in the General Fund Revenues section.

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

SPECIFIC ISSUES AFFECTING THE 2020 ADOPTED BUDGET

Council Adjustments to the 2020 Proposed Budget

At the September 28 Budget Workshop, Council added $8.8 million in additional spending in all funds, with the majority of the adjustments, $6.3 million, in the General Fund. Most of the amendments, $6.4 million, are one-time in nature. The most significant addition was $1.4 million ongoing and $1.0 million one-time related to Fire Medical Services Unit (MSU) optimization, including personal services and an additional fire apparatus. Also in Fire, the city received a SAFER grant for a 4th Battalion, which included 5.0 FTE Firefighters. Council also added $1.7 million as a transfer from the General Fund to the Capital Projects Fund for transportation-related projects.

Continuation of 2/1000

Based on the modified consent decree approved in November 2016, the city will need to add 129.0 FTE Police Officers by 2026. The 2020 budget includes a step in that direction, adding 15.0 FTE Police Officers and equipment. The city's five-year outlook includes annual increases of 15.0 FTE Police Officers per year for the duration of the plan.

Efforts Related to Fleet

A well-managed fleet replacement and repair program is critical to make sure that Public Safety and non-public safety equipment is reliable. To that end, the 2020 budget includes the second year of funding for Police vehicles, the second year of the Fleet Apprenticeship Pilot Program, and the continued funding of Fire apparatus.

Approved Council Initiatives

The 2020 budget takes strides in meeting several Council initiatives. For example, $500,000 was added for public engagement, polling and strategy associated with the Capital Infrastructure Master Plan. In addition, there was investment in technology infrastructure to retire legacy systems and improve efficiency with the addition of a Systems Administrator and funding for project implementation. The Key Places effort includes $387,300 for continued improvements in the Colfax/Westerly Creek area.

2020 Revenue Raising Efforts

Additional sources of ongoing revenue are valuable in budget balancing. Based on discussions at the 2019 Spring Workshop, several efforts were approved to go forward. Removing the cigarette

sales tax exemption added a net $1.7 million, including $2.3 million in additional sales tax offset with the loss of $593,600 in state cigarette excise tax. In addition, staff is proceeding with a service fee study (budgeted at $300,000 in 2020) to assure the fees charged are covering costs and could potentially result in increased future revenue.

Sustainability, Energy Management and Security

A Sustainability and Energy Management position was added to evaluate ways to reduce the city's use of energy and to conserve resources, making city buildings more sustainable and reducing expenses. A Security Manager was added to implement recommendations from the Physical Security Steering Committee and reduce security-related risks and vulnerabilities.

LONGER TERM OUTLOOK

While the recent economic history has been strong, the longer-term outlook still assumes softening revenue growth, and active balancing actions are necessary to balance the General Fund. Assuming projections hold, 2021 through 2024 will require active balancing. The outlook also includes annual pay and benefit increases and the addition of Police Officers for the return of 2/1000 staffing.

In preparation for this balancing, staff will continue to bring forth revenue-raising ideas, with the goal of decreasing the city's reliance on volatile sales tax revenue. One-time funding has been added to contract with a consultant to help departments plan in a strategic, long-term manner in order to better and more efficiently meet increasing demands for service.

ACKNOWLEDGMENTS

I would like to thank the citizens of Aurora for their participation and input into the budget process. The city benefited from thousands of volunteer hours provided by citizens in a variety of functions during the year. In addition, Council and staff receive invaluable input from citizens as they participate in Budget Town Hall meetings in the spring and ward meetings throughout the year.

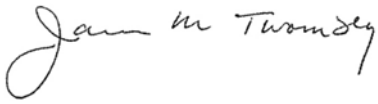
I would like to thank the Citizens' Advisory Budget Committee, the Citizens' Water Advisory Committee, and the Citizens' Advisory Committee on Housing and Community Development for their respective recommendations to City Council. Their work has provided valuable citizen review and insight regarding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

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

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

budget remains balanced while maintaining essential city services and an extraordinary quality of life for the citizens of Aurora.

Respectfully submitted,



Jim Twombly
City Manager

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City of Aurora, Colorado

2020 OPERATING AND CAPITAL IMPROVEMENT BUDGET

EXECUTIVE SUMMARY

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2020 Adopted Budget Executive Summary

The Executive Summary provides an overview of the 2020 Adopted Budget and the various factors that have influenced its creation. The intent is to help the reader more easily understand the city's 2020 spending plan and the major factors that have influenced that plan. This summary gives a high-level overview of the City Council's goals and performance measurements, the economic factors affecting the budget, an overview of revenue and expenditures in various funds, a series of summary tables, and other related information.

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

FACTORS INFLUENCING 2020 ADOPTED BUDGET

A number of factors have contributed to the formulation of the 2020 Adopted Budget. The following section of the Executive Summary discusses in detail the state of the National and Local economies at the time the budget was proposed and the impact on the budget development.

Economy

National

The U.S. will break the record for the longest economic expansion following a major contraction in its history as long as third quarter economic data shows continued growth in Gross Domestic Product (GDP). Economists expect that the record has been broken, though forecasts indicate that many believe a slowdown is coming. Consensus forecasts, averaging the forecasts from 28 entities, projected U.S. real GDP growth of 2.5 percent in 2019 and 1.8 percent in 2020 in June reports. This is down from the 2.9 percent GDP growth seen in 2018. Many point to the trade war and its toll on manufacturing as well as ongoing problems with top-selling aircraft as major contributors to slowing momentum in the U.S. economy.

U.S. consumer spending rose moderately in June by 0.3 percent as an increase in services and outlays on other goods offset a decline in purchases of motor vehicles. Slower economic growth combined with benign inflation could push the Federal Reserve to cut interest rates for the first time in a decade. Nevertheless, the second quarter GDP report showed consumer spending increased at a 4.3 percent annualized rate, accelerating from a tepid 1.1 percent pace in the first quarter data.

In June 2019, the national unemployment rate stood at 3.7 percent which is near 50-year lows. Wage growth continues to grow, up 3.1 percent year-over-year. Continued low unemployment and wage growth support growth through the remainder of the current year and in to 2020.

Colorado and Aurora

Following the Great Recession, real GDP grew faster in Colorado and the Denver-Aurora-Lakewood area when compared to growth nationally. Colorado's economy has continued to

outperform the U.S. overall with one of the lowest unemployment rates in the country. The local economy is reaping benefits from the state's strong economic performance and continued growth in population. Though Colorado continues to grow in 2019, the growth has slowed slightly. Despite slower growth in employment and GDP, personal income grew 5.1 percent year-over-year in the first quarter of 2019, ranking 5th in the nation.

State unemployment stood at 3.0 percent in June while the Denver-Aurora-Lakewood Metro unemployment rate was down to 2.9 percent. Both remain well below the national unemployment rate of 3.7 percent. While low unemployment is generally considered desirable for economic growth, continued low levels present a challenge for employers in search of qualified personnel, hampering strong economic expansion statewide. Nonetheless, Colorado's economy remains among the strongest in the nation.

The Leeds Business Confidence Index, a local measure of business expectations, remains in positive territory for third quarter expectations overall with two of the six components, state and national economy, falling below neutral. Each component reports lower expectations for the third quarter compared to both the quarterly and annual data. Looking further out to the fourth quarter, expectations fall further with all six components projected to fall into below neutral territory. Panelists site concerns about the national economy, state politics, trade, and uncertainty as reasons for their expectations.

Though certain indicators show a slowing economy, the fundamentals for consumer spending, namely employment and personal income, are sound. Current economic conditions support the expectation of continued revenue growth through the second half of 2019 and into 2020 at a slowing rate, which is typical as an expansion matures. The City of Aurora revenue forecast for the 2020 budget was developed by the Business Research Division of the Leeds School of Business at the University of Colorado Boulder together with the Office of Budget and Financial Planning staff. Forecasts of national indicators from Moody's Analytics serve as the fundamental drivers to the forecasts of economic data and the resulting revenue collections through 2024. Although current local economic indicators do not support an imminent recession, the risk of a recession is becoming statistically more feasible with time.

BUDGET OVERVIEW – ALL FUNDS

The city's budgeted funds include the General Fund, the Capital Projects Fund, the Water and Wastewater funds, the Recreation and Golf Courses funds, the Development Review Fund and various other internal service, special revenue, and debt service funds. Appropriations for these funds provide for operating, debt service, and capital costs. The city uses different funds to control and manage money intended for a particular purpose or to demonstrate compliance with finance-related legal requirements and to aid financial management by segregating transactions related to certain city functions or activities. Attachments 1 through 3 beginning on page B-14 summarize appropriations and past (actual) spending for the city's funds.

The 2020 Adopted Budget includes a total of $859.5 million in appropriations for all funds. This is $107.0 million more than the 2019 Original Budget of $752.6 million, with $71.5 million coming from increased capital spending. The majority of the capital increase is accounted for in the Water Fund and Wastewater Fund, increasing $50.5 million and $9.9 million respectively.

The 2020 Adopted Budget for operating costs (excludes capital budget) are increasing $35.4 million from the 2019 Original Budget, with increases in personal services accounting for $22.1 million of the increase. This increase includes civil pay and benefit increases in accordance with the Police and Fire collective bargaining agreements. Overall career service pay and benefit increases in 2020 maintain financial parity with the Police and Fire collective bargaining contracts with a 3.0 percent wage increase and a 5.0 percent increase in the city's contribution for health and dental insurance. Additionally 50.0 FTE, mostly in Police and Aurora Water, were added to the budget.

The 2019 operating expenditure projection for all funds is $50.6 million higher than the original budget due primarily to a $45.0 million debt prepay in the Water Fund.

Figure 1. 2020 Total Appropriations by Fund

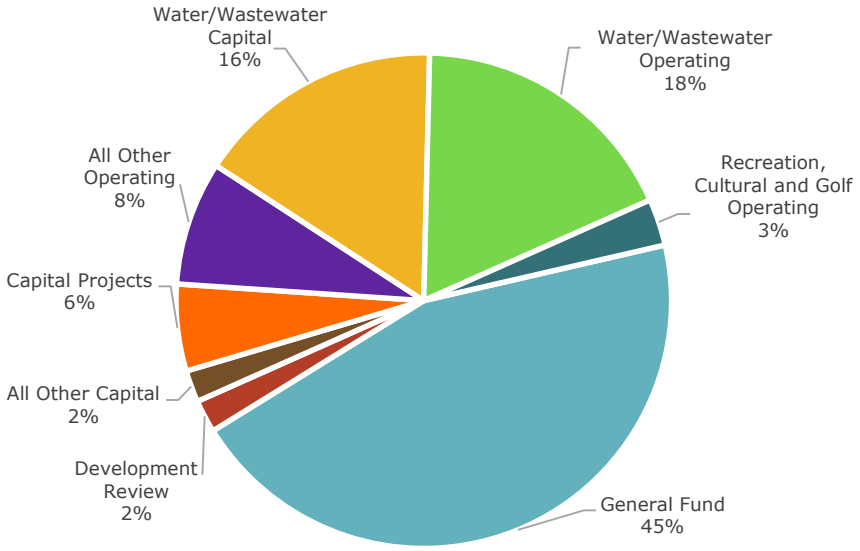


Figure 1 illustrates the distribution of total appropriations in 2020. The General Fund accounts for approximately 45 percent of total appropriations, while another 24 percent of the 2020 budget is dedicated to capital projects in several funds. Operating costs for Aurora Water (both the Water and Wastewater funds) make up 18 percent of the city's total budget while the remaining 13 percent is for operations of all other city funds.

GENERAL FUND SUMMARY

The General Fund is the primary source of funding for most city operations, including public safety, transportation, parks, libraries and other services. In addition, annual transfers from the General Fund to the Capital Projects Fund pay for many of the city's infrastructure projects. Table 1 provides a summary of the most significant adjustments in the 2020 General Fund budget.

Table 1. 2020 Expenditure and Budget Summary - General Fund

Sources	Amount	Comment
Revenue and Transfers	**$377,366,257**	Moderate sales and strong property tax collections are anticipated in 2020, $2.8 million from amendments, including sales tax on cigarettes.
Total Sources	**$377,366,257**	**Total 2020 Adopted Sources**
2019 Original Budget	$362,689,376	Initial base budget
Base Budget Adjustments	(13,059,976)	*Removal of one-time 2019 expenditures:* Primarily due to the removal of one-time expenditures associated with Fire, Police, Fleet, and Affordable Housing. Total includes $792,417 for ongoing items added in the 2019 Spring Supplemental.
Cost Drivers	18,338,842	$10.4 million in personal services adjustments, including $8.6 million in salary and salary-related adjustments and $1.9 million for health/dental and all other adjustments, including $0.9 million in one-time adjustments; $7.9 million in other adjustments, including the Capital Projects Fund transfer adjustment, subsidy transfer adjustments, Risk and Fleet fund charges, utility increases, and department-specific mandated costs.
Proposed Amendments	13,209,534	$4.7 million ongoing amendments, primarily associated with Police, and $8.5 million one-time amendments across several departments. Ongoing amendments include an additional 27.95 FTE, mostly in Police. Additional details can be found in the department pages.
Council Adjustments	6,259,695	At the September 28 Budget Workshop, Council added $6.3 million in additional budget, including 5.0 FTE. A summary of these adjustments can be found in Appendix 1.
Total Uses	**$387,437,471**	**Total 2020 Adopted General Fund Budget**

General Fund Revenue

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

Figure 2. 2020 General Fund Sources

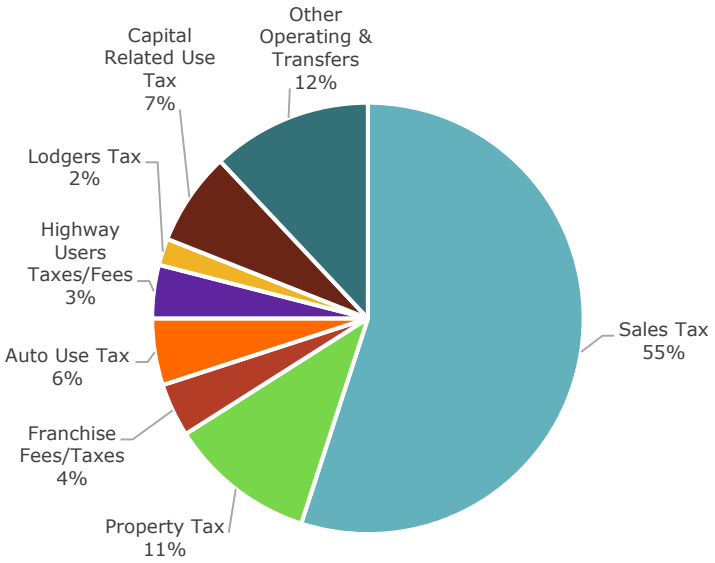


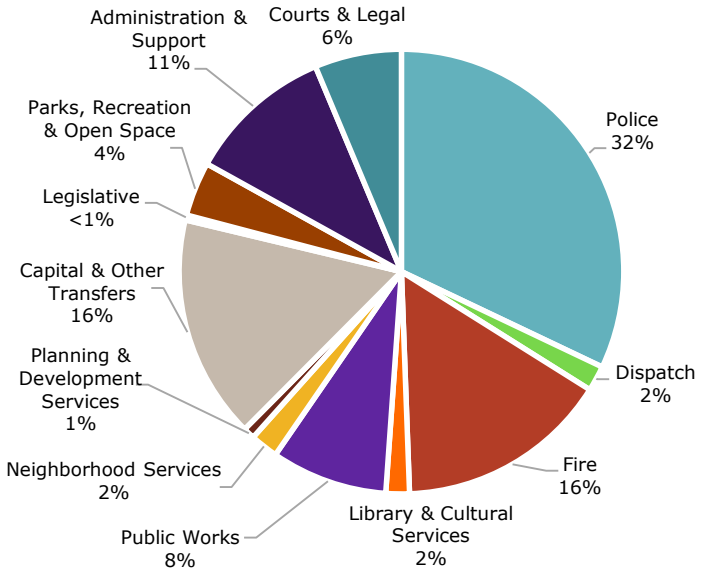
Table 2. Summary of Key General Fund Revenue Sources

Sources of Funds	2018 Actual	2019 Projection	2020 Adopted	2018-2019 Change	2019-2020 Change
General Sales Tax	$ 186,857,702	$ 200,681,220	$ 208,377,583	7.4%	3.8%
Property Tax	36,464,233	36,971,824	41,930,207	1.4%	13.4%
Capital-Related Use Tax	28,608,189	23,619,401	25,525,226	-17.4%	8.1%
Auto Use Tax	20,615,416	22,113,652	20,170,348	7.3%	-8.8%
Franchise Fees/Taxes	14,222,770	14,720,656	15,021,497	3.5%	2.0%
Highway Users Fees/Taxes	11,778,490	12,425,560	12,537,390	5.5%	0.9%
Lodger's Tax	7,985,350	8,384,984	8,489,796	5.0%	1.2%
All Other Operating Revenue	45,471,420	44,214,869	43,083,873	-2.8%	-2.6%
General Fund Revenue	**$ 352,003,570**	**$ 363,132,166**	**$ 375,135,920**	**3.2%**	**3.3%**
Transfers In from Other Funds	1,984,105	2,156,909	2,230,337	8.7%	3.4%
Total General Fund Sources (including transfers in)	**$ 353,987,675**	**$ 365,289,075**	**$ 377,366,257**	**3.2%**	**3.3%**
Capital Transfer Out	37,566,789	34,871,190	37,088,013	**-7.2%**	**6.4%**
General Fund Operating Revenue (excludes capital transfer)	**$ 316,420,886**	**$ 330,417,885**	**$ 340,278,244**	**4.4%**	**3.0%**

Table 2 provides a summary of General Fund sources of revenue and the anticipated growth in key categories. General Fund revenue in 2020, excluding transfers, is estimated to grow at a rate of 3.3 percent or $12.0 million over the 2019 year-end projection. The major component of revenue growth in 2020 is a $7.7 million increase in sales tax over the 2019 projection. Of this total, $2.3 million is from the elimination of a sales tax exemption on cigarettes. In order to receive this additional sales tax, the projection assumes that the city will forgo $593,600 from the existing State excise tax revenue share back (found in All Other Operating Revenue). Property taxes are expected to rise 13.4 percent due to reassessments that occur every other year. Capital related use tax, which tends to have significant annual variances, is rising 8.1 percent in 2020 after dropping 17.4 percent in 2019. Auto use tax is projected to soften in 2020, down 8.8 percent, assuming Aurora follows the nation in softening auto sales. Other streams are remaining relatively stable. For General Fund operating revenue, the projected 3.0 percent increase in 2020 follows a projected 4.4 percent increase in 2019 over 2018 actual revenue.

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

Figure 3. General Fund Appropriations



General Fund Appropriations

For 2020, General Fund total appropriations, including transfers, is $387.4 million, a 6.8 percent increase from the 2019 Original Budget of $362.7 million. The majority of the increase is due to pay increases and the inclusion of a net 42.95 FTE, mostly in the Police Department. Maintaining public safety is a high priority, as reflected by the fact that departments associated with Public Safety make up the largest share of the General Fund budget, as Figure 3 illustrates.

Attachments 5 and 8 provides additional detail regarding General Fund expenditures and amendments.

STAFFING – ALL FUNDS

The 2020 Adopted Budget includes an additional 50.0 FTE versus the 2019 Original Budget, with 41.0 FTE added as part of the 2020 budget process and another 9.0 FTE added in 2019 supplementals. Table 3 breaks out all net positions changes by fund for 2020. Attachment 10 has a detailed listing of the positions.

Table 3. 2020 FTE Adds by Fund

Fund	2019 Original FTE Count	2019 Supp Adj	2020 Adds / Reductions	2020 Transfers and Technical	Net Change	2020 Adopted FTE Count
Comm Development	18.20	-	-	-	-	18.20
Conservation Trust	13.22	-	-	-	-	13.22
Cultural Services	18.00	1.00	-	-	1.00	19.00
Designated Revenue	36.36	(6.00)	(1.00)	(0.15)	(7.15)	29.21
Development Review	127.00	-	1.00	-	1.00	128.00
Enhanced E-911	80.00	-	-	-	-	80.00
Fleet Management	48.00	-	-	-	-	48.00
General	2,181.59	10.00	32.50	0.45	42.95	2,224.54
Gifts and Grants	6.40	2.00	-	(0.30)	1.70	8.10
Golf Courses	33.00	-	-	-	-	33.00
Open Space	34.98	-	-	-	-	34.98
Parking and Mobility	3.00	-	-	-	-	3.00
Parks Development	0.75	-	-	-	-	0.75
Recreation	94.00	-	-	-	-	94.00
Risk Management	10.00	-	-	-	-	10.00
Wastewater	152.81	0.80	2.30	0.17	3.27	156.08
Water	306.69	1.20	6.20	(0.17)	7.23	313.92
Totals	**3,164.00**	**9.00**	**41.00**	**-**	**50.00**	**3,214.00**

Table 4 provides departmental detail on the staffing changes in the General Fund. Attachment 9 to this Executive Summary gives an overview of four years of staffing. Attachment 10 is a detailed list of all positions added.

Table 4. 2020 FTE Staffing Net Change - General Fund

Department	2019 Supplemental Adjustments	Adds / Reductions	2020 Transfers / Technical	2020 Net Positions Added	2019-2020 Net Change
City Attorney	-	2.00	-	**2.00**	**2.00**
Fire	0.50	5.00	-	**5.00**	**5.50**
General Management	0.50	5.00	-	**5.00**	**5.50**
Human Resources	-	1.50	-	**1.50**	**1.50**
Information Technology	-	1.00	-	**1.00**	**1.00**
Neighborhood Services	-	2.00	-	**2.00**	**2.00**
Planning and Dev. Svcs	-	(1.00)	-	**(1.00)**	**(1.00)**
Police	4.00	15.00	0.45	**15.45**	**19.45**
Public Works	5.00	2.00	-	**2.00**	**7.00**
Totals	**10.00**	**32.50**	**0.45**	**32.95**	**42.95**

The General Fund increases by a net 42.95 FTE. This is a result of the addition of 32.95 new FTE as part of the 2020 budget and 10.00 FTE added as part of the 2019 Spring Supplemental. Council added 5.0 FTE in Fire at the September 28 Budget Workshop.

Table 5 shows the details of the staffing level by fund over time. The total General Fund FTE count is 177.3 greater than 2003 and is at its highest point, but the ratio of civil service to career service has changed considerably. Police Civil Service has grown 27.7 percent (160.9 FTE) and Fire Civil Service has grown 40.2 percent (121.5 FTE) while Career Service FTE has dropped 9.0 percent (105.1 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 by the movement of 63.0 FTE dispatchers to the E-911 Fund in 2015. Even excluding that adjustment, career service FTE have decreased by 3.6 percent (42.1 FTE).

The growth in other funds has been mixed. In the Water and Wastewater funds, FTE are up 64.9 percent (185.0 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 49.6 percent (53.9 FTE) increase in All Other FTE. See Attachment 9 for a four-year summary of staffing by fund.

Table 5. FTE and FTE Changes, 2003-2020 (All Funds)

	FTE Count					FTE Change, 2003-2020	
Category/Fund	**2003**	**2007**	**2011**	**2015**	**2020**	**Count**	**%**
General Fund							
Police, Civil Service	580.0	635.0	649.3	666.9	740.9	**160.9**	27.7%
Fire, Civil Service	302.5	311.0	308.0	329.0	424.0	**121.5**	40.2%
Career Service	1,164.7	1,091.5	948.9	934.2	1,059.6	**(105.1)**	-9.0%
Sub-total, General Fund	**2,047.2**	**2,037.5**	**1,906.2**	**1,930.0**	**2,224.5**	**177.3**	**8.7%**
Non-General Funds							
Police/Fire Civil (Non-GF)	2.5	2.0	8.8	10.2	3.1	**0.6**	24.0%
Wastewater/ Water Fund	285.0	403.0	422.0	429.0	470.0	**185.0**	64.9%
Development Review Fund	112.0	119.3	70.8	82.8	128.0	**16.0**	14.3%
E-911 Fund	-	5.0	5.0	68.0	80.0	**80.0**	N/A
Golf Courses Fund	57.0	52.0	45.0	38.0	33.0	**(24.0)**	-42.1%
Rec & Cultural Svcs Funds	90.8	86.0	79.2	94.8	113.0	**22.2**	24.4%
All Other FTE	108.5	132.9	145.6	154.6	162.4	**53.9**	49.6%
Sub-total, Non-General Funds	**655.8**	**800.1**	**776.3**	**877.3**	**989.5**	**333.7**	**50.9%**
Total	**2,703.0**	**2,837.7**	**2,682.4**	**2,807.3**	**3,214.0**	**511.0**	**18.9%**

OTHER FUNDS

In addition to services funded by the General Fund, the city's budget includes funding for a variety of programs and services funded from various other special purpose and enterprise funds. The following is a summary of significant changes in the *operating budgets* for the city's other funds. More information on capital spending in each fund can be found in the subsequent section.

Water and Wastewater Funds

The Water and Wastewater funds operate as enterprise funds in which revenues from user fees, development fees and other charges for services must cover all capital and operating costs. The total operating budget for these funds, excluding transfers, will increase $7.0 million (4.8 percent) from the 2019 Original Budget. Significant budgetary factors addressed include the following:

- Water Fund operating budget increase of $6.0 million (7.0 percent), including $1.4 million in debt payment increases. Personal Services are increasing $2.2 million, including the citywide pay and benefit increases and the addition of a net 7.23 FTE across several functions. Utility spending is increasing $1.8 million, with an increase in the electricity budget being the primary cause. The remaining $631,600 is spread over other account types, such as supplies and services.

In 2019, the Water Fund projection is $43.9 million more than the original budget due to a $45.0 million debt prepay projected, but not originally budgeted.

- Wastewater Fund operating budget increase of $1.0 million (1.7 percent), almost entirely due to personal services, including the citywide pay and benefit increases and the addition of a net 3.27 FTE, as well as temporary budget for wastewater operations.

The Adopted budget includes a 4.0 percent sewer rate increase primarily for pass-through service payments to Metro Wastewater Reclamation District in the Wastewater Fund and no water rate increase in the Water Fund. The average customer will experience a $0.91 increase in their monthly bill based on typical annual usage of water, sewer, and storm.

The Adopted budget also includes fee increases in the Water and Wastewater funds to support investments in capacity in order to serve new customers and planned facilities expansion. The Wastewater Fund includes a sewer connection fee increase of 6.8 percent, but no stormwater development fee increase. The Water Fund water connection fee is also not increasing.

Development Review Fund

Operating expenditures in 2020 will increase by $1.7 million (10.4 percent) compared to the 2019 Original Budget. The majority of the increase is due to the activation of 5.0 FTE in 2019 that were previously unfunded, and the transfer in of 1.0 FTE Project Engineer from the General Fund that will be reclassified to a Planning Manager. Of the 5.0 FTE activated, 3.0 FTE are in Public Works, 1.0 FTE is in Planning, and 1.0 FTE is in the Office of Development Assistance. In addition, the 2020 budget will see an increase in supplies and services of $246,300 (14.5 percent) compared to the 2019 budget. This is primarily due to contracted services to implement and support the business license component of the workflow management system (Accela) and is offset by the removal of one-time additions from the prior year. Capital-related costs in 2020 include a one-time addition of $330,000 for electronic document review software related to the Accela program. Funds available are expected to be spent down somewhat through the five-year plan.

Marijuana Tax Revenue Fund

Operating expenditures in the Marijuana Tax Revenue Fund are decreasing $1.2 million (10.1 percent) as the Homelessness Program budget added in 2019 to account for previously unbudgeted funds in prior years will not recur in 2020. In addition, the Homelessness Program was moved from General Management to Neighborhood Services in 2019. Non-Homelessness Program funds remain the same in 2020.

Risk Fund

Risk Fund operating expenditures are increasing $624,800 (5.4 percent), with the majority of the increase due to supplies and services costs, including a $300,000 claims liability adjustment, and two amendments for hazmat-related fit testing and an employee wellness platform solution. Funds available are expected to be fairly consistent throughout the five-year plan.

Recreation Fund

The Recreation Fund is funded primarily through participant fees as well as subsidies from the General Fund. The 2020 Adopted increase of $674,500 (4.9 percent) in total expenditures over the 2019 Original Budget is largely attributable to the citywide pay and benefit increases, as well as additional expenditures associated with a full year of operations for the Central Recreation Center. At the September 28 Budget Workshop, Council added $55,000 to purchase a replacement van for the Aurora Center for Active Adults, funded via a transfer from the General Fund.

Enhanced E-911 Fund

Operating expenditures in the Enhanced E-911 Fund are increasing $513,600 (6.3 percent) with increases in personal services related to call-takers as the primary driver. This increase includes an adjustment to the wage structure of the call-takers in an effort to significantly improve employee retention. The majority of the personal services increases will be offset by a transfer from the General Fund.

Gifts and Grants Fund

Operating expenditures in 2020 will increase by $835,100 (12.8 percent) compared to the 2019 Original Budget. The majority of the increase is in supplies and services related to Parks, Recreation, and Open Space-related anticipated grants, such as Hunger Free Kids, Tony Grampsas Youth Services after-school programs, Summer Food Program, and Scientific and Cultural Facilities District grants. In addition, at the September 28 Budget Workshop, two grants were added, including a SAFER grant associated with a 4th Battalion in Fire and a body worn camera grant in Police.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) provides funding over a five-year period for projects of $25,000 or more that help the city provide for its facility and infrastructure needs. All such projects must have a long-term benefit of five years or more. The CIP section of the 2020 budget contains a list of funded programs.

The CIP budget is balanced; the budget identifies funding sources for all recommended projects for all five years of the plan. Annual capital appropriations from all city funds will reach $188.0 million in 2019, and $205.7 million in 2020. A total of $1.0 billion in capital projects are budgeted or planned between 2020 and 2024 in all funds.

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

- The Capital Projects Fund - $240.9 million over five years;
- The Open Space Fund - $24.2 million;
- The Enhanced E-911 Fund - $15.8 million;

- The Conservation Trust Fund - $15.8 million; and
- The Water and Wastewater Funds - $736.4 million.

Capital Projects Fund

The Capital Projects Fund (CPF) provides support for general government capital projects. The CPF receives 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.

The current CPF five-year plan is higher than the previous five-year plan by 40.4 million (20.2 percent). As Table 6 shows, the funding in the Capital Projects Fund is primarily dedicated to ongoing street maintenance, reconstruction, improvements, and other capital maintenance projects.

Table 6. Summary of Capital Projects Fund Projects, 2020-2024

Project	Total Cost (in $ millions)	Percent of Total
Street Maintenance, Reconstruction & Improvements	$ 118.9	49.4%
TIP, Major Traffic Improvements	18.9	7.8%
Building Repair Projects	18.4	7.6%
ARTA Revenue Share: Transportation	18.3	7.6%
Fire Station Debt Service / Remodel	10.4	4.3%
Traffic Signal Component Replacement	10.1	4.2%
Direct Costs – Public Works Design & Engineering	9.1	3.8%
Public Safety Debt Service	7.5	3.1%
PROS Medians	6.3	2.6%
Police District 2 Office Space	4.1	1.7%
Bike/Ped Improvements	3.0	1.2%
Direct Costs – Purchasing Services	2.3	1.0%
SEAM Cost Share	2.5	1.0%
TOD Development Support	0.6	0.2%
PROS-Related Projects	2.2	0.9%
IT System, Network, Telephone, Crime Lab Projects	2.1	0.9%
Art In Public Places	1.5	0.6%
E-470 Loan Repayment	1.2	0.5%
ADA Accommodation Equity and Access	1.0	0.4%
Police Training Facility Demolition	1.0	0.4%
Direct Costs - Financial Services	1.0	0.4%
Planning Projects	0.5	0.2%
Total	**$ 240.9**	

The CIP section of the 2020 Adopted Budget book contains detail concerning the Capital Projects Fund.

Water and Wastewater Capital Projects

The Aurora Water capital improvement program, which includes projects in the Water Fund and the Wastewater Fund, represents 71.2 percent of the city's planned five-year capital spending. The 2020 budget includes updates to the plan to incorporate needs identified through master planning, recent development trends and updated engineering estimates. Planned capital spending for Aurora Water amounts to $736.4 million for the 2020-2024 period.

In the Water Fund, major capital projects include: Water Rights Acquisition ($75.0 million), SEAM Maintenance Facility ($60.0 million), Griswold Water Purification Facility ($58.4 million), Wemlinger Blended Water Pipeline ($48.3 million), and North Campus Expansion ($39.1 million).

In the Wastewater Fund, major capital projects include: SEAM Maintenance Facility ($40.0 million), First Creek Interceptor ($32.4 million), Westerly Creek Future Phases ($17.0 million), and Miscellaneous Sewer Replacement ($14.8 million).

Other Capital Funds

There are several funds associated with Parks, Recreation, and Open Space. The Open Space Fund, a combination of Arapahoe County Open Space (ArCo) projects and Adams County (AdCo) projects, includes $24.2 million over the five-year plan, which is 2.3 percent of total capital spending. The Conservation Trust Fund, funded through lottery proceeds, has projects totaling $15.8 million in the five-year plan (1.5 percent of total capital spending). The Parks Development Fund and the Golf Courses Fund also have capital projects. Among the PROS projects included in the five-year CIP are: Moorhead Recreation Center debt, Highline Canal Improvements, and numerous park construction and playground renovation projects. Most of the funding for these projects comes from the ArCo Open Space Tax and the Conservation Trust Fund.

The Enhanced E-911 Fund provides for the acquisition, development, and maintenance of the equipment and communication systems related to 911 calls and the 800 MHz radio communication systems. The 800 MHz radio debt, Mobile Data Computer (MDC) infrastructure, and a Computer Aided Dispatch (CAD) upgrade account for the majority of E-911 spending. During the period 2020-2024, $15.8 million (1.5 percent of total capital spending) is projected to be spent.

SUMMARY INFORMATION

There are additional summary tables following these pages:

- Attachment 1 - Citywide revenues, expenditures, and FTE levels;
- Attachment 2 - Total revenues, total uses, and total funds available by fund;
- Attachment 3 - Total operating and capital expenditures by fund from 2017 through 2020;

- Attachment 4 - Comparison of the 2019 Original Budget to the 2019 projection. The original budget was the budget as originally adopted by City Council excluding any subsequent modifications;
- Attachment 5 - General Fund expenditures and appropriations by department;
- Attachment 6 - Major changes in fund balances for all funds in 2019 and 2020;
- Attachment 7 - Significant base budget changes in various city funds;
- Attachment 8 - Amendments by Deputy City Manager;
- Attachment 9 - Staffing levels by fund;
- Attachment 10 – Detailed staffing changes;
- Attachment 11 - Five-year Capital Improvement Plan (2020-2024) along with information on appropriations for 2017 through 2019; and
- Attachment 12 - Capital amendments by department and fund.

Attachment 1

Budget in Brief

Department	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Revenues by Source:					
Taxes	297,008,419	318,556,252	317,864,685	329,625,839	342,010,598
Other Revenues	57,494,042	83,040,137	60,189,006	63,973,360	67,979,225
License and Permits	16,690,005	19,236,769	17,780,775	19,177,987	18,441,784
Intergovernmental	49,939,129	49,640,237	42,822,315	73,295,492	44,620,214
Charges for Services	241,703,277	253,831,909	252,685,128	259,541,153	273,014,573
Fines and Forfeitures	8,027,418	9,359,883	9,581,044	6,629,900	6,809,714
Operating Transfers	52,202,077	86,655,865	53,288,704	61,117,880	58,360,274
Sale of Assets	701,108	515,734	30,000	165,663	226,000
Proceeds From Borrowing	0	30,000,000	0	0	0
Total Revenues	**$723,765,475**	**$850,836,786**	**$754,241,657**	**$813,527,274**	**$811,462,382**
Operating Expenditures by Category:					
Salaries and Benefits	284,852,716	299,807,832	326,554,489	321,490,420	348,608,878
Supplies and Services	154,369,574	155,978,149	164,811,023	167,344,941	171,271,350
Interfund Charges	18,550,881	18,934,657	20,300,730	20,901,740	21,669,322
Debt Related	23,069,714	22,793,298	22,663,078	67,610,902	24,105,082
Capital Related	6,645,933	5,578,208	12,913,114	12,670,446	11,292,485
Transfers Out	63,287,957	94,822,090	71,134,509	79,001,069	76,859,333
Total Operating Expenditures	**$550,776,775**	**$597,914,234**	**$618,376,943**	**$669,019,518**	**$653,806,450**
Operating Expenditures by Function:					
Administrative Services	46,766,200	34,246,287	38,783,200	38,199,912	42,504,735
Community Services	192,395,979	197,757,710	216,108,947	220,870,940	231,058,968
Council/Appointees	22,634,502	23,606,294	25,589,312	25,738,401	27,059,400
General Management	7,733,940	26,147,523	27,716,448	22,902,911	26,125,186
Non-Departmental (Transfers)	71,089,231	79,378,408	74,264,126	83,606,774	79,584,097
Operations	210,156,923	236,778,012	235,914,910	277,700,580	247,474,064
Total Operating Expenditures	**$550,776,775**	**$597,914,234**	**$618,376,943**	**$669,019,518**	**$653,806,450**
Capital Improvement Program	**$164,189,737**	**$229,725,259**	**$134,183,818**	**$188,012,047**	**$205,730,347**
Total Expenditures	**$714,966,512**	**$827,639,493**	**$752,560,761**	**$857,031,565**	**$859,536,797**
FTE by Function:					
Administrative Services	190.8	138.0	146.5	146.5	149.0
Community Services	1,487.8	1,523.5	1,582.0	1,583.5	1,604.5
Council/Appointees	205.3	213.0	223.0	224.0	226.0
General Management	50.9	108.5	114.0	113.5	119.5
Non-Departmental (Transfers)	13.0	10.0	10.0	10.0	5.0
Operations	1,032.6	1,052.5	1,088.5	1,095.5	1,110.0
Total FTE	**2,980.3**	**3,045.5**	**3,164.0**	**3,173.0**	**3,214.0**

Attachment 2

2020 Summary of Total Ending Funds (Budgetary Basis)

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

Fund Name	2020 Beg Funds	Revenues	Transfers In	Total Uses *	Net	2020 End Funds
Capital Projects Fund	23,534,101	8,659,653	41,095,013	50,273,189	(518,523)	23,015,578
Community Development Fund	-	4,506,523	255,053	4,761,576	-	-
Conservation Trust Fund	2,551,370	4,282,400	-	5,896,357	(1,613,957)	937,413
Cultural Services Fund	1,911,439	1,162,184	1,710,793	3,407,113	(534,136)	1,377,303
Debt Service (SID) Fund	30,951	117,480	-	148,431	(30,951)	-
Designated Revenues Fund	8,652,226	5,757,726	607,806	7,819,221	(1,453,689)	7,198,537
Development Review Fund	12,180,848	17,534,764	-	18,237,266	(702,502)	11,478,346
Enhanced E-911 Fund	7,428,442	5,457,391	4,911,795	15,310,964	(4,941,778)	2,486,664
Fleet Management Fund	76,137	9,911,082	261,620	10,075,754	96,948	173,085
General Fund	64,390,549	375,135,920	2,230,337	387,437,471	(10,071,214)	54,319,335
Gifts & Grants Fund	4,689,589	7,902,029	-	7,345,106	556,923	5,246,512
Golf Courses Fund	2,846,599	8,226,232	250,000	8,909,372	(433,140)	2,413,459
Marijuana Tax Revenue Fund	1,169,799	10,942,871	-	10,426,194	516,677	1,686,476
Open Space Fund	1,903,521	9,842,787	-	10,788,384	(945,597)	957,924
Parking and Mobility Fund	-	544,500	490,905	1,035,405	-	-
Parks Development Fund	10,968,964	1,565,125	-	305,763	1,259,362	12,228,326
Recreation Fund	876,932	8,163,600	6,483,952	14,532,358	115,194	992,126
Risk Management Fund	5,159,253	12,433,800	63,000	12,251,373	245,427	5,404,680
Wastewater Fund	25,538,205	83,985,580	-	81,172,606	2,812,974	28,351,179
Water Fund	32,461,646	176,970,461	-	209,402,894	(32,432,433)	29,213
Total	**$206,370,571**	**$753,102,108**	**$58,360,274**	**$859,536,797**	**($48,074,415)**	**$158,296,156**

* Total Uses include transfers out.

Attachment 3

Expenditure Summary: All Funds

Fund Name	2017 Operating	2017 Capital	2017 Actual	2018 Operating	2018 Capital	2018 Actual
Non-General Fund						
Capital Projects Fund	-	60,862,525	60,862,525	-	58,294,650	58,294,650
Community Development Fund	5,966,268	-	5,966,268	5,904,735	-	5,904,735
Conservation Trust Fund	1,007,207	1,950,048	2,957,255	1,237,164	2,471,320	3,708,484
Cultural Services Fund	2,845,284	-	2,845,284	2,979,837	-	2,979,837
Debt Service (SID) Fund	423,100	-	423,100	118,450	-	118,450
Designated Revenues Fund	5,705,830	-	5,705,830	6,339,828	-	6,339,828
Development Review Fund	16,137,750	-	16,137,750	16,776,416	-	16,776,416
Enhanced E-911 Fund	7,017,204	2,626,992	9,644,196	7,334,234	1,817,950	9,152,184
Fleet Management Fund	8,681,455	-	8,681,455	9,376,840	-	9,376,840
Gifts & Grants Fund	3,807,555	1,681,217	5,488,772	3,702,773	8,419,329	12,122,102
Golf Courses Fund	7,861,983	350,000	8,211,983	7,616,341	250,000	7,866,341
Marijuana Tax Revenue Fund	6,362,209	-	6,362,209	10,814,025	-	10,814,025
Open Space Fund	4,486,253	2,357,500	6,843,753	4,887,830	4,223,667	9,111,497
Parking and Mobility Fund	809,260	-	809,260	918,347	-	918,347
Parks Development Fund	85,159	966,751	1,051,910	87,251	(29,589)	57,662
Recreation Fund	11,211,010	-	11,211,010	12,019,159	-	12,019,159
Risk Management Fund	10,701,150	-	10,701,150	10,533,500	-	10,533,500
Wastewater Fund	53,045,545	30,379,073	83,424,618	54,506,963	72,634,160	127,141,123
Water Fund	77,848,713	63,015,631	140,864,344	99,996,720	81,643,772	181,640,492
Total Non-General Fund	**$224,002,935**	**$164,189,737**	**$388,192,672**	**$255,150,413**	**$229,725,259**	**$484,875,672**
General Fund	326,773,840	-	326,773,840	342,763,821	-	342,763,821
Total Budget	**$550,776,775**	**$164,189,737**	**$714,966,512**	**$597,914,234**	**$229,725,259**	**$827,639,493**

Attachment 3

Expenditure Summary: All Funds

Fund Name	2019 Operating	2019 Capital	2019 Projection	2020 Operating	2020 Capital	2020 Adopted
Non-General Fund						
Capital Projects Fund	-	65,106,961	65,106,961	-	50,273,189	50,273,189
Community Development Fund	4,731,576	-	4,731,576	4,761,576	-	4,761,576
Conservation Trust Fund	1,313,850	2,652,500	3,966,350	1,426,357	4,470,000	5,896,357
Cultural Services Fund	3,592,694	-	3,592,694	3,407,113	-	3,407,113
Debt Service (SID) Fund	125,847	-	125,847	148,431	-	148,431
Designated Revenues Fund	7,779,992	-	7,779,992	7,819,221	-	7,819,221
Development Review Fund	17,220,126	-	17,220,126	18,237,266	-	18,237,266
Enhanced E-911 Fund	8,159,097	1,295,750	9,454,847	8,612,964	6,698,000	15,310,964
Fleet Management Fund	10,081,470	-	10,081,470	10,075,754	-	10,075,754
Gifts & Grants Fund	5,974,389	11,523,150	17,497,539	7,345,106	-	7,345,106
Golf Courses Fund	7,696,055	250,000	7,946,055	8,059,372	850,000	8,909,372
Marijuana Tax Revenue Fund	11,600,912	-	11,600,912	10,426,194	-	10,426,194
Open Space Fund	5,162,564	5,281,884	10,444,448	5,346,934	5,441,450	10,788,384
Parking and Mobility Fund	1,136,235	-	1,136,235	1,035,405	-	1,035,405
Parks Development Fund	90,281	2,279,227	2,369,508	93,563	212,200	305,763
Recreation Fund	13,646,090	-	13,646,090	14,532,358	-	14,532,358
Risk Management Fund	10,730,978	-	10,730,978	12,251,373	-	12,251,373
Wastewater Fund	58,592,013	10,066,112	68,658,125	61,176,991	19,995,615	81,172,606
Water Fund	129,461,922	89,556,463	219,018,385	91,613,001	117,789,893	209,402,894
Total Non-General Fund	**$297,096,091**	**$188,012,047**	**$485,108,138**	**$266,368,979**	**$205,730,347**	**$472,099,326**
General Fund	371,947,107	-	371,947,107	387,437,471	-	387,437,471
Total Budget	**$669,043,198**	**$188,012,047**	**$857,055,245**	**$653,806,450**	**$205,730,347**	**$859,536,797**

Attachment 4

2019 Original To Projection Variance

Fund Name	2019 Original Operating	2019 Original Capital	2019 Original	2019 Projection Operating	2019 Projection Capital	2019 Projection	Project/Orig Variance
Non-General Fund							
Capital Projects Fund	-	43,925,520	43,925,520	-	65,106,961	65,106,961	21,181,441
Community Development Fund	4,921,783	-	4,921,783	4,731,576	-	4,731,576	(190,207)
Conservation Trust Fund	1,313,850	2,902,500	4,216,350	1,313,850	2,652,500	3,966,350	(250,000)
Cultural Services Fund	3,213,191	-	3,213,191	3,592,694	-	3,592,694	379,503
Debt Service (SID) Fund	176,086	-	176,086	125,847	-	125,847	(50,239)
Designated Revenues Fund	8,146,923	-	8,146,923	7,779,992	-	7,779,992	(366,931)
Development Review Fund	16,524,298	-	16,524,298	17,220,126	-	17,220,126	695,828
Enhanced E-911 Fund	8,099,366	1,815,750	9,915,116	8,159,097	1,295,750	9,454,847	(460,269)
Fleet Management Fund	9,845,139	-	9,845,139	10,081,470	-	10,081,470	236,331
Gifts & Grants Fund	6,510,050	-	6,510,050	5,974,389	11,523,150	17,497,539	10,987,489
Golf Courses Fund	7,820,246	250,000	8,070,246	7,696,055	250,000	7,946,055	(124,191)
Marijuana Tax Revenue Fund	11,600,912	-	11,600,912	11,600,912	-	11,600,912	-
Open Space Fund	5,167,468	5,631,884	10,799,352	5,162,564	5,281,884	10,444,448	(354,904)
Parking and Mobility Fund	1,046,765	-	1,046,765	1,136,235	-	1,136,235	89,470
Parks Development Fund	90,281	2,277,193	2,367,474	90,281	2,279,227	2,369,508	2,034
Recreation Fund	13,857,817	-	13,857,817	13,646,090	-	13,646,090	(211,727)
Risk Management Fund	11,626,609	-	11,626,609	10,730,978	-	10,730,978	(895,631)
Wastewater Fund	60,140,733	10,066,112	70,206,845	58,592,013	10,066,112	68,658,125	(1,548,720)
Water Fund	85,586,050	67,314,859	152,900,909	129,461,922	89,556,463	219,018,385	66,117,476
Total Non-General Fund	**$255,687,567**	**$134,183,818**	**$389,871,385**	**$297,096,091**	**$188,012,047**	**$485,108,138**	**$95,236,753**
General Fund	362,689,376	-	362,689,376	371,923,427	-	371,923,427	9,234,051
Total Budget	**$618,376,943**	**$134,183,818**	**$752,560,761**	**$669,019,518**	**$188,012,047**	**$857,031,565**	**$104,470,804**

Attachment 5

General Fund Expenditures

Department	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
City Attorney	6,397,241	6,691,766	7,146,897	6,986,897	7,439,442
City Council	1,228,429	1,267,439	1,375,737	1,363,282	1,406,018
Civil Service Commission	975,862	1,076,974	997,301	1,097,301	1,118,044
Communications	3,192,778	3,345,552	3,990,188	3,782,286	4,035,966
Court Administration	9,295,570	9,359,084	10,000,215	10,263,478	10,866,489
Finance	8,649,710	7,312,796	7,123,639	7,579,945	8,568,006
Fire	49,302,360	52,850,172	58,624,301	59,924,034	61,916,711
General Management	3,650,015	8,575,644	9,272,368	8,928,122	10,824,492
Human Resources	6,406,632	2,504,699	2,562,615	2,450,618	2,794,253
Information Technology	10,158,619	10,612,549	13,519,944	13,515,033	14,331,081
Judicial	2,781,803	2,827,615	2,979,921	3,000,665	3,110,241
Library & Cultural Services	5,768,543	5,695,547	6,376,563	6,376,563	6,526,696
Neighborhood Services	5,645,104	5,145,823	6,936,783	7,288,191	7,731,973
Non-Departmental	61,122,461	66,420,141	61,074,794	68,709,470	64,156,423
Parks, Recreation & Open Space	13,275,188	13,821,528	14,750,357	14,708,011	15,088,816
Planning & Development Services	2,850,477	2,958,436	3,299,083	3,144,129	3,196,877
Police	102,296,743	108,093,693	114,224,673	115,660,997	123,434,276
Public Defender	897,500	1,041,083	1,382,466	1,382,466	1,550,635
Public Safety Communications	6,324,598	6,611,265	6,424,095	6,296,602	7,081,183
Public Works	26,554,207	26,552,015	30,627,436	29,489,017	32,259,849
Total General Fund Expenditures	**$326,773,840**	**$342,763,821**	**$362,689,376**	**$371,947,107**	**$387,437,471**

Attachment 6

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

Significant Decreases in 2019 Funds Available		
Fund	**Decrease**	**Comments**
Designated Revenues	$ (1,488,007)	Funds available spend-down for incentives and surcharge programs
General	$ (9,154,635)	Primarily due to use of one-time funds for various purposes as part of the 2019 Adopted Budget amendments
Marijuana Tax Revenue	$ (1,089,720)	Decrease is the result of budgeting $1.2 million in one-time accumulated funds available for Homelessness assistance
Water	$ (51,400,717)	Mainly attributable to a $45 million debt prepayment

Significant Increases in 2019 Funds Available		
Fund	**Increase**	**Comments**
Capital Projects	$ 3,362,389	Primarily due to Transportation Improvement Program (TIP) match being transferred in 2019, but being spent in future years
Gifts and Grants Fund	$ 2,433,542	Entire SAFER grant booked; will be spent down through 2021
Wastewater	$ 11,222,953	Lower than typical capital spending

Significant Planned Drawdowns of Funds Available in 2020		
Fund	**Drawdown**	**Comments**
Conservation Trust	$ (1,613,957)	Use of Funds available for capital projects
Designated Revenues	$ (1,453,689)	Funds available spend-down for incentives and surcharge programs
General	$ (10,071,214)	Primarily for one-time funds for various purposes, as detailed in Attachment 8
E-911 Fund	$ (4,941,778)	Use of Funds available for capital projects
Water	$ (32,432,433)	Use of Funds available for capital projects

Significant Planned Increases in Funds Available in 2020		
Fund	**Increase**	**Comments**
Wastewater	$ 2,812,974	Lower than typical capital spending
Parks Development Fund	$ 1,259,362	Additional annexation and development revenue being saved for future projects

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Attachment 7

Significant Base Budget Adjustments, Non-General Fund

Fund	Item	Amount	Description
Community Development	Other Adjustments	$ (4,946,646)	Removal of 2019 adjustments to align CDBG, HOME, and NSP budgets to anticipated funding; new amendments adjust appropriations to 2020 projected levels.
Conservation Trust	Other Adjustments	$ 100,885	Transfer to Golf Fund for capital projects.
Cultural Services	Other Adjustments	$ 228,661	Art in Public Places (AIPP) Related (Art Acquisition, Art Administration & Maintenance).
Designated Revenues	One-Time Expenditures	$ (213,438)	Adjustment to align budget with Aurora TV Services 5 year equipment replacement plan.
	Ongoing Supplement	$ (1,707,129)	Aurora voters decided to eliminate the Photo Red Light Program. This supplemental lapsed the program's supplies and services budget and moved funding for 4.0 FTE civil service employees from the Designated Revenues Fund into the General Fund.
Development Review	One-Time Expenditures	$ (449,158)	Primarily due to 2019 adjustments for support and maintenance of the Accela Program and Census 2020.
	Other Adjustments	$ 1,035,819	Primarily due to accommodate one-time and ongoing costs associated with the Accela Program.
Enhanced E-911	One-Time Expenditures	$ (161,458)	Removal of 2019 adjustments for Public Safety Communications career progressions.
Fleet Management	One-Time Expenditures	$ (254,000)	Removal of 2019 budget for 2-year Fleet Apprenticeship program. New amendment adds budget in 2020.
Gifts & Grants	Other Adjustments	$ 1,492,912	Primarily Fire SAFER grant for 2020.
	One-Time Expenditures	$ (1,148,037)	Primarily reversal of 2019 Fire SAFER Grant & City Attorney Juvenile Justice Assessment Center Grants.
Marijuana Tax Revenue	Other Adjustments	$ (1,174,718)	Removal of 2019 Homeless Initiative budget to align budget to anticipated funding; The 2019 Homelessness Program budget accounted for previously unbudgeted funds in prior years that will not recur in 2020.
Recreation	One-Time Expenditures	$ (873,295)	Central Recreation Center – remove partial year funding budget.
	Other Adjustments	$ 1,149,651	Central Recreation Center – adjust to fund for full year.
	Personal Services Adjustments	$ 132,715	Primarily citywide temp and OT pay increase and minimum wage increase.
Risk Management	Other Adjustments	$ 315,618	Increase in the Claims liability $300,000 and previously unbudgeted Employee Assistance Program administration fees in the Wellness Program, $15,000.
Wastewater	Other Adjustments	$ (139,241)	Net changes to mandated costs.
	Personal Services Adjustments	$ 121,714	Primarily salary and benefit adjustments for CDL holders.
Water	One-Time Expenditures	$ (1,079,328)	Primarily reversal of one-time lead pipe program funding.
	Ongoing Supplement	$ 145,771	2.0 FTE Information Technology positions add.
	Other Adjustments	$ 3,217,473	Mandated cost increase, mainly utilities.
	Personal Services Adjustments	$ 370,660	Primarily salary and benefit adjustments for CDL holders.

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Attachment 8

Operating Amendments by Deputy City Manager

Responsible Deputy City Manager	General Fund				
	FTE	Ongoing	One-Time	Total	Revenue
Not Under DCM[1]	8.00	$ 1,408,354	$ 2,345,623	$ 3,753,977	$ 535,382
Batchelor[2]	19.45	4,026,477	4,380,422	8,406,899	-
Freed[3]	3.50	622,446	2,195,000	2,817,446	-
Venegas[4]	2.00	610,987	3,879,920	4,490,907	1,706,421
Total Amendments	**32.95**	**$ 6,668,264**	**$ 12,800,965**	**$ 19,469,229**	**$ 2,241,803**

Responsible Deputy City Manager	Other Funds				
	FTE	Ongoing	One-Time	Total	Revenue
Not Under DCM[1]	1.00	$ 62,620	$ 261,620	$ 324,240	$ 261,620
Batchelor[2]	0.55	(155,413)	-	(155,413)	1,813,288
Freed[3]	11.50	1,650,865	1,963,042	3,613,907	121,346
Venegas[4]	(5.00)	6,997,396	-	6,997,396	2,500,000
Total Amendments	**8.05**	**$ 8,555,468**	**$ 2,224,662**	**$ 10,780,130**	**$ 4,696,254**

Responsible Deputy City Manager	All Funds				
	FTE	Ongoing	One-Time	Total	Revenue
Not Under DCM[1]	9.00	$ 1,470,974	$ 2,607,243	$ 4,078,217	$ 797,002
Batchelor[2]	20.00	3,871,064	4,380,422	8,251,486	1,813,288
Freed[3]	15.00	2,273,311	4,158,042	6,431,353	121,346
Venegas[4]	(3.00)	7,608,383	3,879,920	11,488,303	4,206,421
Total Amendments	**41.00**	**$ 15,223,732**	**$ 15,025,627**	**$ 30,249,359**	**$ 6,938,057**

[1] City Attorney; Civil Service Commission; Court Administration; Judicial; General Management, Information Technology, Public Defender

[2] Fire Rescue; Police; Planning and Development Services

[3] Human Resources; Library & Cultural Services; Parks Recreation, and Open Space; Public Works; Aurora Water

[4] Communications, Finance, Neighborhood Services, Non-Departmental

Attachment 8

Operating Amendments Not Under Deputy City Manager

Fund/Department/Amendment	Ongoing	One-Time	Revenue	FTE
General Fund Amendments				
City Attorney				
Add 2.0 FTE Civil Assistant City Attorney Positions and Appropriate Funds for Position Upgrades	$ 299,340	$ -	$ -	2.00
Civil Service				
Add Funding for Contingent Staff to Support the Increased Number and Size of Academies	$ 30,000	$ 170,000	$ -	-
General Management				
Alliance for Innovation Membership	$ 8,250	$ 5,900	$ -	-
Capital Bond Process Funding	-	500,000	-	-
City Clerk Records Management System	15,000	5,000	-	-
Creation of Oil and Gas Division	535,382	-	535,382	5.00
Performance Administrator Contract	-	75,000	-	-
Police Vehicle Replacement - Second Year	-	500,000	-	-
Procurement Analyst Intern	19,033	-	-	-
Replacement Service Vehicle for Fire Shop	-	110,000	-	-
Information Technology				
Add 1.0 FTE Senior Systems Administrator	$ 123,901	$ -	$ -	1.00
Add One Contingent Cloud Architect	-	115,723	-	-
Electronic Document Management System (EDMS) Process Review	-	172,000	-	-
IT One-Time Project Implementation	-	500,000	-	-
Sharepoint Development Contract	-	192,000	-	-
SQL Enterprise Annual Subscription Fee	251,085	-	-	-
Public Defender				
Contracted Attorney Services to Handle Appointed Client Appeals	$ 20,000	$ -	$ -	-
Increase Pay in Public Defender's Office	74,363	-	-	-
Legal Management Software	24,000	-	-	-
Total General Fund Proposed	**$ 1,400,354**	**$ 2,345,623**	**$ 535,382**	**8.00**
City Council Amendments to General Fund Proposed Budget				
City Council				
Regional Air Quality Council Funding Increase	$ 8,000	$ -	$ -	-
Total General Fund City Council Amendments	**$ 8,000**	**$ -**	**$ -**	**-**
Total General Fund Adopted	**$ 1,408,354**	**$ 2,345,623**	**$ 535,382**	**8.00**

Attachment 8

Operating Amendments Not Under Deputy City Manager

Fund/Department/Amendment	Ongoing	One-Time	Revenue	FTE
Designated Revenue Fund Amendments				
Court Administration				
Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination)	$ (18,361)	$ -	$ -	-
Total Designated Revenue Fund	**$ (18,361)**	**$ -**	**$ -**	**-**
Development Review Fund Amendments				
General Management				
Fund 1.0 FTE as part of Amendment to Activate and Fund 5.0 FTE Across Various Departments in the Development Review Fund	$ 80,981	$ -	$ -	1.00
Total Development Review Fund	**$ 80,981**	**$ -**	**$ -**	**1.00**
Fleet Fund Amendments				
General Management				
Fleet Apprenticeship Pilot Program - Second Year	$ -	$ 261,620	$ 261,620	-
Total Fleet Fund	**$ -**	**$ 261,620**	**$ 261,620**	**-**
Other Funds Total	**$ 62,620**	**$ 261,620**	**$ 261,620**	**1.00**
Total Adds Not Under DCM	**$ 1,470,974**	**$ 2,607,243**	**$ 797,002**	**9.00**

Attachment 8

Operating Amendments Under Deputy City Manager Batchelor

Fund/Department/Amendment	Ongoing	One-Time	Revenue	FTE
General Fund Amendments				
Fire				
Air, Light & Rehab Truck	$ -	$ 475,000	$ -	-
Emergency Incident Command and Control Packages	-	24,000	-	-
Firefighter Psychological Well-being Services	15,000	-	-	-
HazMat Equipment Enhancement / Replacement	20,000	-	-	-
Increase Medical Director Hours	75,000	-	-	-
Neiderman Exhaust System at CAPSTC	-	60,000	-	-
Paramedic School Enhancements	-	233,000	-	-
Personnel Accountability and Safety Identifiers	-	68,950	-	-
Planning and Development Services				
Procure Vendor for Minority Business Program	$ 40,000	$ -	$ -	-
Transfer Project Engineer to Development Review Fund and Reclass to Planning Manager	(108,342)	-	-	(1.00)
Police				
Add 15.0 FTE Police Officers and Equipment	$ 1,485,904	$ 518,722	$ -	15.00
Adjust Appropriation for Surcharge Programs due to Reduced Funding (Photo Red Light Elimination)	220,562	-	-	0.15
Continue Funding for Contingent Background Investigators for 2020	-	327,448	-	-
Create a Domestic Violence Investigative Unit	30,863	252,136	-	-
Equipment Maintenance for Regional Crime Lab	100,000	-	-	-
Lateral Police Officer Step Change	438,000	-	-	-
Transfer 0.3 FTE to General Fund to Account for Match Increase Required by C-MATT Grant	40,761	-	-	0.30
Travel and Advertising for the Recruiting Unit	-	30,000	-	-
Total General Fund Proposed	**$ 2,357,748**	**$ 1,989,256**	**$ -**	**14.45**
City Council Amendments to General Fund Proposed Budget				
Fire				
Overtime and Fire Apparatus for Medical Services Unit Optimization	$ 1,473,000	$ 1,000,000	$ -	-
SAFER Grant 4th Battalion Applicant Share	195,729	162,366	-	5.00
Police				
Police Money Purchase Plan 1.5 Percent Employer Contribution with Employee Match	$ -	$ 1,048,800	$ -	-
Police Firing Range Improvements / Buckley AFB Collaberation	-	180,000	-	-
Total General Fund City Council Amendments	**$ 1,668,729**	**$ 2,391,166**	**$ -**	**5.00**
Total General Fund Adopted	**$ 4,026,477**	**$ 4,380,422**	**$ -**	**19.45**

Attachment 8

Operating Amendments Under Deputy City Manager Batchelor

Fund/Department/Amendment	Ongoing	One-Time	Revenue	FTE
Designated Revenue Fund Amendments				
Police				
Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination)	$ (756,670)	$ -	$ 151,128	(1.15)
Total Designated Revenue Fund	**$ (756,670)**	**$ -**	**$ 151,128**	**(1.15)**
Development Review Fund Amendments				
Planning & Development Services				
Fund 1.0 FTE as part of Amendment to Activate and Fund 5.0 FTE Across Various Departments in the Development Review Fund	$ 109,535	$ -	$ -	1.00
Move Project Engineer to Development Review Fund and Reclass to Planning Manager	158,977	-	-	1.00
Total Development Review Fund	**$ 268,512**	**$ -**	**$ -**	**2.00**
Gifts and Grants Fund Amendments				
Police				
Transfer 0.3 FTE to General Fund to Account for Match Increase Required by C-MATT Grant	$ (40,761)	$ -	$ -	(0.30)
Total Gifts and Grants Fund Proposed	**$ (40,761)**	**$ -**	**$ -**	**(0.30)**
City Council Amendments to Gifts and Grants Proposed Budget				
Fire				
SAFER Grant 4th Battalion Federal Share (3 year award)	$ 273,506	$ -	$ 809,580	-
Police				
Body Worn Camera Grant (3 year award)	$ 100,000	$ -	$ 852,580	-
Total Gifts and Grants City Council Amendments	**$ 373,506**	**$ -**	**$ 1,662,160**	**-**
Total Gifts and Grants Fund Adopted	**$ 332,745**	**$ -**	**$ 1,662,160**	**(0.30)**
Other Funds Total	**$ (155,413)**	**$ -**	**$ 1,813,288**	**0.55**
Total Adds Under DCM Batchelor	**$ 3,871,064**	**$ 4,380,422**	**$ 1,813,288**	**20.00**

Attachment 8

Operating Amendments Under Deputy City Manager Freed

Fund/Department/Amendment	Ongoing	One-Time	Revenue	FTE
General Fund Amendments				
Human Resources				
Add 0.5 FTE Aurora Learn Staff	$ 40,753	$ -	$ -	0.50
Add 1.0 FTE Labor Relations Position	150,332	5,000	-	1.00
Salary Survey Platform	15,000	5,000	-	-
Library & Cultural Services				
Bookmobile Replacement	$ -	$ 70,000	$ -	-
Envisionware Credit Card Solution for Walk-Up Copies	-	21,000	-	-
Funding for Library Programming	-	50,000	-	-
Increase Library Material Budget One-Time	-	250,000	-	-
Parks, Recreation and Open Space				
Open Space and Natural Resources (OSNR) Maintenance Contracts	$ 50,000	$ -	$ -	-
Parks Operations and Maintenance Contracts	100,000	-	-	-
Wage Increase for Seasonal Positions	1,120	-	-	-
Public Works				
Add 1.0 FTE Sustainability and Energy Management Engineer	$ 121,335	$ 7,000	$ -	1.00
Add Funding for Security Projects and 1.0 FTE Physical Security Manager	135,106	289,000	-	1.00
Americans with Disbilities Act (ADA) Citywide Assessment	-	1,000,000	-	-
Traffic Modeling Software Licenses and Support Vehicle	8,800	98,000	-	-
Winter Operations Equipment Purchase	-	375,000	-	-
Total General Fund Proposed	**$ 622,446**	**$ 2,170,000**	**$ -**	**3.50**
City Council Amendments to General Fund Proposed Budget				
Parks, Recreation and Open Space				
Aurora Pride Donation	$ -	$ 25,000	$ -	-
Total General Fund City Council Amendments	**$ -**	**$ 25,000**	**$ -**	**-**
Total General Fund Adopted	**$ 622,446**	**$ 2,195,000**	**$ -**	**3.50**

Attachment 8

Operating Amendments Under Deputy City Manager Freed

Fund/Department/Amendment	Ongoing	One-Time	Revenue	FTE
Development Review Fund Amendments				
Public Works				
Fund 3.0 FTE as part of Amendment to Activate and Fund 5.0 FTE Across Various Departments in the Development Review Fund	$ 284,600	$ -	$ -	3.00
Total Development Review Fund	**$ 284,600**	**$ -**	**$ -**	**3.00**
Golf Fund Amendments				
Parks, Recreation and Open Space				
Wage Increase for Seasonal Positions	$ 37,678	$ -	$ -	-
Total Golf Fund	**$ 37,678**	**$ -**	**$ -**	**-**
Open Space Fund Amendments				
Parks, Recreation and Open Space				
Wage Increase for Seasonal Positions	$ 323	$ -	$ -	-
Total Open Space Fund	**$ 323**	**$ -**	**$ -**	**-**
Recreation Fund Amendments				
Parks, Recreation and Open Space				
Wage Increase for Seasonal Positions	$ 66,346	$ -	$ 66,346	-
Total Recreation Fund Proposed	**$ 66,346**	**$ -**	**$ 66,346**	**-**
City Council Amendments to Recreation Fund Proposed Budget				
Parks, Recreation, and Open Space				
Aurora Center for Active Adults Replacement Van	$ -	$ 55,000	$ 55,000	-
Total Recreation Fund City Council Amendments	**$ -**	**$ 55,000**	**$ 55,000**	**-**
Total Recreation Fund Adopted	**$ 66,346**	**$ 55,000**	**$ 121,346**	**-**
Risk Fund Amendments				
Human Resources				
Fit Testing and Hazmat Physicals	$ 198,110	$ -	$ -	-
Wellness Program Platform Solution	30,000	-	-	-
Total Risk Fund	**$ 228,110**	**$ -**	**$ -**	**-**

Attachment 8

Operating Amendments Under Deputy City Manager Freed

Fund/Department/Amendment	Ongoing	One-Time	Revenue	FTE
Wastewater Fund Amendments				
Aurora Water				
Add 8.5 FTE and Temporary Labor to Meet Increased Water/Wastewater Operational Demands	$ 184,336	$ 245,443	$ -	2.30
Advanced Metering Infrastructure (AMI) Annual Operations and Maintenance Costs	41,250	-	-	-
Federally-Mandated Regulatory Safety Training and Equipment	5,606	60,023	-	-
Technical Adjustment: FTE Allocations Between Funds	51,505	-	-	0.17
Vehicles and Equipment for Mountain Operations and Inspections	3,000	44,800	-	-
Total Wastewater Fund	**$ 285,697**	**$ 350,266**	**$ -**	**2.47**
Water Fund Amendments				
Aurora Water				
Add 8.5 FTE and Temporary Labor to Meet Increased Water/Wastewater Operational Demands	$ 464,247	$ 373,865	$ -	6.20
Advanced Metering Infrastructure (AMI) Annual Operations and Maintenance Costs	233,750	-	-	-
Binney Ultra-Violet (UV) System Parts	70,000	-	-	-
Federally-Mandated Regulatory Safety Training and Equipment	24,619	289,211	-	-
Technical Adjustment: FTE Allocations Between Funds	(51,505)	-	-	(0.17)
Vehicles and Equipment for Mountain Operations and Inspections	7,000	97,200	-	-
Video Surveillance and Conveyance Equipment for Pump Stations	-	797,500	-	-
Total Water Fund	**$ 748,111**	**$ 1,557,776**	**$ -**	**6.03**
Other Funds Total	**$ 1,650,865**	**$ 1,963,042**	**$ 121,346**	**11.50**
Total Adds Under DCM Freed	**$ 2,273,311**	**$ 4,158,042**	**$ 121,346**	**15.00**

Attachment 8

Operating Amendments Under Deputy City Manager Venegas

Fund/Department/Amendment	Ongoing	One-Time	Revenue	FTE
General Fund Amendments				
Communications				
Art Media Computer Replacement Program	$ 5,200	$ -	$ -	-
Finance				
Budget Management System Services Contract	$ -	$ 100,000	$ -	-
Cigarette Sales Tax Exemption Elimination	-	-	1,706,421	-
Cognos Enterprise Resource Planning (ERP) Report Writing Contract	-	300,000	-	-
Service Fee Study Contract	-	350,000	-	-
Neighborhood Services				
Add 1.0 FTE Homelessness Program Liaison	$ 74,272	$ -	$ -	1.00
Affordable Housing Seed Funds - Second Year	-	1,000,000	-	-
Reclassify 1.0 FTE Vacant Field Supervisor to 1.0 FTE Animal Protection Officer and 1.0 FTE Shelter Asst.	26,041	1,500	-	1.00
Non-Departmental				
Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination)	$ 139,128	$ -	$ -	-
Fleet Apprentice Pilot Program - Second Year	-	261,620	-	-
Wage Increase for Seasonal Positions	66,346	-	-	-
Total General Fund Proposed	**$ 310,987**	**$ 2,013,120**	**$ 1,706,421**	**2.00**
City Council Amendments to General Fund Proposed Budget				
Communications				
Smoking Cessation Campaign	$ -	$ 46,800	$ -	-
Non-Departmental				
Strategic Court System Assessment and Set-Aside	$ 300,000	$ 75,000	$ -	-
One-Time Transfer from General Fund to Capital Projects Fund for Arterial Overlay	-	1,100,000	-	-
One-Time Transfer from General Fund to Capital Projects Fund for Residential Street Maintenance	-	500,000	-	-
One-Time Transfer from General Fund to Capital Projects Fund for Flashing Speed Signs	-	80,000	-	-
One-Time Transfer from General Fund to Capital Projects Fund for Regis Traffic Signs	-	10,000	-	-
One Time Transfer from General Fund to Recreation Fund for Aurora Center for Active Adults Replacement Van	-	55,000	-	-
Total General Fund City Council Amendments	**$ 300,000**	**$ 1,866,800**	**$ -**	**-**
Total General Fund Adopted	**$ 610,987**	**$ 3,879,920**	**$ 1,706,421**	**2.00**

Attachment 8

Operating Amendments Under Deputy City Manager Venegas

Fund/Department/Amendment	Ongoing	One-Time	Revenue	FTE
Community Development Fund Amendments				
Neighborhood Services				
Appropriation for Anticipated CDBG Funded Programs	$ 2,952,955	$ -	$ -	-
Appropriation for Anticipated HOME Funded Programs	1,788,621	-	-	-
Appropriation for Anticipated NSP Funded Programs	20,000	-	-	-
Total Community Development Fund	**$ 4,761,576**	**$ -**	**$ -**	**-**
Designated Revenue Fund Amendments				
Non-Departmental				
Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination)	$ (264,180)	$ -	$ -	-
Visit Aurora Destination Marketing Improvement Fee Transfer	2,500,000	-	2,500,000	-
Total Designated Revenue Fund	**$ 2,235,820**	**$ -**	**$ 2,500,000**	**-**
Development Review Fund Amendments				
Non-Departmental				
Activate and Fund 5.0 FTE Across Various Departments in the Development Review Fund	$ -	$ -	$ -	(5.00)
Total Development Review Fund	**$ -**	**$ -**	**$ -**	**(5.00)**
Other Funds Total	**$ 6,997,396**	**$ -**	**$ 2,500,000**	**(5.00)**
Total Adds Under DCM Venegas	**$ 7,608,383**	**$ 3,879,920**	**$ 4,206,421**	**(3.00)**

Attachment 9

Staffing Summary by Fund

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Community Development Fund	22.20	20.20	18.20	18.20	18.20
Conservation Trust Fund	11.72	12.72	13.22	13.22	13.22
Cultural Services Fund	17.00	17.00	18.00	19.00	19.00
Designated Revenues Fund	30.61	32.86	36.36	30.36	29.21
Development Review Fund	109.00	109.00	127.00	127.00	128.00
Enhanced E-911 Fund	78.00	80.00	80.00	80.00	80.00
Fleet Management Fund	44.75	47.00	48.00	48.00	48.00
General Fund	2,055.55	2,096.09	2,181.59	2,191.59	2,224.54
Gifts & Grants Fund	5.40	5.40	6.40	8.40	8.10
Golf Courses Fund	38.00	38.00	33.00	33.00	33.00
Open Space Fund	33.48	33.48	34.98	34.98	34.98
Parking and Mobility Fund	1.00	3.00	3.00	3.00	3.00
Parks Development Fund	0.75	0.75	0.75	0.75	0.75
Recreation Fund	80.80	94.00	94.00	94.00	94.00
Risk Management Fund	10.00	10.00	10.00	10.00	10.00
Wastewater Fund	149.80	150.56	152.81	153.61	156.08
Water Fund	292.20	295.44	306.69	307.89	313.92
Grand Total	**2,980.26**	**3,045.50**	**3,164.00**	**3,173.00**	**3,214.00**

Attachment 10

Amendment Position Details by Fund

General Fund

Department	FTE Change	Position Description
City Attorney	2.00	Add 2.0 FTE Civil Assistant City Attorney Positions and Appropriate Funds for Position Upgrades
Fire	5.00	SAFER 4th Battalion
General Management	5.00	Creation of Oil and Gas Division
Human Resources	0.50	Add 0.5 FTE Aurora Learn Staff
	1.00	Add 1.0 FTE Labor Relations Position
Information Technology	1.00	Add 1.0 FTE Senior Systems Administrator
Neighborhood Services	1.00	Add 1.0 FTE Homelessness Program Liaison
	1.00	Reclassify 1.0 FTE Vacant Field Supervisor to 1.0 FTE Animal Protection Officer and 1.0 FTE Shelter Assistant
Planning and Dev Svcs	-1.00	Transfer Project Engineer to Development Review Fund and Reclassify to Planning Manager
Police	15.00	Add 15.0 FTE Officers and Equipment
	0.15	Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination)
	0.30	Transfer 0.3 FTE to General Fund to Account for Match Increase Required by C-MATT Grant
Public Works	1.00	Add 1.0 FTE Sustainability and Energy Management Engineer
	1.00	Add Funding for Security Projects and 1.0 FTE Physical Security Manager
Net FTE Additions, General Fund	**32.95**	

Non-General Fund

Department	FTE Change	Position Description
Designated Revenue Fund	-1.15	Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination)
Development Review Fund	1.00	Transfer Project Engineer to Development Review Fund and Convert to Planning Manager
Gifts and Grants Fund	-0.30	Transfer 0.3 FTE to General Fund to Account for Match Increase Required by C-MATT Grant
Water/Wastewater Funds	8.50	Add 8.5 FTE and Temporary Labor to Meet Increased Water/Wastewater Operational Demands
Net FTE Additions, Non-General Fund	**8.05**	

Attachment 11

2017-2024 Capital Improvement Program Summary

Fund\Department	2017 Actual	2018 Actual	2019 Projected Budget	Five-Year Plan					Total Cost 2020 - 2024
				2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	
Capital Projects Fund									
Finance	155,004	715,609	164,046	178,285	183,634	189,143	194,817	200,661	946,540
Fire	2,000,000	1,998,319	2,800,000	2,380,000	2,000,000	2,000,000	2,000,000	2,000,000	10,380,000
General Management	0	418,152	419,087	434,705	447,746	461,179	475,014	489,264	2,307,908
Human Resources	410,640	0	0	0	0	0	0	0	0
Information Technology	696,000	622,644	426,000	426,000	426,000	426,000	426,000	426,000	2,130,000
Neighborhood Services	-38,193	0	0	0	0	0	0	0	0
Non-Departmental	2,498,995	1,847,951	3,976,961	3,094,803	7,424,627	5,829,795	6,617,526	7,488,779	30,455,530
Parks, Recreation & Open Space	8,591,127	647,976	1,268,325	3,354,325	1,287,325	1,294,790	1,294,790	1,294,790	8,526,020
Planning & Development Services	0	0	550,000	537,260	0	0	0	0	537,260
Police	0	1,309,220	0	0	0	0	0	0	0
Public Works	46,548,952	50,734,779	55,502,542	39,867,811	32,459,702	36,779,604	38,548,604	37,914,370	185,570,091
Total Capital Projects Fund	**60,862,525**	**58,294,650**	**65,106,961**	**50,273,189**	**44,229,034**	**46,980,511**	**49,556,751**	**49,813,864**	**240,853,349**
Conservation Trust Fund									
Parks, Recreation & Open Space	1,950,048	2,471,320	2,652,500	4,470,000	3,270,000	2,715,000	3,065,000	2,255,000	15,775,000
Total Conservation Trust Fund	**1,950,048**	**2,471,320**	**2,652,500**	**4,470,000**	**3,270,000**	**2,715,000**	**3,065,000**	**2,255,000**	**15,775,000**
Enhanced E-911 Fund									
Information Technology	2,626,992	1,817,950	1,295,750	6,698,000	2,297,000	1,817,250	3,220,000	1,816,500	15,848,750
Total Enhanced E-911 Fund	**2,626,992**	**1,817,950**	**1,295,750**	**6,698,000**	**2,297,000**	**1,817,250**	**3,220,000**	**1,816,500**	**15,848,750**
Gifts & Grants Fund									
Parks, Recreation & Open Space	1,681,217	8,419,329	11,523,150	0	0	0	0	0	0
Total Gifts & Grants Fund	**1,681,217**	**8,419,329**	**11,523,150**	**0**	**0**	**0**	**0**	**0**	**0**
Golf Courses Fund									
Parks, Recreation & Open Space	350,000	250,000	250,000	850,000	700,000	250,000	250,000	575,000	2,625,000
Total Golf Courses Fund	**350,000**	**250,000**	**250,000**	**850,000**	**700,000**	**250,000**	**250,000**	**575,000**	**2,625,000**

Attachment 11

2017-2024 Capital Improvement Program Summary

Fund\Department	2017 Actual	2018 Actual	2019 Projected Budget	Five-Year Plan					Total Cost 2020 - 2024
				2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	
Open Space Fund									
Parks, Recreation & Open Space	2,357,500	4,223,667	5,281,884	5,441,450	4,902,617	4,550,583	4,785,148	4,535,000	24,214,798
Total Open Space Fund	**2,357,500**	**4,223,667**	**5,281,884**	**5,441,450**	**4,902,617**	**4,550,583**	**4,785,148**	**4,535,000**	**24,214,798**
Parks Development Fund									
Parks, Recreation & Open Space	966,751	-29,589	2,279,227	212,200	308,400	0	0	0	520,600
Total Parks Development Fund	**966,751**	**-29,589**	**2,279,227**	**212,200**	**308,400**	**0**	**0**	**0**	**520,600**
Wastewater Fund									
Aurora Water	30,379,073	72,634,160	10,066,112	19,995,615	81,102,246	27,344,581	8,580,750	9,628,830	146,652,022
Total Wastewater Fund	**30,379,073**	**72,634,160**	**10,066,112**	**19,995,615**	**81,102,246**	**27,344,581**	**8,580,750**	**9,628,830**	**146,652,022**
Water Fund									
Aurora Water	63,015,631	81,643,772	89,556,463	117,789,893	188,677,108	114,395,156	97,866,387	71,052,005	589,780,549
Total Water Fund	**63,015,631**	**81,643,772**	**89,556,463**	**117,789,893**	**188,677,108**	**114,395,156**	**97,866,387**	**71,052,005**	**589,780,549**
Total Capital Improvement Program	**164,189,737**	**229,725,259**	**188,012,047**	**205,730,347**	**325,486,405**	**198,053,081**	**167,324,036**	**139,676,199**	**1,036,270,068**

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

Attachment 12

Capital Amendment Summary by Fund and Department

Fund\Department	2019 Projected Budget	Five-Year Plan					Total Cost 2020 - 2024
		2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	
Capital Projects Fund							
Finance	0	9,318	9,598	9,886	10,182	10,487	49,471
Fire	0	380,000	0	0	0	0	380,000
General Management	0	3,045	3,136	3,230	3,326	3,425	16,162
Non-Departmental	0	1,023,275	5,377,343	4,050,438	4,852,253	5,723,506	21,026,815
Parks, Recreation & Open Space	-395,622	2,063,820	-4,800	980	-773	-2,596	2,056,631
Planning & Development Services	550,000	537,260	0	0	0	0	537,260
Public Works	4,924,002	7,294,579	2,505,376	2,212,344	4,217,745	7,164,157	23,394,201
Total Capital Projects Fund	**$5,078,380**	**$11,311,297**	**$7,890,653**	**$6,276,878**	**$9,082,733**	**$12,898,979**	**$47,460,540**
Conservation Trust Fund							
Parks, Recreation & Open Space	-250,000	2,357,500	1,547,500	767,500	582,500	2,255,000	7,510,000
Total Conservation Trust Fund	**($250,000)**	**$2,357,500**	**$1,547,500**	**$767,500**	**$582,500**	**$2,255,000**	**$7,510,000**
Enhanced E-911 Fund							
Information Technology	-520,000	4,885,000	80,000	-625,000	281,250	1,816,500	6,437,750
Total Enhanced E-911 Fund	**($520,000)**	**$4,885,000**	**$80,000**	**($625,000)**	**$281,250**	**$1,816,500**	**$6,437,750**
Gifts & Grants Fund							
Parks, Recreation & Open Space	11,523,150	0	0	0	0	0	0
Total Gifts & Grants Fund	**$11,523,150**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Golf Courses Fund							
Parks, Recreation & Open Space	0	600,000	0	0	0	575,000	1,175,000
Total Golf Courses Fund	**$0**	**$600,000**	**$0**	**$0**	**$0**	**$575,000**	**$1,175,000**
Open Space Fund							
Parks, Recreation & Open Space	-350,000	1,015,000	395,000	125,000	-60,000	4,535,000	6,010,000
Total Open Space Fund	**($350,000)**	**$1,015,000**	**$395,000**	**$125,000**	**($60,000)**	**$4,535,000**	**$6,010,000**
Wastewater Fund							
Aurora Water	0	1,888,748	58,572,376	7,374,619	-10,468,207	9,628,830	66,996,366

Attachment 12

Capital Amendment Summary by Fund and Department

Fund\Department	2019 Projected Budget	Five-Year Plan					Total Cost 2020 - 2024
		2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	
Wastewater Fund							
Total Wastewater Fund	**$0**	**$1,888,748**	**$58,572,376**	**$7,374,619**	**($10,468,207)**	**$9,628,830**	**$66,996,366**
Water Fund							
Aurora Water	13,809,726	21,995,869	73,376,366	-2,617,323	-33,082,588	71,052,005	130,724,329
Total Water Fund	**$13,809,726**	**$21,995,869**	**$73,376,366**	**($2,617,323)**	**($33,082,588)**	**$71,052,005**	**$130,724,329**
Total Funding Changes	**$29,291,256**	**$44,053,414**	**$141,861,895**	**$11,301,674**	**($33,664,312)**	**$102,761,314**	**$266,313,985**

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City of Aurora, Colorado

2020 OPERATING AND CAPITAL IMPROVEMENT BUDGET

PROFILE OF AURORA

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2020 Profile of Aurora

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

The Aurora-in-Brief section provides general city demographic, economic, and community overview information. Additional charts and graphs are included to provide more information on specific characteristics of the city. In addition, maps displaying city infrastructure are included. Sources for these documents include: the City of Aurora Planning and Development Services, Information Technology, Public Works, and Finance Departments, the US Census Bureau's 2018 American Community Survey (One-Year Estimates), Aurora Public Schools, and Cherry Creek School District.

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

- City of Aurora;
- City Manager's Office;
- Deputy City Manager Venegas;
- Deputy City Manager Freed ; and
- Deputy City Manager Batchelor.

Aurora in Brief

The City of Aurora covers 160.6 square miles, establishes the eastern border of the metro-Denver area, and includes portions of Adams, Arapahoe, and Douglas Counties. The City has 85.3 square miles of developed land and 75.3 square miles of undeveloped land; it is a city with room to grow. Aurora has a semi-arid, four-season climate with mild average temperatures and more than 243 days of sunshine a year.

DEMOGRAPHICS

Population: 381,057 (2019 est.)
Up 55,979 (17.2%) over 2010 Census

Housing Units: 143,544 (2019 est.)
Up 1,204 (9.5%) from 2010 Census

Age

Median Age	35.2
% Between Ages	
• 19 and Under	26.1%
• 20-34 years old	23.6%
• 35-64 years old	38.5%
• 65 years and over	11.8%

Income/Employment

Income	
• Per Capita	$27,077
• Median House-hold	$63,128
Total Labor Force	211,660

Education

Percent of Aurora's population 25 years and older with at least a:

• High School Diploma (or eqv.)	87.0%
• Bachelor's Degree	29.2%
• Graduate Degree	9.9%

Industrial Sectors

Largest industries
Services; Trade (wholesale and retail); and Construction

Product Types
Healthcare; education; defense systems; financial services

QUALITY OF LIFE

Home Values and Costs (2017)

Median home value	$299,600
Median gross apartment rent (per month)	$1,321

Public Schools

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

School Type	APS	CCSD*
PreK - Elementary	31	29
Middle	7	9
High	9	5
Combined grades/Other	19	6
TOTAL	**66**	**49**

**Schools located in City of Aurora only.*

TAXES

Colorado Personal Income Tax	Colorado Corporate Income Tax
4.63%	**4.63%**

2017 Sales and Use Tax Rates (by County)

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

TRANSPORTATION

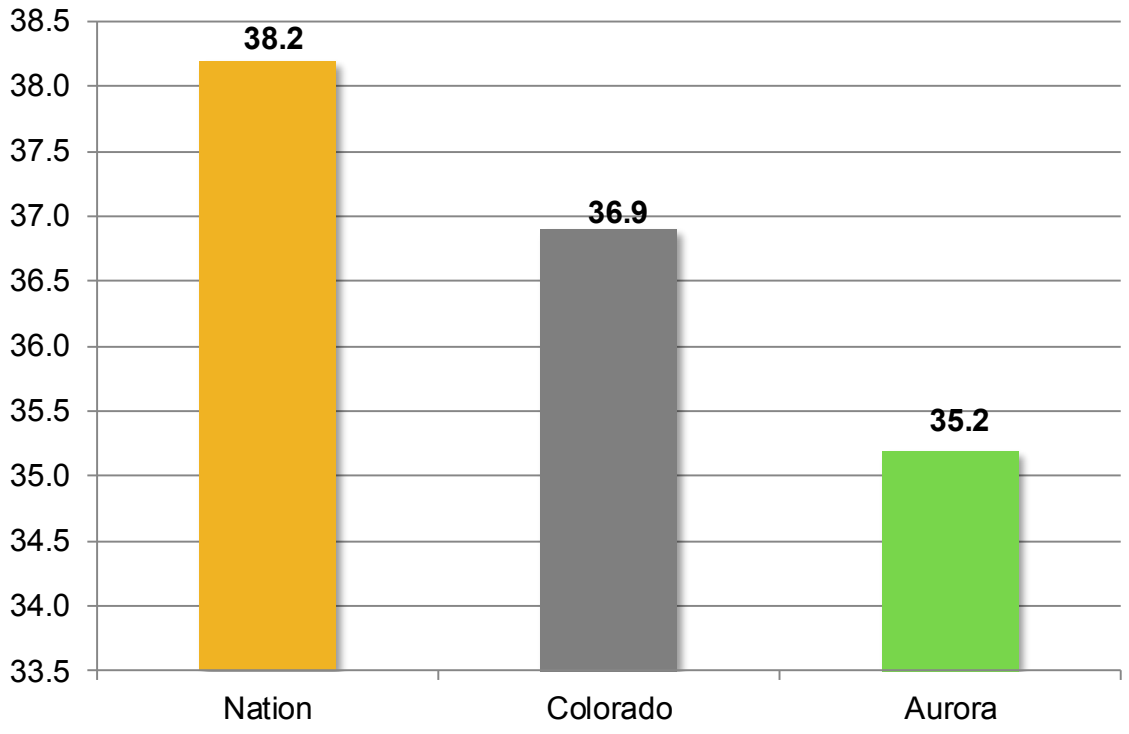
City Roadway Miles

- 143.9 miles of collector
- 161.6 miles of major
- 852.4 miles of local
- 38.5 miles of minor
- 218.2 miles of private
- 83.8 miles of highways

Total: 1,498.4 Miles

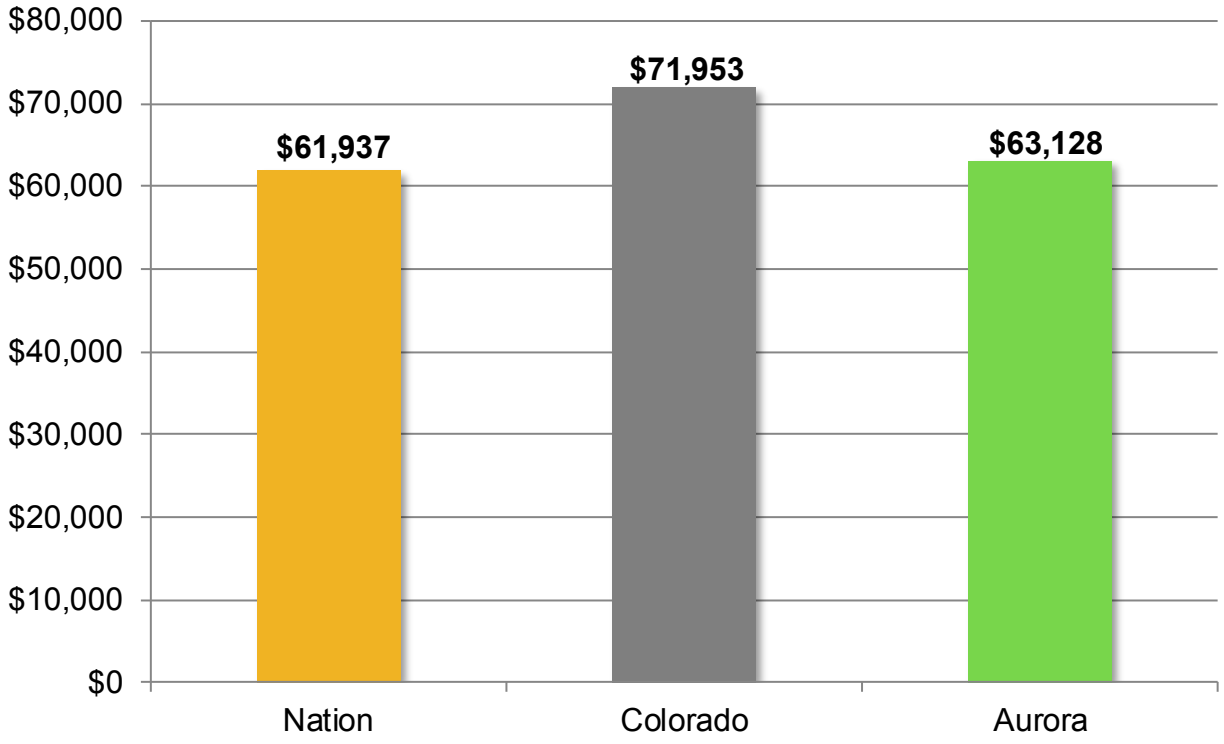
Median Age

Source: 2018 American Community Survey One-Year Estimates, US Census Bureau



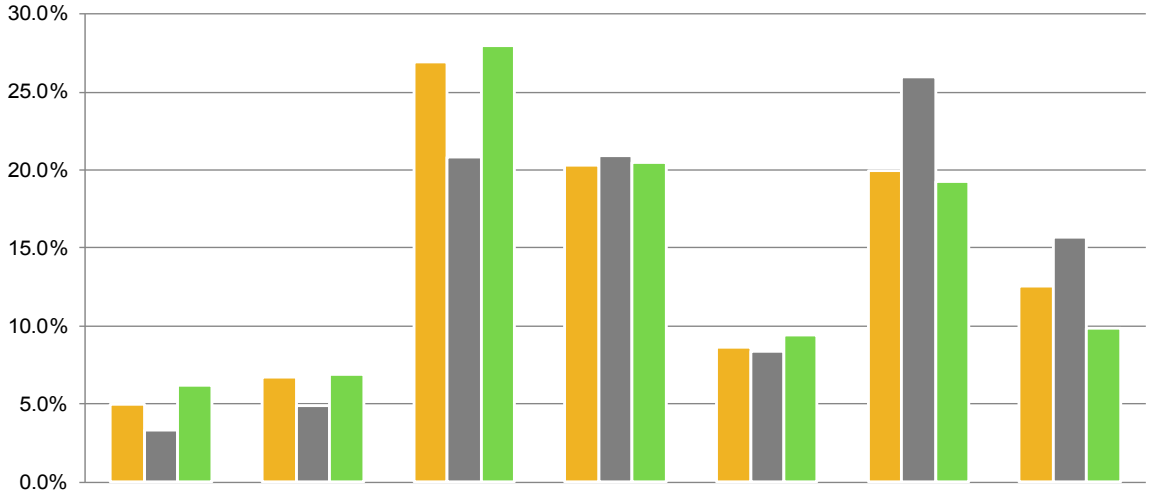
Median Household Income

Source: 2018 American Community Survey One-Year Estimates, US Census Bureau



Educational Attainment

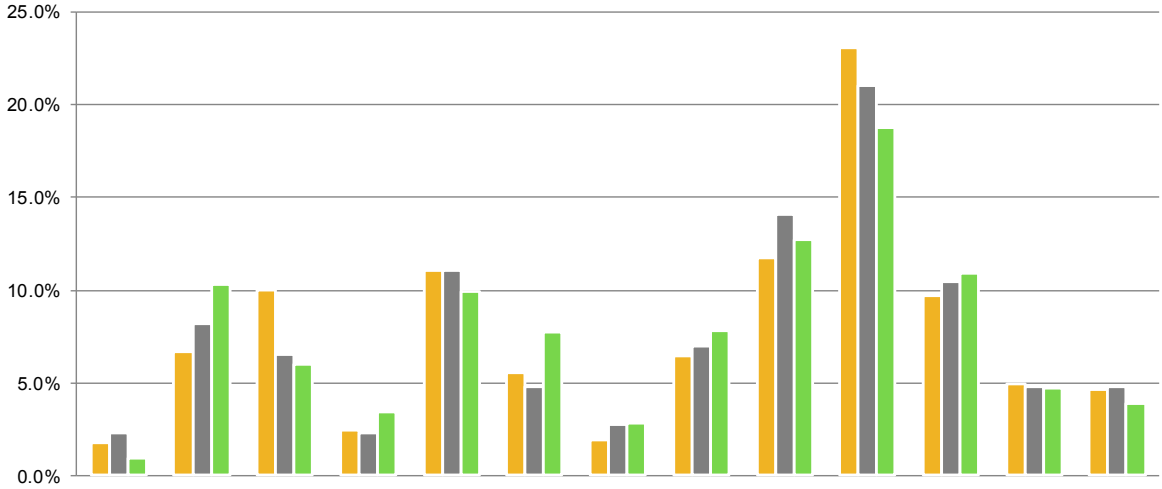
Source: 2018 American Community Survey One-Year Estimates, US Census Bureau



	<9th Grade	9th to 12th No Diploma	High School Graduate or GED	Some College, No Degree	Associate Degree	Bachelor Degree	Graduate or Prof Degree
Nation	5.0%	6.7%	26.9%	20.3%	8.6%	20.0%	12.6%
Colorado	3.3%	4.9%	20.8%	20.9%	8.4%	26.0%	15.7%
Aurora	6.2%	6.9%	28.0%	20.5%	9.4%	19.3%	9.9%

Workforce by Industry

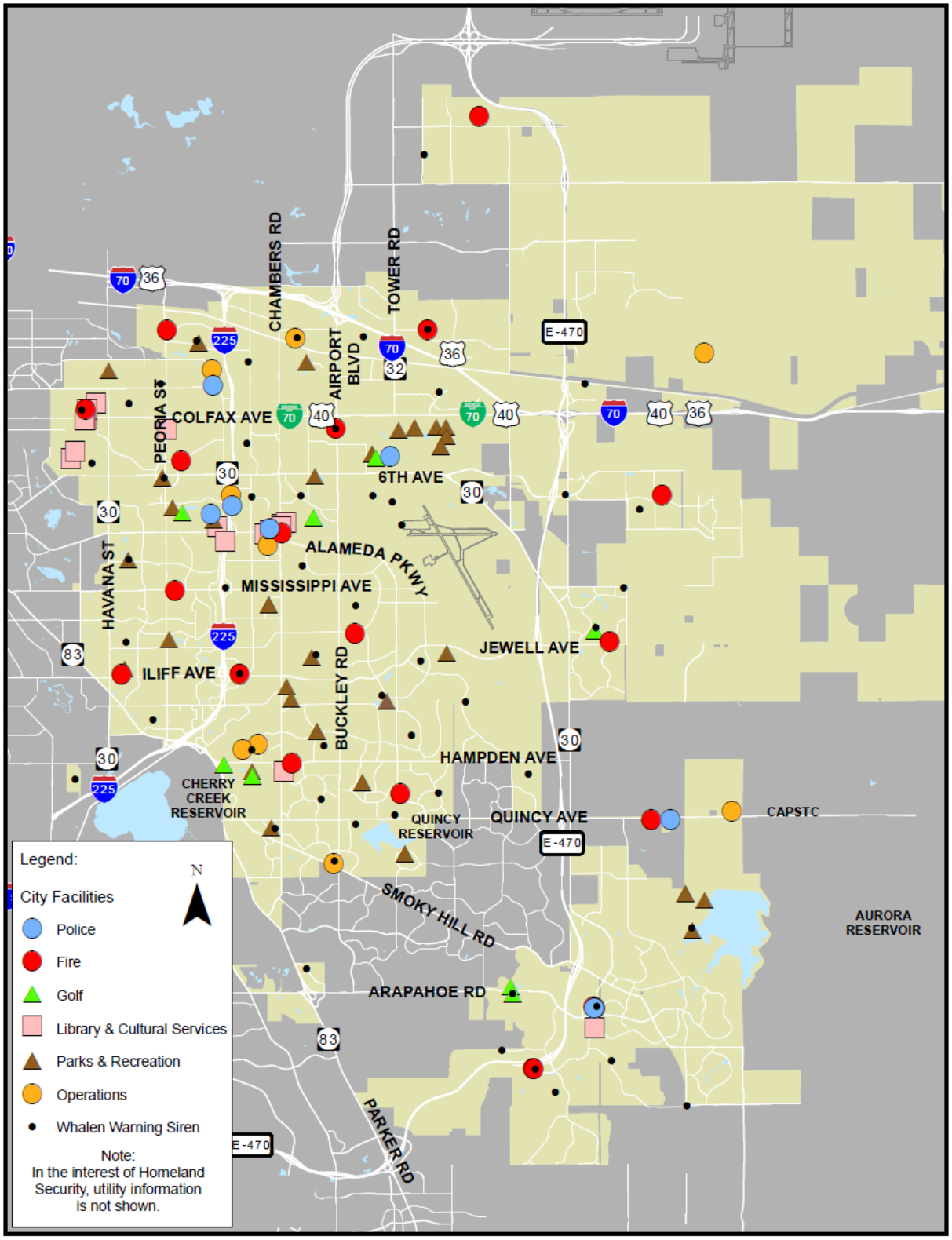
Source: 2018 American Community Survey One-Year Estimates, US Census Bureau



	Agriculture, forestry, fishing	Construction	Manufacturing	Wholesale trade	Retail trade	Transportation, warehousing, utilities	Information	Finance, Insurance, real estate	Professional, scientific, management	Education, healthcare, social	Arts, recrea-tion, entertain-ment	Other services, except Public administra-tion	Public administration
Nation	1.8%	6.7%	10.0%	2.5%	11.0%	5.5%	1.9%	6.5%	11.7%	23.1%	9.7%	4.9%	4.6%
Colorado	2.3%	8.2%	6.5%	2.3%	11.1%	4.8%	2.8%	7.0%	14.1%	21.0%	10.5%	4.8%	4.8%
Aurora	0.9%	10.3%	6.0%	3.4%	10.0%	7.8%	2.8%	7.8%	12.7%	18.8%	10.9%	4.7%	3.9%

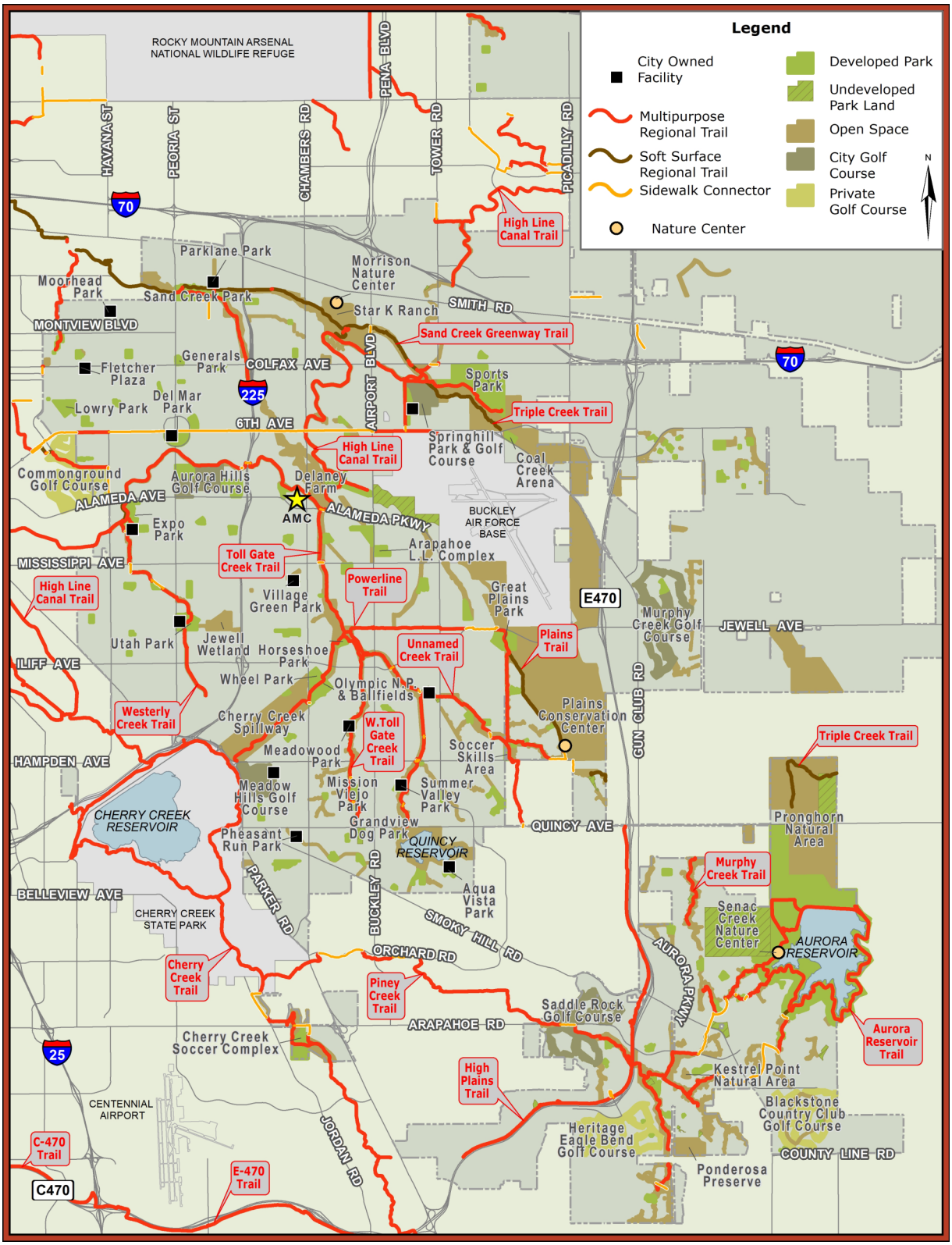
City Facilities

Source: City of Aurora Public Works Department



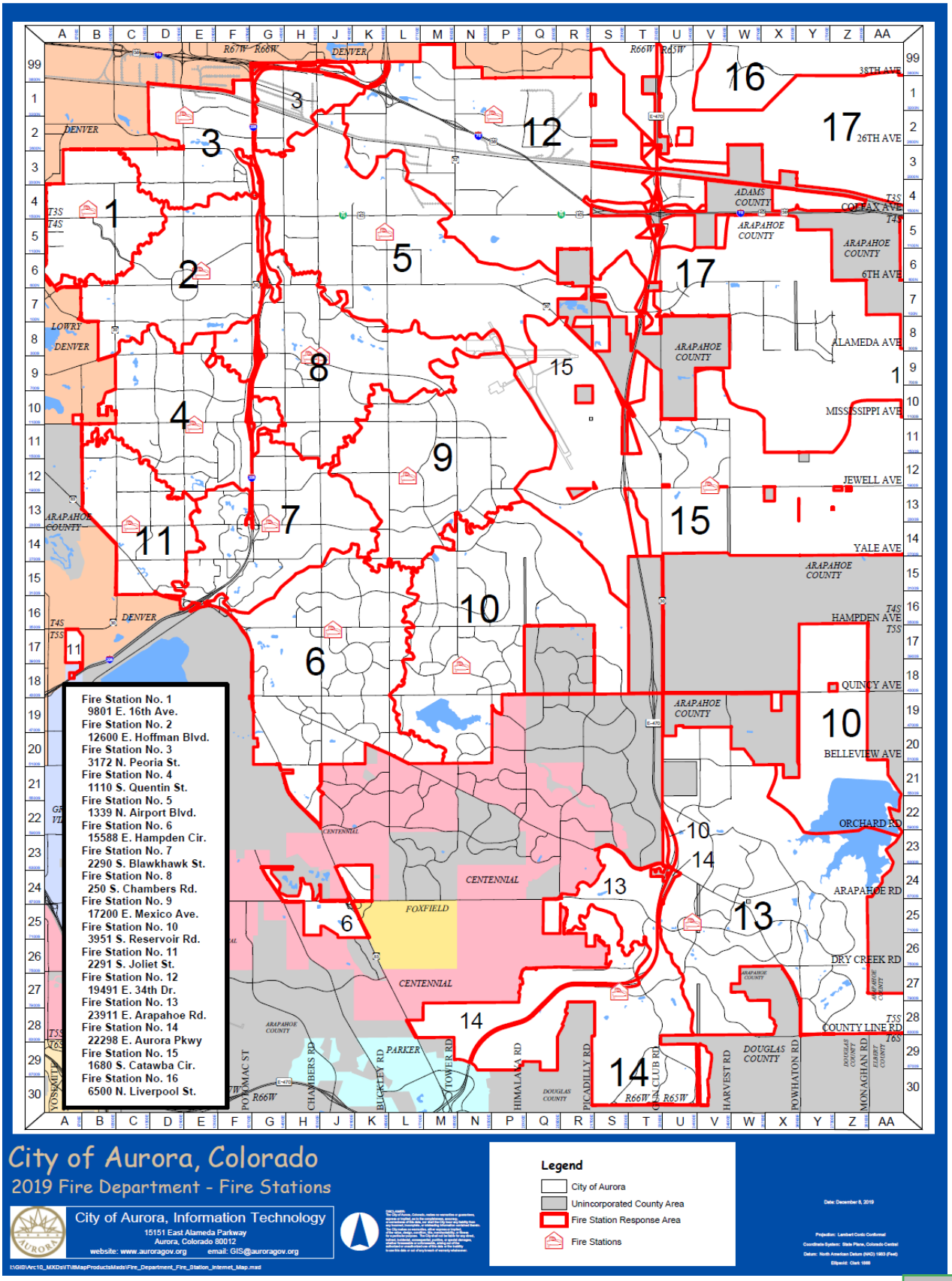
Parks, Recreation, and Open Space - Sites and Facilities

Source: City of Aurora PROS Department



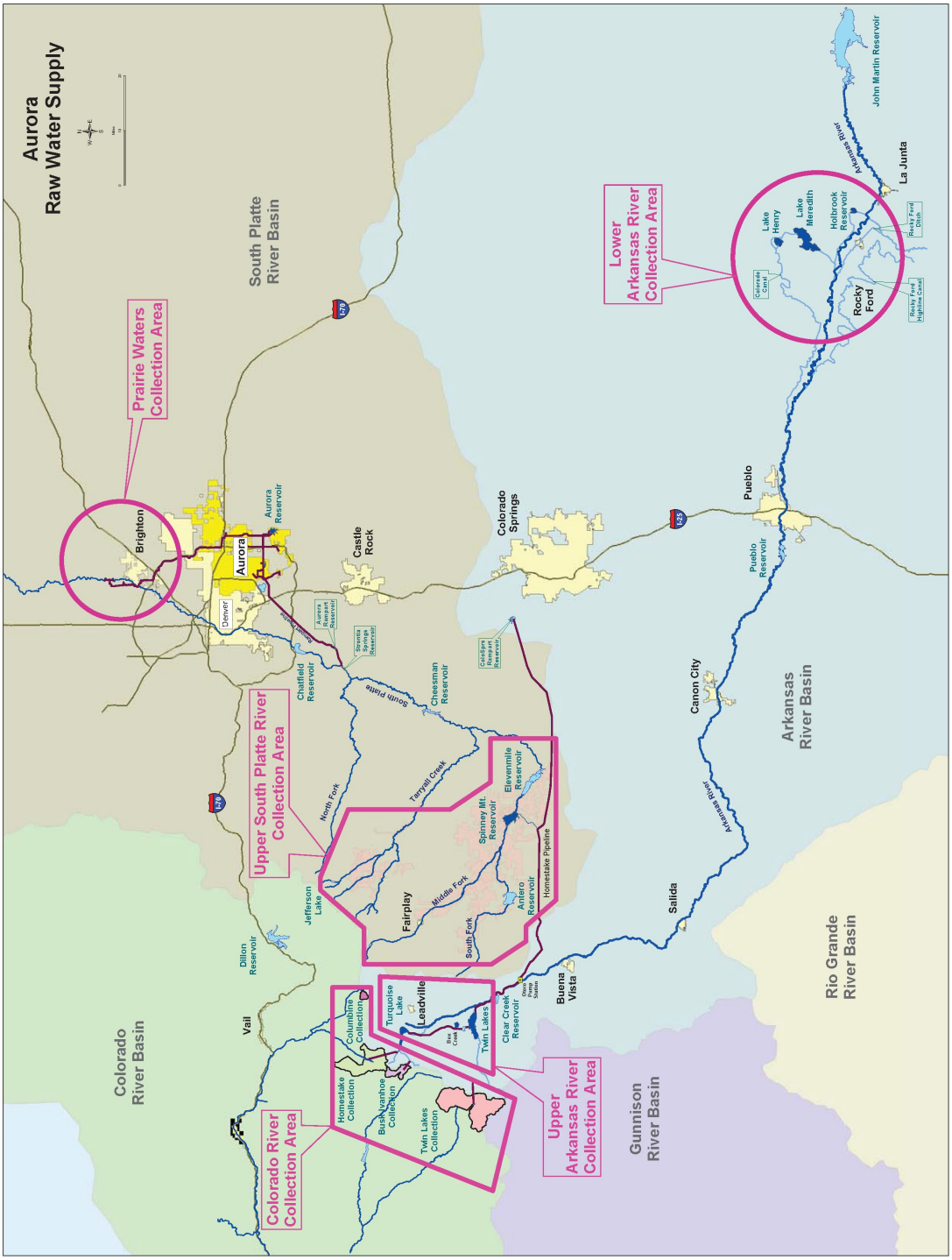
Fire Stations and Coverage Areas

Source: City of Aurora Fire Department



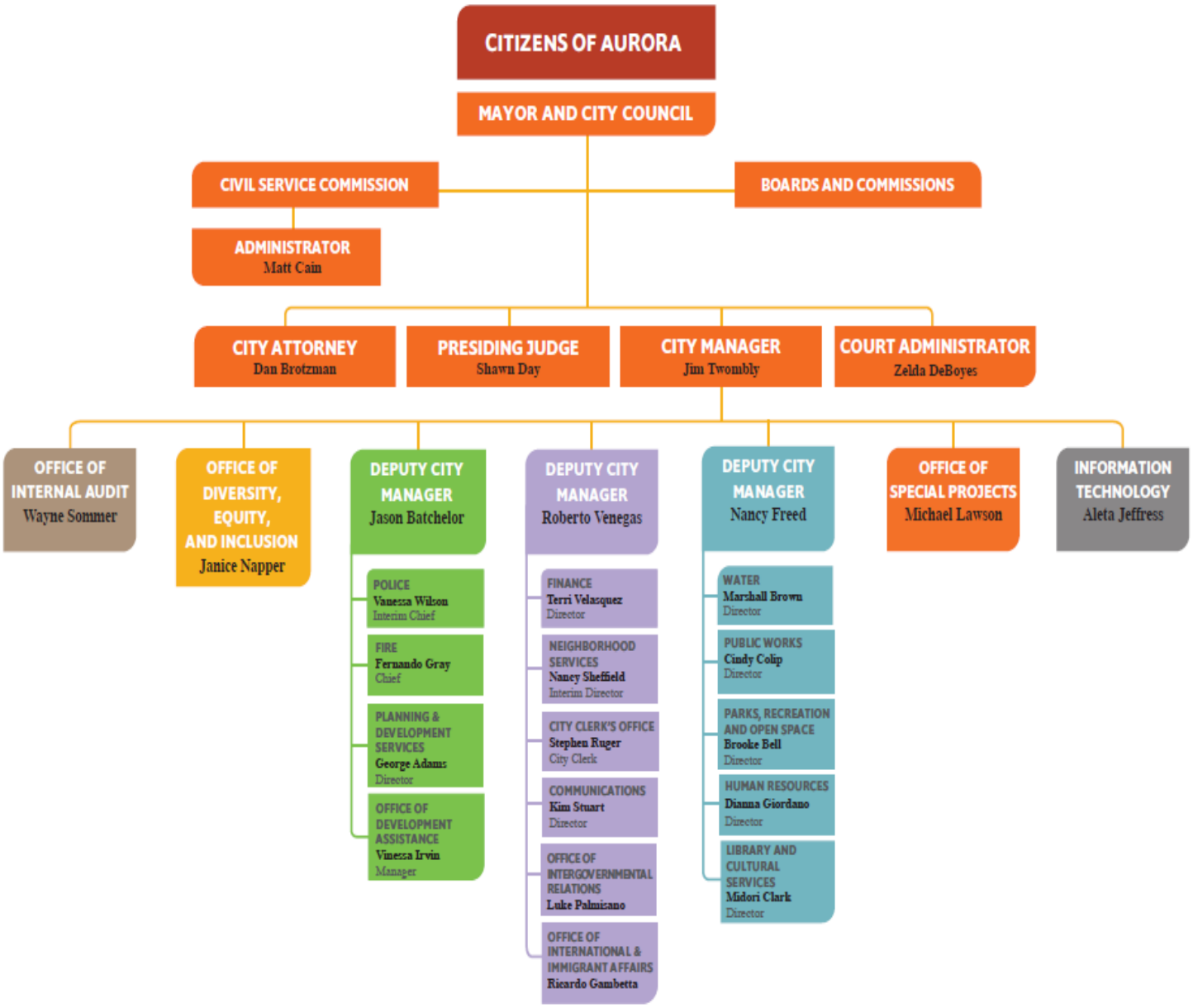
Raw Water Supply

Source: Aurora Water

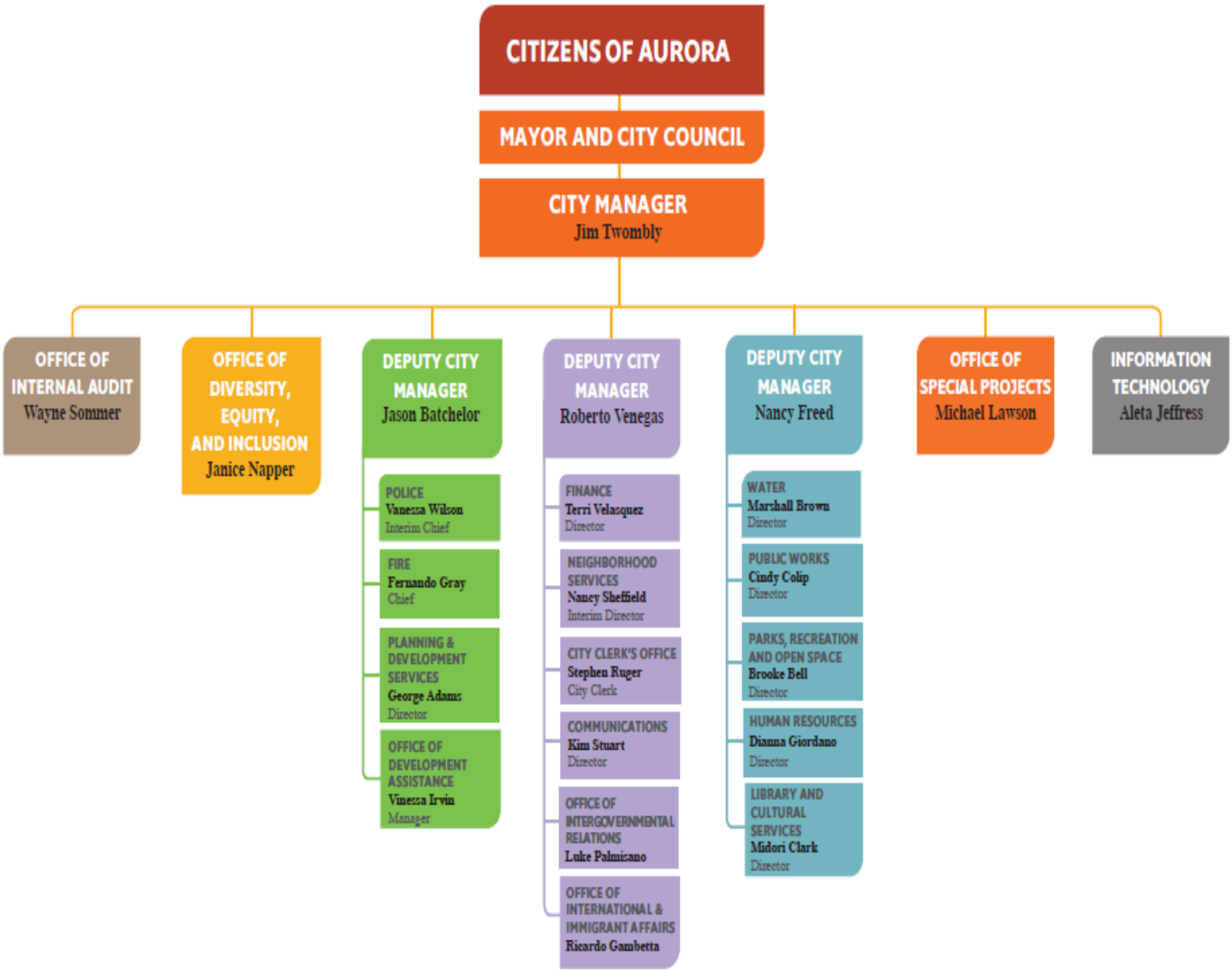


City of Aurora

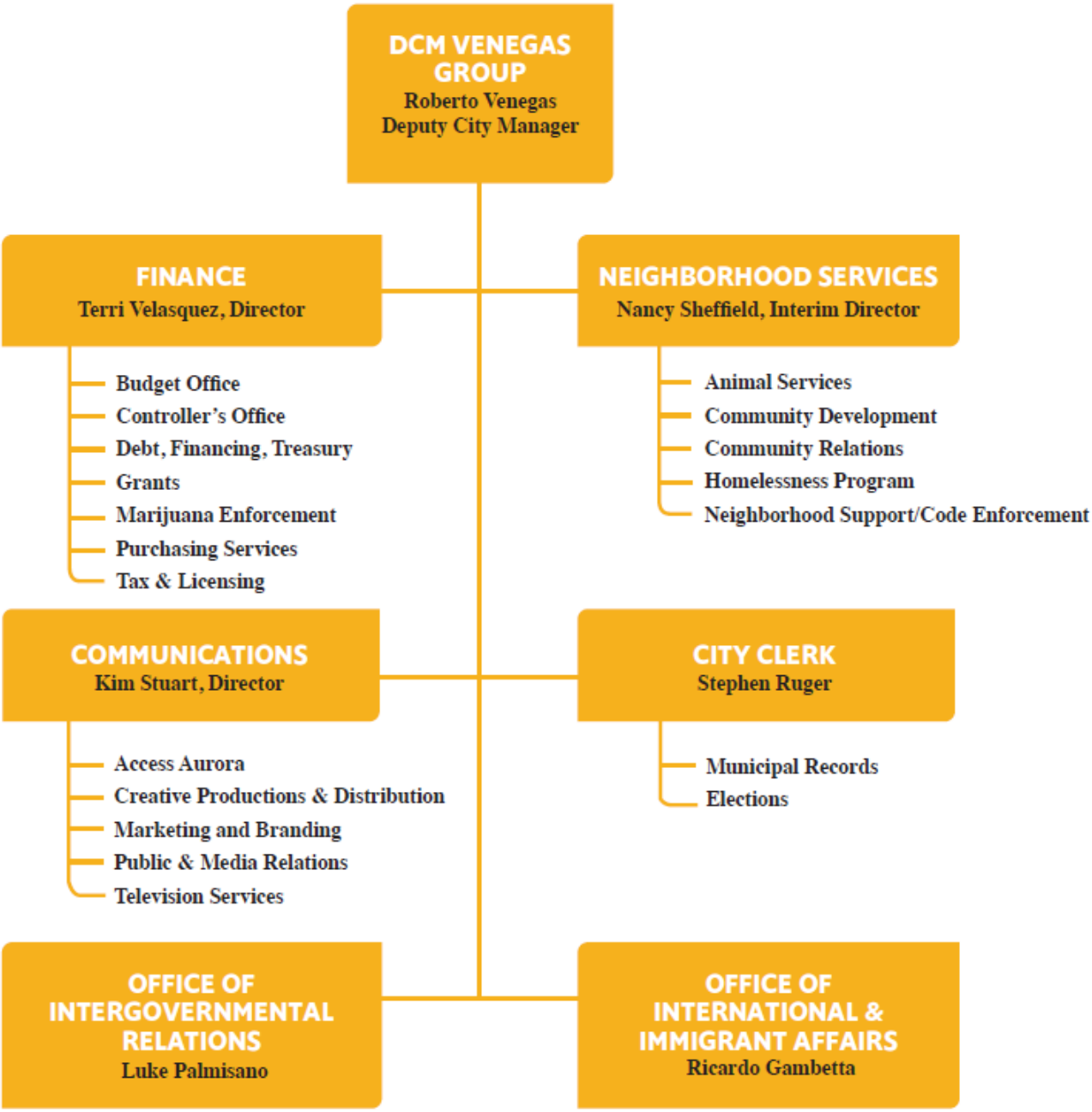
SUMMARY
The City Council institutes policies that ensure city operations meet the needs of Aurora citizens. To carry out this mission, the city is structured into five organizational units. Organizational units are composed of departments, commissions, and other offices. These units are made up of divisions, which are comprised of numerous programs.



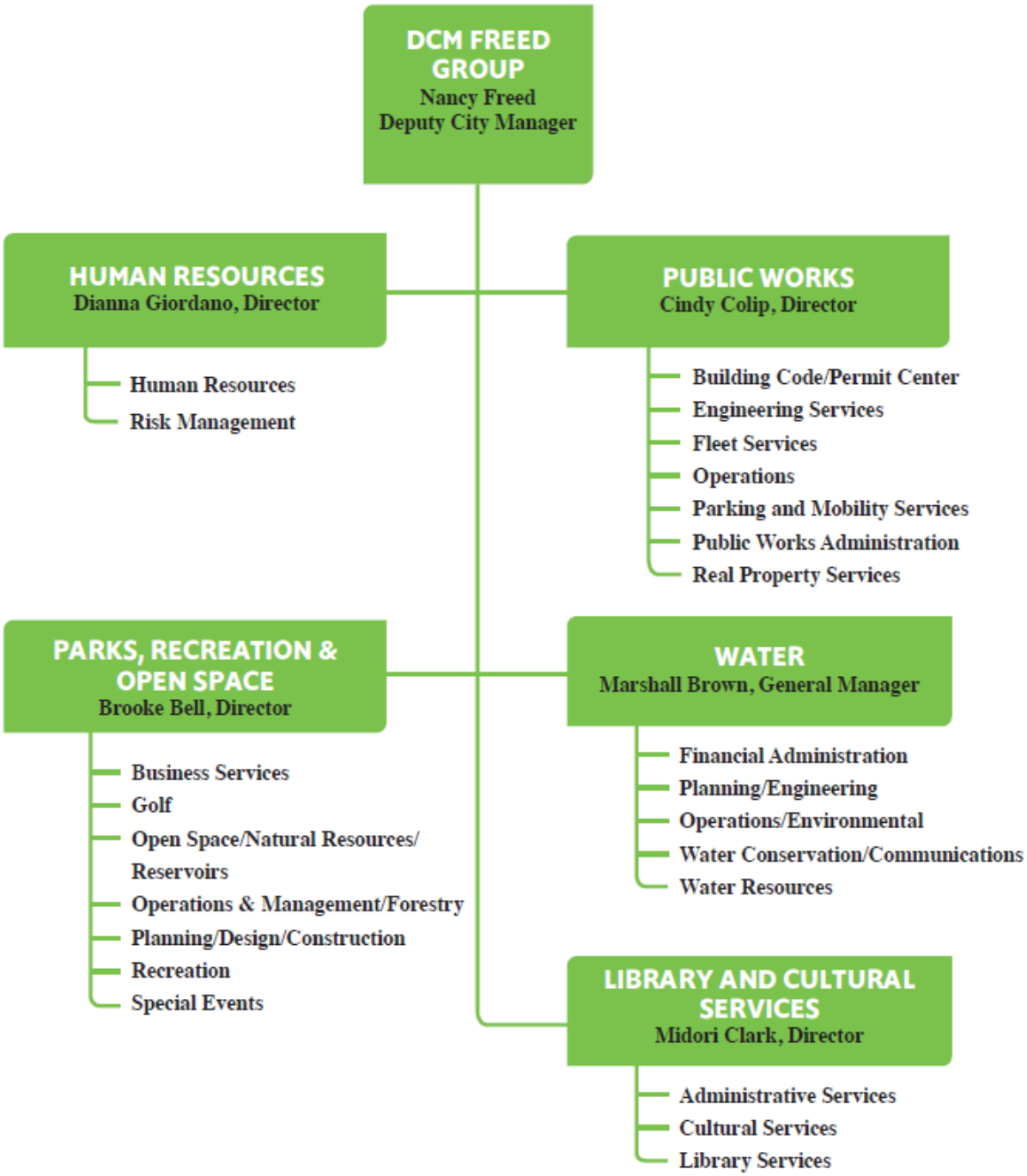
City Manager



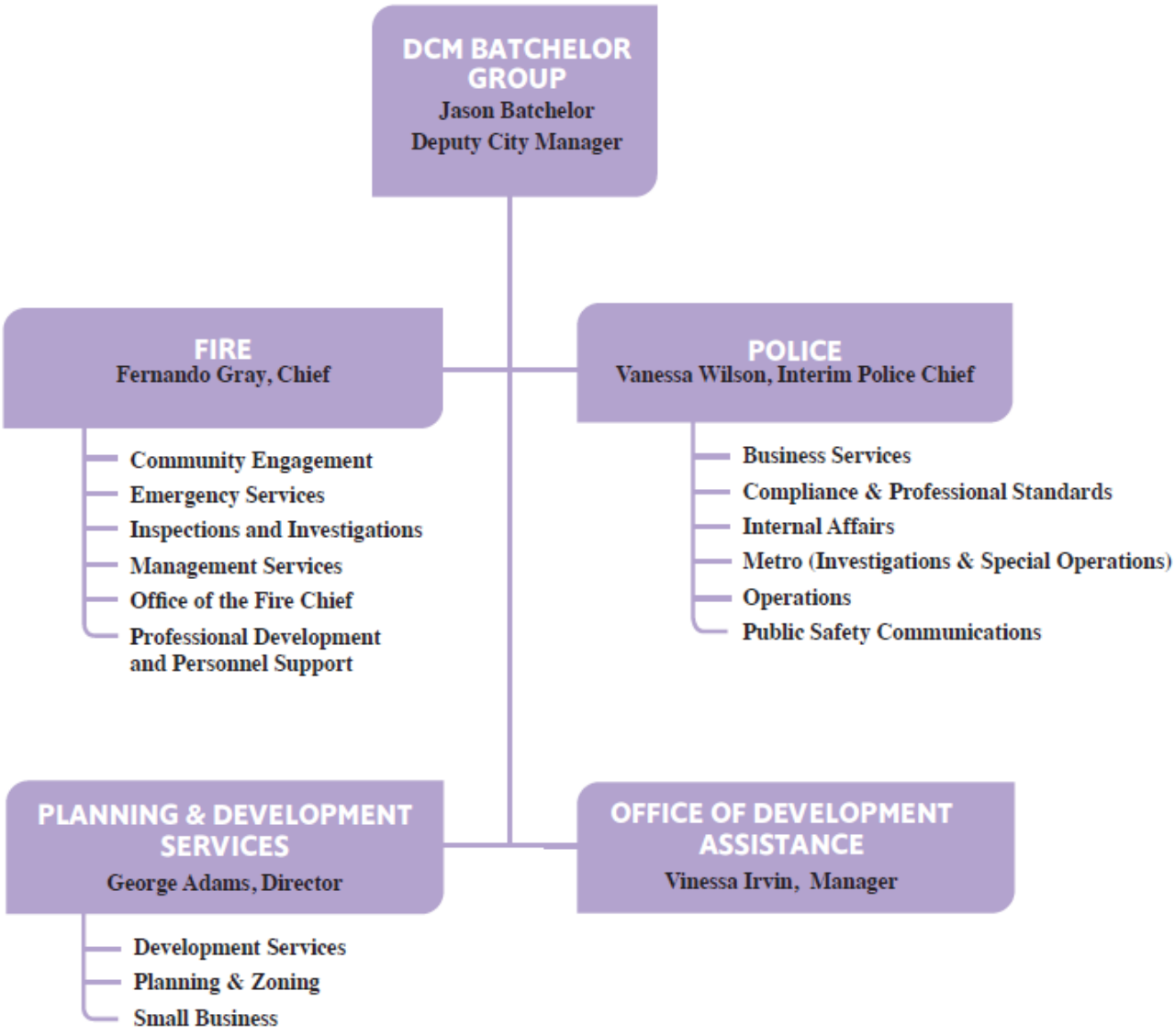
Deputy City Manager Venegas



Deputy City Manager Freed



Deputy City Manager Batchelor



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City of Aurora, Colorado

2020 OPERATING AND CAPITAL IMPROVEMENT BUDGET

GENERAL FUND REVENUES

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2020 General Fund Revenue Overview

The City of Aurora General Fund revenue estimates for the 2020 budget process were developed by the Business Research Division (BRD) of the Leeds School of Business at the University of Colorado Boulder together with the Office of Budget and Financial Planning (OBFP) staff. Econometrically-derived tax forecasts calculated by the BRD are used for the five-year horizon ending in 2024 for five revenue sources including sales, auto use, building materials use, other use, and property taxes which constitute 78 percent of the total General Fund sources. The remaining sources of revenue, as well as all 2019 projections, were forecasted by the OBFP. In the months leading up to the budget process, several sources of historical and forecast data are considered and evaluated. The OBFP projects revenues for the budget using a combination of historical trends, current knowledge, and an assessment of expected trends and events that will affect future revenues. To ensure that all known and anticipated factors are considered, the underlying assumptions are assessed by both internal and external specialists during the budget process.

The essential inputs for the BRD forecasting model are historical data on key economic indicators at the national, state, and local levels. These data are sourced from U.S. government agencies, Moody's Analytics, Colorado government agencies, and the City of Aurora offices. Aurora's economy in many ways functions like the economy of the Denver Metro region, the state of Colorado, and the nation as the city is not decoupled from macroeconomic expansions and recessions. However, the factors driving the pace of growth locally can differ from the regional and national economy which led to a deeper examination of the local economy and demographics.

Some key differences include:

- Different tax bases reflecting differences in exempted expenditure categories
- Differences in the age composition of the populations and their expected growth rates
- A large and changing volume of daily in-migration or out-migration of workers
- Differences in relative incomes between Aurora and regional households
- The pace of new construction within the city
- Industry and employment growth locally versus regionally and nationally

Forecasts of national indicators from Moody's Analytics serve as the fundamental drivers to the resulting forecasts. BRD chose to model three forecasts including the Moody's Baseline forecast, the Stronger Near-Term Growth scenario, and the Recession scenario. These different forecasts provide sensitivity analysis around more optimistic and pessimistic economic scenarios.

Because the economy is in the mature phase of its cycle, OBFP staff presented data to city management with a focus on the Baseline forecast and the Recession scenario. With the Baseline forecast there is an equal 50 percent chance of the economy over-performing and under-performing the scenario. This, coupled with the mature nature of the economy, drove city management to improve the odds of realizing the projected revenues by slightly moderating the BRD Baseline forecast. The staff-derived version of the Baseline forecast was ultimately chosen to serve as the revenue forecast for the 2020 budget cycle.

The Baseline forecast assumes that U.S. real Gross Domestic Product (GDP) will grow by 2.3 percent in 2019. Currently, the most important fundamental aspect of GDP growth is the strong labor market. With a national growth rate of approximately 200,000 jobs monthly, the forecast assumes that the unemployment rate will remain at historically low levels. This tight labor market will cause employers to bid for workers, and average hourly wages will increase by 3.4 percent over the year, which will boost consumer spending. This tight labor market will also cause an increase in real equipment spending by expanding companies and increasing business investments. Real estate prices also rise. The scenario assumes no further trade tension escalation between China and the United States, which causes imports to increase faster than exports. Trade tension causes a negative net export rate which harms real GDP growth. The forecast assumes that the Federal Reserve does not raise the federal funds rate, and that it is not expected to raise the funds rate until mid-2021. Into 2020, GDP growth begins to decelerate (increasing by 1.6 percent) as the effects of fiscal stimulus (2018 tax cuts and government spending) wanes, leading to a slowing job growth rate and higher unemployment rate, while the 10-year U.S. treasury yields cycle through an increase, decrease, and final increase by 2022. To moderate the results generated by the Baseline forecast, OBFP staff dampened year-over-year growth rates by using 90 percent of projected rates.

In the Recession scenario, the U.S. experiences a recession that is measured by falling GDP, losses in employment, and rising unemployment, fueled by worsening trade and federal budget considerations. As expected, the predicted performance of revenues under the Recession scenario produces rather dire forecasts for 2020 (0.3 percent growth) as the simulated recession takes hold, followed by 2021 declining 5.0 percent making the scenario comparable to, yet not quite as severe as, the Great Recession. Although current economic indicators do not clearly support a recession, the risk of a recession is becoming statistically more feasible with time.

Table 1 displays growth rates for the total of the five top revenue sources for the BRD Baseline and OBFP moderated Baseline forecast, the Recession scenario, as well as an OBFP projection using the updated 2019 projections and the growth rates published in the 2019 Adopted Budget. Each scenario includes the OBFP projection for the 2019 forecast. For 2020 through 2024, the moderated, or 90 Percent Baseline forecast has been chosen as the basis of the 2020 budget. The table also shows the lost revenue in each year per the Recession scenario.

Table 1. Forecast Scenarios: Comparison of Year-Over-Year Growth Rates

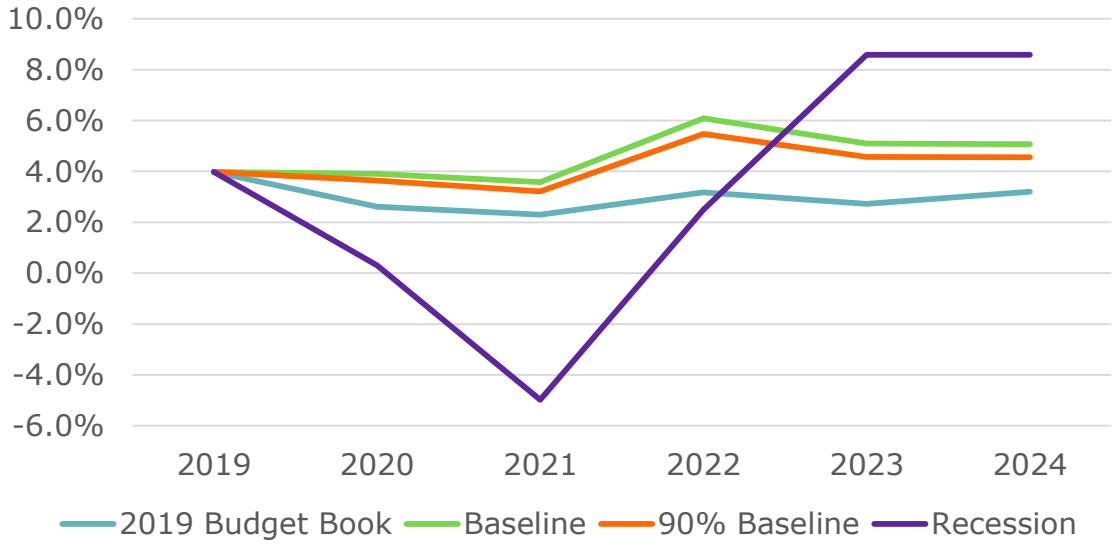
Dollar values in $ thousands

Percent Change from Prior Year	2019	2020	2021	2022	2023	2024
2019 Budget Book	4.0%	2.6%	2.3%	3.2%	2.7%	3.2%
Baseline	4.0%	3.9%	3.6%	6.1%	5.1%	5.1%
90% Baseline	**4.0%**	**3.6%**	**3.2%**	**5.5%**	**4.6%**	**4.6%**
Recession	4.0%	0.3%	-5.0%	2.5%	8.6%	8.6%
Lost Revenue from Recession Scenario		**($9,445)**	**($33,018)**	**($42,861)**	**($33,714)**	**($23,143)**

Figure 1 displays the growth rates graphically which helps to highlight some important observations. Historically, staff-derived revenue forecasts have been relatively conservative in the long term as shown by the 2019 budget book line. Looking back, this methodology dampened the severity of budget reductions required to balance the budget during the Great Recession. A considerable difference to acknowledge is that by using the BRD econometrically-derived revenue

projection, growth rates in the out-years are much more optimistic, which could make the response to a recession more challenging.

Figure 1. Forecast Scenarios: Percent Change to Prior Year



Economic Conditions

Assuming that the next release of economic data shows continued GDP growth for the third quarter of 2019, the U.S. will break the record for the longest economic expansion following a major contraction in its history. Consensus forecasts, averaging the forecasts from 28 entities, projected U.S. real GDP growth of 2.5 percent in 2019 and 1.8 percent in 2020 in June reports. Moody's Analytics' Baseline forecast projected U.S. real GDP growth of 2.3 percent in 2019 and slowing to 1.6 percent in 2020. Due to the health of the economy, the Federal Reserve raised the federal funds rate by a quarter of a percent each quarter of 2018. In its March 2019 meeting, the Federal Reserve held off from a rate hike and said it would be patient in rolling out future rate hikes in 2019, 2020 and even 2021.

Following the Great Recession, real GDP grew faster in Colorado and the Denver-Aurora-Lakewood area when compared to growth nationally. Colorado's economy has continued to outperform the U.S. overall with one of the lowest unemployment rates in the country, but tight labor and housing market conditions in the state may present challenges to growth going forward.

The local economy is reaping benefits from the state's strong economic performance and continued growth in population. Following an average annual growth rate of 6.3 percent over the last five years, General Fund revenue is expected to exhibit moderate growth over the remainder of 2019 and into 2020. Sales tax is the driver behind the revenue performance as it represents 55 percent of total General Fund sources. Under the Baseline scenario the revenue model predicts a slowing of sales tax revenue growth in 2020 and 2021. This reflects the predicted moderation in the growth of retail sales at the national and state levels.

Growth accelerates during the last three years of the forecast horizon. This reflects stronger growth in Colorado personal income and retail trade, with the state's economy outperforming that of the

nation according to indicators. This is the result of considerably higher population growth in the state (and in Aurora) than in the nation as a whole.

The following discussion provides an overview of General Fund revenue including an updated 2019 projection, the revenue estimate for the 2020 budget, and a detailed discussion of the top seven revenue sources in the fund. See Revenue Attachment A for June year-to-date actuals and 2019 full-year projected gains and shortfalls by revenue source. A complete list of General Fund actuals and projected revenue from 2016 through 2024 can be found in Revenue Attachment B.

2019 Full-Year Projection Update

One of the first steps of the annual budget process was to prepare an updated projection for 2019 revenue collections. This update to the revenues that were included in the 2019 Adopted Budget serves as the new base for anticipated year-over-year growth. Over the first half of 2019, a handful of the city's top General Fund revenue sources have performed more favorably than expected, translating to an increase to the revenue base for the 2020 budget process.

Total General Fund sources have increased $8.3 million (4.7 percent) over 2018 through the first half of 2019, equating to an $8.6 million (5.0 percent) increase over the 2019 Original Budget. Just over 80 percent of the collections in excess of budget can be attributed to four significant revenue sources including: sales tax; auto use tax; capital-related use tax; and audit revenue.

Table 2 below shows the year-to-date 2019 actuals and how they compare to 2018 actuals and the 2019 Original Budget through June.

Table 2. Year-to-Date Variance to 2018 and Original Budget Through June 2019

Revenue Source	Year-to-Date Actuals	Higher/(Lower) than YTD 2018	% Change to 2018	Higher/(Lower) than YTD Budget	% Change to Budget
General Sales Taxes	**$ 98,795,476**	**$ 6,611,523**	**7.2%**	**$ 2,894,329**	**3.0%**
Property Tax	25,305,653	(530,093)	-2.1%	-	0.0%
Capital-Related Use Tax	**12,374,998**	**(333,125)**	**-2.6%**	**1,065,774**	**9.4%**
Auto Use Tax	**10,719,766**	**822,235**	**8.3%**	**1,251,929**	**13.2%**
Franchise Fees	5,545,330	243,059	4.6%	70,993	1.3%
Highway Users Tax	5,201,591	391,494	8.1%	278,393	5.7%
Audit Revenue	**3,619,678**	**125,820**	**3.6%**	**1,841,176**	**103.5%**
Lodger's Tax	3,503,192	165,848	5.0%	171,060	5.1%
All Other Operating Sources	17,791,710	779,001	4.6%	1,071,336	6.4%
Total General Fund Sources	**$182,857,394**	**$ 8,275,762**	**4.7%**	**$ 8,644,990**	**5.0%**

Based on recent revenue collections, current economic conditions, and future expectations, the revised full-year projection for 2019 is $11.3 million (3.2 percent) higher than 2018, which equates to a $13.2 million (3.8 percent) increase compared to the 2019 Original Budget. The 2019 full-year projection, as summarized in Table 3, is discussed in greater detail in the "Key Fund Sources" section of this overview. Table 3 shows the updated 2019 projections and how they compare to

2018 revenue collections and the figures included last year in the 2019 Original Budget.

Table 3. 2019 Full-Year Projection Variance to 2018 and 2019 Original Budget

Revenue Source	Full-Year Projection	Higher/(Lower) than 2018	% Change to 2018	Higher/(Lower) than Budget	% Change to Budget
General Sales Taxes	$ 200,681,220	$ 13,823,518	7.4%	$ 6,288,731	3.2%
Property Tax	36,971,824	$ 507,591	1.4%	145,161	0.4%
Capital-Related Use Tax	23,619,401	$ (4,988,788)	-17.4%	814,061	3.6%
Auto Use Tax	22,113,652	$ 1,498,236	7.3%	2,441,434	12.4%
Franchise Fees	14,720,656	$ 497,886	3.5%	(394,665)	-2.6%
Highway Users Tax	12,425,560	$ 647,070	5.5%	56,083	0.5%
Audit Revenue	5,013,402	$ (1,637,517)	-24.6%	1,456,402	40.9%
Lodger's Tax	8,384,984	$ 399,634	5.0%	660,472	8.6%
All Other Operating Sources	41,358,376	$ 553,770	1.4%	1,766,130	4.5%
Total General Fund Sources	**$365,289,075**	**$ 11,301,400**	**3.2%**	**$ 13,233,809**	**3.8%**

2020 Revenue Estimate

General Fund sources are estimated to grow at a rate of 3.3 percent, or $12.1 million in 2020. Revenue from sales tax, property tax, and capital-related use tax accounts for most of this increase at $7.7, $5.0, and $1.9 million respectively. Expected declines in revenue from auto use tax and audit, however, will offset these and other gains by a total of $3.1 million. The following summarizes an account of the major changes:

- **Sales Tax.** The sales tax revenue estimate for 2020 is 3.8 percent or $7.7 million higher than 2019 projected revenues. This estimate reflects a predicted moderation in the growth of retail sales at the national and state levels. The forecast also includes $2.3 million from the elimination of the sales tax exemption on cigarettes;
- **Property Tax.** Following a reassessment in 2019, the OBFP anticipates increases in property tax collections totaling $5.0 million (13.4 percent) in 2020 over the prior year;
- **Capital-Related.** Capital-related use tax revenue is forecasted to grow by $1.9 million (8.1 percent) in 2020 over the prior year, predominately driven by strong construction activity in the city;
- **Audit Revenue.** Audit revenue collections are forecasted to decrease by 1.1 million (22.2 percent) in 2020. Following strong growth in 2017 and 2018, this revenue source will continue to see historically high collections, yet not at the levels seen in those peak years;
- **Auto Use Tax.** In the wake of an industry-wide decline in new auto sales year-to-date and assuming a lag between national and local economic impacts, the OBFP is projecting a decline for this revenue source of $1.9 million or 8.8 percent in 2020.

This forecast assumes that General Fund revenues will continue to grow through 2024, though at a slower pace of growth than seen in recent years. Upside and downside risks to this forecast

become more significant with growing uncertainty surrounding the economy and federal policy moves. A speedy resolution to trade tensions and more favorable trade conditions could result in stronger-than-expected consumer spending and business investments. In addition, the Federal Reserve may lower the federal funds rate to stimulate the economy amid signals of a possible recession, giving a boost to the economy that could result in higher than expected revenue for the city. However, local economists report that risks are skewed to the downside. Low unemployment rates continue to pose a drag on local business activity and may constrain economic growth in Colorado more than anticipated. While increasing hourly wages provide an ideal environment for an expanding economy, new tariffs have negated some of the gains. Further trade tension escalations could exacerbate price increases and hamper investments as businesses adjust to changing trade policies or take a wait-and-see approach. Weak economic data from Europe and China is also an area of concern. Lastly, the formation of an inverted yield curve where investors demand higher interest rates for short-term loans than for long-term loans has left some economists worried since inversions have been associated with predicting a recession for the last seven recessions. These factors may increase the risk of unsustainable growth, leading to a slower rate of growth than the one the OBFP currently anticipates.

Key Fund Sources

Seven key revenue sources comprise 88 percent of the General Fund sources. The following discussion focuses on these top seven revenue sources: sales tax, property tax, capital-related use tax, auto use tax, franchise fees and taxes, highway users tax, and the lodger's tax. Table 4 summarizes General Fund sources for 2018 through 2020.

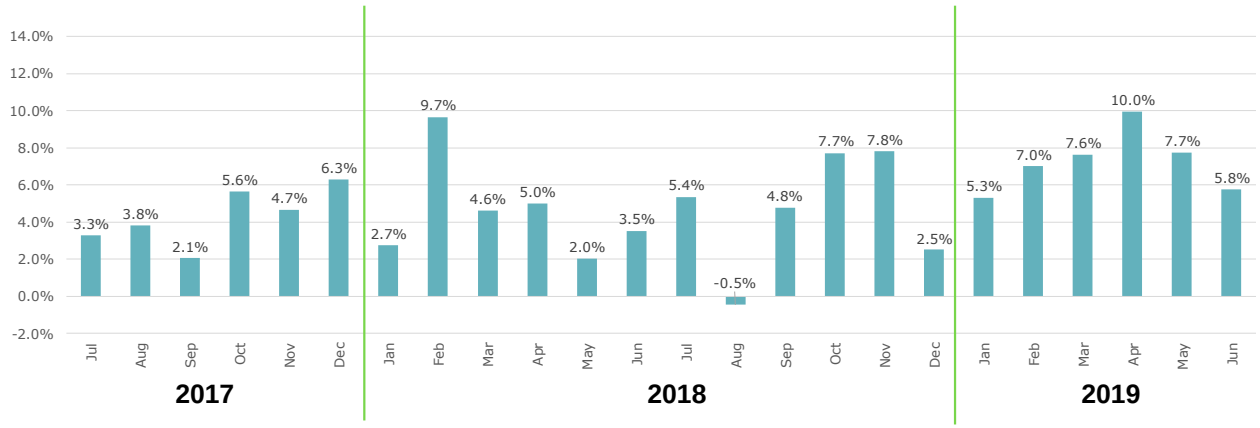
Table 4. Sources of Funds

Sources of Funds	2018 Actual	2019 Projection	2020 Adopted	2018-2019 Change	2019-2020 Change
General Sales Tax	$ 186,857,702	$ 200,681,220	$ 208,377,583	7.4%	3.8%
Property Tax	36,464,233	36,971,824	41,930,207	1.4%	13.4%
Capital-Related Use Tax	28,608,189	23,619,401	25,525,226	-17.4%	8.1%
Auto Use Tax	20,615,416	22,113,652	20,170,348	7.3%	-8.8%
Franchise Fees/Taxes	14,222,770	14,720,656	15,021,497	3.5%	2.0%
Highway Users Fees/Taxes	11,778,490	12,425,560	12,537,390	5.5%	0.9%
Lodger's Tax	7,985,350	8,384,984	8,489,796	5.0%	1.2%
All Other Operating Revenue	45,471,420	44,214,869	43,083,873	-2.8%	-2.6%
General Fund Revenue	**$ 352,003,570**	**$ 363,132,166**	**$ 375,135,920**	**3.2%**	**3.3%**
Transfers In from Other Funds	1,984,105	2,156,909	2,230,337	8.7%	3.4%
Total General Fund Sources (including transfers in)	**$ 353,987,675**	**$ 365,289,075**	**$ 377,366,257**	**3.2%**	**3.3%**
Capital Transfer Out	37,566,789	34,871,190	37,088,013	**-7.2%**	**6.4%**
General Fund Operating Revenue (excludes capital transfer)	**$ 316,420,886**	**$ 330,417,885**	**$ 340,278,244**	**4.4%**	**3.0%**

Sales tax, the largest source of operating revenue for the city, accounts for 55 percent of total collections into the General Fund. The 2019 Original Budget assumed sales tax revenue would

grow by 4.0 percent. Alternatively, sales tax revenues through June 2019 are 7.2 percent, or $6.6 million higher than 2018 year-to-date collections, exceeding budget expectations by $2.9 million (3.0 percent). As shown in Figure 2, 2019 has had consistent growth which can be largely attributed to strengthened consumer spending, driven by population growth and rising household incomes associated with record low unemployment rates and a stable economy. A significant portion of these collections are from business-to-business sales stemming from development and business investments. A recent change in state regulations has also contributed to the year-to-date sales tax performance. In response to the Wayfair Supreme Court Decision, the Colorado Department of Revenue issued regulations requiring remote sellers with $100,000 or more in sales to collect and remit state sales taxes as well as state-administered local sales taxes. With the implementation of these regulations, net licensing activity in Aurora has increased over the first half of the year by nearly three times compared to 2018 activity.

Figure 2. Sales Tax Percent Change from Prior Year by Month



Over the second half of the year, both state and national forecasts predict moderation in the growth of retail sales. Due to recent collection trends, the OBFP chose to delay the timing of such moderation to 2020. The projected growth in sales tax over the remaining six months of the year is 7.6 percent resulting in a full-year increase of 7.4 percent. Table 3 shows the updated projection will beat original budget expectations by $6.3 million (3.2 percent).

Under the 90 Percent Baseline scenario, the revenue model predicts a slowing of sales tax revenue growth in both 2020 and 2021 with growth rates of 2.7 and 3.2 percent respectively, compared with the 7.4 percent projected for 2019. This reflects the predicted moderation in the growth of retail sales at the national and state levels.

The 2020 budget includes an amendment to add $2.3 million in new revenue to sales tax, not included in the BRD projection data. The city chose to remove the sales tax exemption on cigarettes starting in 2020 as a result of the passage of HB19-1033. The budget assumes that the city will need to forgo the $593,600 existing state excise tax revenue share back in order to collect the sales tax on cigarettes. Sales tax figures shown on Attachment B include this new revenue causing the growth rates for sales tax to differ from those discussed as part of the 90 Percent Baseline scenario.

Growth accelerates during the last three years of the forecast horizon, reaching 5.2 percent growth

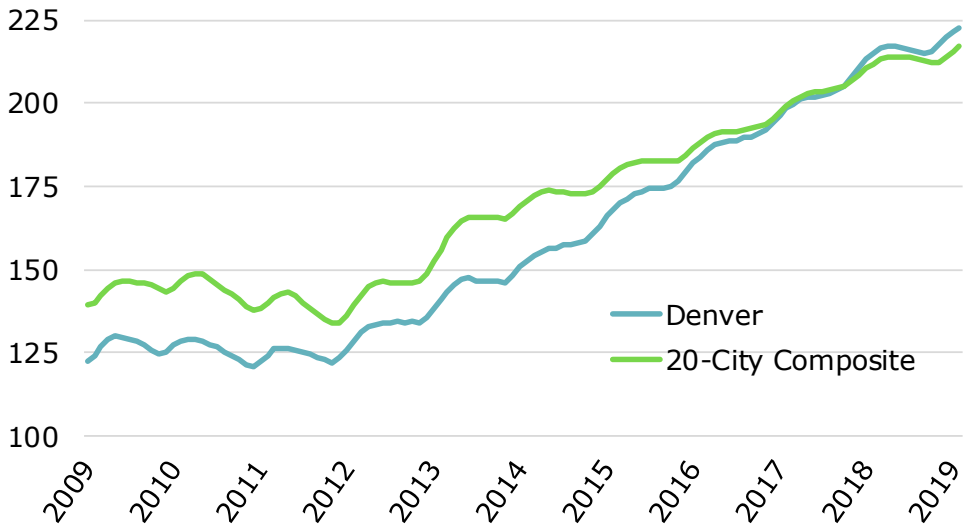
in 2022, followed by 4.9 percent in 2023 and 4.4 percent in 2024. This reflects stronger growth in Colorado personal income and retail trade, with the state's economy outperforming that of the nation according to indicators. This is the result of considerably higher population growth in the state (and in Aurora) than in the nation as a whole.

The Recession scenario produces rather dire forecasts for 2020 with a 0.2 percent decline followed by a 4.2 percent decline in 2021 as the simulated recession takes hold in 2020.

Property tax collections make up 11 percent of total General Fund sources and are based on the assessed valuation of property within the city, re-valued by the county assessor every odd-numbered year. Revenue generated in any year is the result of certified valuations by each county, finalized at the prior year-end. Based on 2018 certified assessment reports from the Arapahoe, Adams, and Douglas counties, 2019 collections are expected to finish the year $507,600 (1.4 percent) over 2018. Higher revenue is the result of an increase in base properties, as the city's population, housing stock, and the number of commercial buildings continue to grow.

Figure 3. Case-Shiller Home Price Index

Source: S&P Indices



In 2019, properties are being re-assessed, incorporating both changes in property valuation and inventory. According to the Case-Shiller Home Price Index shown in Figure 3, the Denver Metro area's real estate market and residential property values have experienced declining rates of growth after reaching a post-recession peak of 10.2 percent growth in 2015. However, increases remained significant in 2017 and 2018. These two years represent the period that has been used to estimate property values for the 2019 certified assessments, to be collected in 2020. After increasing 20.0 percent in 2016 and 16.8 percent in 2018, property tax revenue is expected to continue growing at 13.4 percent in 2020.

While the national home price index increased by over 6 percent in 2017 and 2018, it is predicted by Moody's Analytics to rise by 4 percent or less in each of the next five years. Similarly, increases in the national commercial property price index, which rose by over 10 percent each year from

2013 to 2015, will be limited to 5.5 percent or less from 2019 forward. The OBFP 90 Percent Baseline version of the BRD econometric model projects property tax revenues to grow by 5.3 percent and 6.8 percent in the even years of 2022 and 2024, respectively, reflecting moderately strong increases in assessed values. Growth will be only 2.3 percent and 2.2 percent in the odd years of 2021 and 2023 when new properties will be the only source of additional revenue. The Recession scenario produces substantially lower growth forecasts during the even years.

Rapidly rising housing prices in Colorado resulted in an adjustment to the state residential assessment rate from 7.2 percent to 7.15 percent for 2019 home valuations. The adjustment occurred in response to the violation of the Gallagher Amendment which states that assessed values for residential properties cannot exceed the annual target of approximately 45 percent of the state's total assessed value. Gallagher was introduced in 1982 to stabilize the residential share of statewide property tax revenue collections and has led to steady decreases of the state residential assessment rate. In recent years, home valuations in Colorado have seen faster growth rates than valuations of other property types.

Capital-related revenues make up 7 percent of total General Fund sources and are comprised of **building materials use tax (BMUT)** and **other equipment & consumables use tax (other use tax),** primarily applied to business capital assets and supplies. A majority of the capital-related use tax revenue is transferred to the Capital Projects Fund in accordance with Council policy.

Capital-related revenue collections through June 2019 are $333,100 (2.6 percent) less than 2018 which is better than budget by $1.1 million (9.4 percent). Over the second half of 2018, there were very strong collections of capital-related use tax. This sort of spike in the second half of the year is not expected to recur in 2019, so for the remainder of 2019, collections are expected to continue to be less than 2018 by just maintaining the current level of development activity. Capital-related use tax is expected to end the year $5.0 million (17.4 percent) less than 2018.

The capital-related use tax forecast for 2020 through 2024 collections is based on the OBFP 90 Percent Baseline version of the BRD econometric model. This revenue series tends to be highly volatile, with years of exceptionally high growth being followed by corrections.

The key drivers of building materials use tax revenues are Colorado housing permits and Colorado nonresidential construction. Following a correction in 2019, permit activity in 2020 and beyond is projected to return to a more normal level (although the value of residential permits grows strongly in 2021 and 2022). Building materials use tax revenues follow this pattern: a sharp decline in 2019 and a "strong" bounce back in 2020 at 17.4 percent, which barely takes building materials use tax revenue back to the levels of 2015. The growth rate drops to 9.0 percent in 2021 and then moderates annually throughout the remaining years of the forecast period, matching the patterns for permits and nonresidential construction. In the Recession scenario, there is the same pattern of a sharp drop in collections in 2019 but only a moderate reversal in 2020, followed by another significant drop in 2021 and increased volatility over the remaining forecast period.

City of Aurora employment is the primary predictor for other use tax revenues, serving as an indicator for general economic activity in the city. Following high employment growth rates in Aurora at 3.5 percent in 2017, 2.8 percent in 2018, and 2.7 percent forecasted for 2019, increases are expected to fall off considerably due to labor supply constraints, ranging between 1.0 percent and 1.3 percent over the rest of the forecast period. This results in much more modest forecasted increases in other use tax revenues, between 1.2 percent in 2020 and 4.5 percent in 2024. The Recession scenario calls for dampened growth in City of Aurora employment and therefore also

in other use tax revenues.

Auto use tax comprises 6 percent of total General Fund sources. U.S. auto sales declined 2.4 percent in the first half of 2019. Nationally, the anticipated cooling of auto sales activity has materialized though sales are still considered strong by historical standards. Alternatively, Aurora's auto use tax collections have surpassed budget expectations by $1.3 million (13.2 percent), posting an 8.3 percent gain over 2018 figures to date.

Nationally, the cooling trend is expected to continue due to a few factors including less favorable credit conditions and the overall slowing of retail activity. Based on year-to-date collections and assuming some slowing locally over the second half of the year in accordance with the national trend, the auto use tax 2019 full-year projection is $2.4 million (12.4 percent) more than the 2019 Original Budget. This equates to a 7.3 percent increase over 2018 collections in contrast to the 4.6 percent decline included in the 2019 budget plan.

The auto use tax forecast for 2020 through 2024 collections is based on the OBFP 90 Percent Baseline version of the BRD econometric model. Auto use tax collections are predicted to fluctuate from year to year under this scenario, increasing by 7.3 percent in 2019, offset by an 8.8 percent decline in 2020. The key drivers of this forecast are U.S. total vehicle sales and Colorado personal income. Moody's Analytics forecasts very modest growth in U.S. vehicle sales, averaging less than 2 percent in 2019–2020 compared with approximately 5 percent growth in the previous four years. Colorado personal income growth over these two years is moderately lower than in 2017-2018. These forces combine to generate auto use tax revenues in 2020 that are almost unchanged from 2017. Beyond 2020, U.S. vehicle sales are predicted to fluctuate, and 2022, the strongest year of U.S. vehicle sales growth, generates the largest growth in auto use tax collections. Major behavioral changes in automobile ownership, generated by ride sharing and short-term rentals, may account for the slower growth in sales during the final years of the forecasts.

Vehicle sales and auto use tax revenues are expected to be sensitive to overall economic conditions as reflected in the Recession scenario. The simulated recession is devastating for vehicle sales, and auto use tax collections fall sharply in 2020 and 2021. After strong percentage gains in the last two years of the forecast (17.1 percent and 13.1 percent in 2023 and 2024, respectively), auto tax collections finally return to 2019 levels in 2024.

Franchise fees and taxes make up 4 percent of total General Fund revenue. Franchise fees and taxes are levied on businesses that deliver public utility services, including natural gas, electricity, telephone, and cable television service for use of the city's rights-of-way. Collections are strongly seasonal and lag three months relative to energy use. For example, collections from two energy utilities exhibit nearly opposite within-year trends, with electricity use peaking in the summer and natural gas use reaching a high point during the coldest months of the year. Besides energy utilities, this source includes payments from telephone and cable utilities, though the basis of collection for the telephone fee differs from that of the energy utilities; whereas collected revenue from gas, electric, and cable utilities are a linear function of each utility's gross revenues, the telephone franchise fee is based on the number of end-user lines in use. Overall, collections of franchise fees and taxes have increased $243,100 (4.6 percent) over 2018 year-to-date. For 2019, the overall impact of energy utilities' rate changes and client and utilization growth estimates was the prevailing factor in projecting year-end revenues; relative to 2018, total revenue from franchise fees are expected to increase 3.5 percent. Revenue collections are expected to grow 2.0 percent in 2020 and 2.1 percent annually throughout the remainder of the forecast period as a result of

increasing electricity and natural gas usage and rates, stable growth for the cable utility based on a three-year history, and stabilized telephone utility collections.

Highway users taxes and fees (HUTF) constitutes 3 percent of total General Fund sources. This revenue is collected by the state and distributed to state agencies, Colorado Department of Transportation (CDOT), counties, and municipalities. It is primarily generated by a tax on a per-gallon-of-gas basis (22¢ per gallon of gasoline and 20.50¢ per gallon of diesel fuel). It also includes certain annual vehicle license and registration fees and since 2009, includes fees created by the FASTER legislation, typically generating just over 20 percent of total HUTF revenues.

Through June 2019, highway users taxes and fees are $391,500 or 8.1 percent higher than the same period in 2018. A portion of the increase is related to a prior-year correction of the state distribution to municipalities as the August 2018 distribution of the Highway Users Tax Fund to Aurora was short by $61,800 and was received in equal increments over the first six months of 2019. Even excluding this, year-to-date collections are strong as the economy has been thriving, incomes are rising, and fuel prices remain low, driving up fuel consumption. Car sales in Aurora have increased over the first half of the year keeping the collection of car registration fees strong as well.

In accordance with the state forecast, collections of HUTF are projected to begin a slowing trend in Aurora over the second half of the year resulting in a full-year projection that is $647,100 (5.5 percent) higher than 2018, which equates to a $56,100 improvement to the budgeted amount. Slower population growth and healthy income levels are expected to support continued conservative revenue growth of 0.9 percent for 2020 and annually throughout the forecast period. This is in accordance with the state projection of slower economic growth.

Lodger's tax comprises 2 percent of total General Fund sources. A tax of 8.0 percent is imposed on the cost of lodging within the city. This tax is imposed in lieu of the city's general sales tax and excludes any other goods, services, or commodities subject to sales tax. For hotels located in Urban Renewal Areas or Tax Increment Financing districts, the city retains only a small percentage of lodger's tax collected, returning the rest as part of generally long-term incentive agreements intended to induce developers to continue working with the city and to strengthen business commitment in general. During the first half of 2019, the city collected $165,800 (5.0 percent) more than during the same period in 2018. A slight decline in hotel occupancy has been offset by increases in average daily rates for hotel rooms. In addition, short-term rentals continue to grow; of the businesses added to the list of lodgers-tax-paying entities in the last year, the majority are short-term rentals remitting relatively small tax payments. The revised full-year projection for 2019 anticipates a similar pace of growth through the second half of the year, resulting in a year-over-year increase of $399,600, or 5.0 percent. Aligning with the anticipated cooling of the economy at large and the expected trends of other revenue sources closely tied to economic activity, the OBFP has forecasted growth of 1.2 percent for 2020.

All other revenue streams, including transfers into the General Fund, account for 12 percent of total General Fund sources. Anticipated changes to these revenue streams are outlined below.

Audit revenue collections through June are $125,800 (3.6 percent) higher than 2018 year-to-date revenues. The completion of a few large audits in the beginning of 2018 set a high bar for 2019, yet it was exceeded through June 2019 due to an additional large audit completion in March, as well as the high aggregate experience of the audits team, which increases efficiency and effectiveness. Due to the periodic nature of this revenue source and well-above average audit revenue collections in 2018, a decrease in collections is expected through the remainder of the

year. Revenue collections for 2019 are projected to be $1.6 million or 24.6 percent below 2018, while the 2020 budget estimate assumes a decrease of 22.2 percent factoring in the one-time nature of closing large audits, which are not guaranteed to be a regular occurrence.

General Fund permit revenue is expected to see a substantial 18.5 percent growth in 2019 compared to 2018, followed by an even larger decline in a cyclical pattern historically holding true for this revenue source. As bursts of development activity consume ready and available spaces, time, and resources, what follows in following periods is typically movement in the other direction, though the full up and down cycle can in fact last several years depending on driving factors.

The 2020 budget includes an amendment to add $2.3 million in new revenue to sales tax. The additional sales tax is the result of the city's decision to remove the sales tax exemption on cigarettes starting in 2020 stemming from the passage of HB19-1033. The budget assumes that the city will need to forgo the $593,600 existing state excise tax revenue share back in order to collect the sales tax on cigarettes.

Also included in the 2020 budget is an amendment to create a new Oil and Gas Division which includes $535,400 of new revenue in the General Fund to fund operations. The majority of this will be generated by annual licensing fees to operators. Plan review fees and permit fees will also be collected.

See Revenue Attachment A for June year-to-date and 2019 full-year projected gains and shortfalls by revenue source. A complete list of General Fund actual and projected revenue, 2016 through 2024, can be found in Revenue Attachment B.

2019 General Fund Revenue Gains and Shortfalls

Revenue Source	2019 YTD Actual thru June	2019 Year-to-Date: Gains/(Shortfalls)				2019 Full-Year Projection	2019 Full-Year: Gains/(Shortfalls)			
		vs. 2018	vs. Budget	% Chg vs. 2018	% Chg vs. Budget		vs. 2018	vs. Budget	% Chg vs. 2018	% Chg vs. Budget
General Sales Taxes	$ 98,795,476	$6,611,523	$2,894,329	7.2%	3.0%	$ 200,681,220	$13,823,518	$6,288,731	7.4%	3.2%
Property Tax	25,305,653	(530,093)	0	-2.1%	0.0%	36,971,824	507,591	145,161	1.4%	0.4%
Franchise Fees and Taxes	5,545,330	243,059	70,993	4.6%	1.3%	14,720,656	497,886	(394,665)	3.5%	-2.6%
Auto Use Tax	10,719,766	822,235	1,251,929	8.3%	13.2%	22,113,652	1,498,236	2,441,434	7.3%	12.4%
Capital Related Use Tax	12,374,998	(333,125)	1,065,774	-2.6%	9.4%	23,619,401	(4,988,788)	814,061	-17.4%	3.6%
Highway Users Tax	5,201,591	391,494	278,393	8.1%	5.7%	12,425,560	647,070	56,083	5.5%	0.5%
Lodgers Tax	3,503,192	165,848	171,060	5.0%	5.1%	8,384,984	399,634	660,472	5.0%	8.6%
Fines & Forfeitures	2,364,830	(287,631)	(44,987)	-10.8%	-1.9%	4,923,004	(486,715)	(2,977)	-9.0%	-0.1%
Audit Revenue	3,619,678	125,820	1,841,176	3.6%	103.5%	5,013,402	(1,637,517)	1,456,402	-24.6%	40.9%
Other Taxes	2,557,691	345,312	246,911	15.6%	10.7%	6,177,205	291,077	416,063	4.9%	7.2%
Other Auto Related (SOT, MV Fees)	1,694,001	32,594	40,873	2.0%	2.5%	4,103,213	108,798	42,923	2.7%	1.1%
Business Licenses & Other Permits	1,611,080	308,205	392,827	23.7%	32.2%	3,621,569	419,749	659,377	13.1%	22.3%
Intergovernmental Revenue	1,229,211	266,466	126,077	27.7%	11.4%	3,054,670	128,057	84,976	4.4%	2.9%
Internal Charges for Services	3,780,676	144,762	117,550	4.0%	3.2%	7,662,582	170,584	95,289	2.3%	1.3%
External Charges for Services	2,815,689	(556,624)	(284,319)	-16.5%	-9.2%	6,317,449	(229,130)	203,268	-3.5%	3.3%
Other General Fund Revenue	1,738,532	525,917	476,404	43.4%	37.7%	3,341,775	(21,455)	267,211	-0.6%	8.7%
Total General Fund Revenue	**$ 182,857,394**	**$ 8,275,762**	**$ 8,644,990**	**4.7%**	**5.0%**	**$ 363,132,166**	**$ 11,128,596**	**$ 13,233,809**	**3.2%**	**3.8%**
Transfers In (from other funds)	-	-	-	n/a	n/a	2,156,909	172,804	-	8.7%	0.0%
Total General Fund Sources	**$ 182,857,394**	**$ 8,275,762**	**$ 8,644,990**	**4.7%**	**5.0%**	**$ 365,289,075**	**$ 11,301,400**	**$ 13,233,809**	**3.2%**	**3.8%**
Est. Capital Transfer Out	18,065,856	819,821	$1,303,426	4.8%	7.8%	34,871,190	(2,695,599)	1,135,209	-7.2%	3.4%
General Fund Operating Sources	**$ 164,791,538**	**$ 7,455,941**	**$ 7,341,564**	**4.7%**	**4.7%**	**$ 330,417,885**	**$ 13,996,999**	**$ 12,098,600**	**4.4%**	**3.8%**

General Fund Sources of Revenue and Percent Changes

General Fund Total Dollars	2016 Actual	2017 Actual	2018 Actual	2019 Projection	2020 Adopted	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
General Sales Tax	$ 169,575,534	$ 178,777,727	$ 186,857,702	$ 200,681,220	$ 208,377,583	$ 214,846,027	$ 225,919,360	$ 236,948,112	$ 247,403,536
Auto Use Tax	18,881,119	20,174,565	20,615,416	22,113,652	20,170,348	20,591,908	22,235,142	23,518,110	24,254,227
Capital-Related Use Tax	22,404,848	24,124,799	28,608,189	23,619,401	25,525,226	27,089,342	28,660,211	29,954,791	30,833,011
Sales & Use Taxes Sub-Total	**$ 210,861,501**	**$ 223,077,091**	**$ 236,081,307**	**$ 246,414,273**	**$ 254,073,157**	**$ 262,527,277**	**$ 276,814,713**	**$ 290,421,013**	**$ 302,490,774**
Property Tax	30,558,140	31,219,935	36,464,233	36,971,824	41,930,207	42,887,828	45,162,355	46,159,600	49,312,788
Franchise Fees & Taxes	14,212,056	14,528,598	14,222,770	14,720,656	15,021,497	15,330,099	15,646,687	15,971,492	16,304,755
Occupational Privilege Tax	5,013,485	5,012,110	5,354,419	5,495,554	5,573,591	5,636,015	5,706,465	5,781,220	5,860,423
Lodger's Tax	7,562,032	7,836,098	7,985,350	8,384,984	8,489,796	8,595,918	8,703,367	8,812,159	8,922,311
Specific Ownership Tax	2,437,497	2,803,361	2,865,434	2,962,639	3,044,837	3,115,892	3,179,172	3,237,314	3,292,257
Other Taxes	426,213	494,562	531,709	681,651	627,119	658,475	691,399	725,969	762,267
Audit Revenue	2,610,228	4,897,484	6,650,919	5,013,402	3,901,168	3,994,796	4,090,671	4,188,847	4,289,379
Other Taxes & Related Sub-Total	**$ 62,819,651**	**$ 66,792,148**	**$ 74,074,834**	**$ 74,230,710**	**$ 78,588,215**	**$ 80,219,023**	**$ 83,180,116**	**$ 84,876,601**	**$ 88,744,180**
General Fund Permits	$ 943,000	$ 1,002,377	$ 1,342,386	$ 1,591,066	$ 1,020,769	$ 1,020,769	$ 1,020,769	$ 1,020,769	$ 1,020,769
Motor Vehicle Fees	1,101,772	1,127,756	1,128,982	1,140,574	1,152,285	1,164,117	1,176,070	1,188,146	1,200,346
Business Licenses	1,591,775	1,804,533	1,859,435	2,030,503	2,418,229	2,437,575	2,457,076	2,476,733	2,496,547
License & Permit Sub-Total	**$ 3,636,547**	**$ 3,934,666**	**$ 4,330,803**	**$ 4,762,143**	**$ 4,591,283**	**$ 4,622,461**	**$ 4,653,915**	**$ 4,685,648**	**$ 4,717,662**
Highway Users Taxes & Fees	$ 11,745,902	$ 12,066,017	$ 11,778,490	$ 12,425,560	$ 12,537,390	$ 12,650,227	$ 12,764,079	$ 12,878,956	$ 12,994,867
Cigarette Tax	673,442	613,724	618,119	599,575	-	-	-	-	-
County Road & Bridge	1,446,362	1,455,266	1,592,054	1,619,331	1,810,574	1,852,760	1,952,624	1,996,558	2,134,919
Other Intergovernmental Revenue	1,130,878	1,133,039	716,439	835,764	805,380	815,466	826,106	837,332	849,175
Intergovernmental Sub-Total	**$ 14,996,584**	**$ 15,268,046**	**$ 14,705,102**	**$ 15,480,230**	**$ 15,153,344**	**$ 15,318,453**	**$ 15,542,809**	**$ 15,712,846**	**$ 15,978,961**
Fines & Forfeitures	$ 4,634,747	$ 4,417,762	$ 5,409,719	$ 4,923,004	$ 5,070,694	$ 5,070,694	$ 5,070,694	$ 5,070,694	$ 5,070,694
Internal Charges	6,157,088	6,636,531	7,491,998	7,662,582	7,580,981	7,732,601	7,887,253	8,044,998	8,205,898
External Charges	6,143,921	5,900,154	6,546,579	6,317,449	6,658,507	6,725,092	6,792,343	6,860,266	6,928,869
Interest	1,023,083	1,678,027	1,857,368	2,005,092	2,054,986	2,079,200	2,047,949	2,168,455	2,296,052
Miscellaneous	1,951,044	2,126,513	1,505,860	1,336,683	1,364,753	1,393,413	1,422,675	1,452,551	1,483,055
Other Sub-Total	**$ 19,909,883**	**$ 20,758,987**	**$ 22,811,524**	**$ 22,244,810**	**$ 22,729,921**	**$ 23,001,000**	**$ 23,220,914**	**$ 23,596,964**	**$ 23,984,568**
Total General Fund Revenues	**$ 312,224,166**	**$ 329,830,938**	**$ 352,003,570**	**$ 363,132,166**	**$ 375,135,920**	**$ 385,688,214**	**$ 403,412,467**	**$ 419,293,072**	**$ 435,916,145**
Marijuana Sales and Excise Taxes*	6,167,871	-	-	-	-	-	-	-	-
Total General Fund Revenues (including marijuana)	**$ 318,392,037**	**$ 329,830,938**	**$ 352,003,570**	**$ 363,132,166**	**$ 375,135,920**	**$ 385,688,214**	**$ 403,412,467**	**$ 419,293,072**	**$ 435,916,145**
Funds from Restricted Assets	23,653	-	-	-	-	-	-	-	-
Transfers In (from other funds)	1,667,007	1,656,124	1,984,105	2,156,909	2,230,337	2,286,095	2,343,247	2,401,828	2,461,874
Total General Fund Sources	**$ 320,082,697**	**$ 331,487,062**	**$ 353,987,675**	**$ 365,289,075**	**$ 377,366,257**	**$ 387,974,309**	**$ 405,755,714**	**$ 421,694,900**	**$ 438,378,019**
Transfer Out to Capital Projects Fund	29,193,138	32,203,665	37,566,789	34,871,190	37,088,013	38,887,713	40,963,376	42,719,742	44,137,280
General Fund Operating Revenue	**$ 284,721,688**	**$ 299,283,397**	**$ 316,420,886**	**$ 330,417,885**	**$ 340,278,244**	**$ 349,086,596**	**$ 364,792,338**	**$ 378,975,158**	**$ 394,240,739**

* Starting in 2017, marijuana sales and excise taxes are collected in the Marijuana Tax Revenue Fund

General Fund Sources of Revenue and Percent Changes

General Fund Percent Change	2016 Actual	2017 Actual	2018 Actual	2019 Projection	2020 Adopted	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
General Sales Tax	4.2%	5.4%	4.5%	7.4%	3.8%	3.1%	5.2%	4.9%	4.4%
Auto Use Tax	3.5%	6.9%	2.2%	7.3%	-8.8%	2.1%	8.0%	5.8%	3.1%
Capital-Related Use Tax	3.5%	7.7%	18.6%	-17.4%	8.1%	6.1%	5.8%	4.5%	2.9%
Sales & Use Taxes Sub-Total	**4.1%**	**5.8%**	**5.8%**	**4.4%**	**3.1%**	**3.3%**	**5.4%**	**4.9%**	**4.2%**
Property Tax	20.0%	2.2%	16.8%	1.4%	13.4%	2.3%	5.3%	2.2%	6.8%
Franchise Fees & Taxes	0.0%	2.2%	-2.1%	3.5%	2.0%	2.1%	2.1%	2.1%	2.1%
Occupational Privilege Tax	5.7%	0.0%	6.8%	2.6%	1.4%	1.1%	1.2%	1.3%	1.4%
Lodger's Tax	4.5%	3.6%	1.9%	5.0%	1.2%	1.2%	1.3%	1.2%	1.3%
Specific Ownership Tax	16.9%	15.0%	2.2%	3.4%	2.8%	2.3%	2.0%	1.8%	1.7%
Other Taxes	10.5%	16.0%	7.5%	28.2%	-8.0%	5.0%	5.0%	5.0%	5.0%
Audit Revenue	-26.4%	87.6%	35.8%	-24.6%	-22.2%	2.4%	2.4%	2.4%	2.4%
Other Taxes & Related Sub-Total	**8.9%**	**6.3%**	**10.9%**	**0.2%**	**5.9%**	**2.1%**	**3.7%**	**2.0%**	**4.6%**
General Fund Permits	-13.7%	6.3%	33.9%	18.5%	-35.8%	0.0%	0.0%	0.0%	0.0%
Motor Vehicle Fees	3.2%	2.4%	0.1%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Business Licenses	-2.9%	13.4%	3.0%	9.2%	19.1%	0.8%	0.8%	0.8%	0.8%
License & Permit Sub-Total	**-4.3%**	**8.2%**	**10.1%**	**10.0%**	**-3.6%**	**0.7%**	**0.7%**	**0.7%**	**0.7%**
Highway Users Taxes & Fees	3.0%	2.7%	-2.4%	5.5%	0.9%	0.9%	0.9%	0.9%	0.9%
Cigarette Tax	4.8%	-8.9%	0.7%	-3.0%	-100.0%	N/A	N/A	N/A	N/A
County Road & Bridge	8.6%	0.6%	9.4%	1.7%	11.8%	2.3%	5.4%	2.2%	6.9%
Other Intergovernmental Revenue	-18.8%	0.2%	-36.8%	16.7%	-3.6%	1.3%	1.3%	1.4%	1.4%
Intergovernmental Sub-Total	**1.5%**	**1.8%**	**-3.7%**	**5.3%**	**-2.1%**	**1.1%**	**1.5%**	**1.1%**	**1.7%**
Fines & Forfeitures	-8.9%	-4.7%	22.5%	-9.0%	3.0%	0.0%	0.0%	0.0%	0.0%
Internal Charges	7.9%	7.8%	12.9%	2.3%	-1.1%	2.0%	2.0%	2.0%	2.0%
External Charges	5.2%	-4.0%	11.0%	-3.5%	5.4%	1.0%	1.0%	1.0%	1.0%
Interest	12.2%	64.0%	10.7%	8.0%	2.5%	1.2%	-1.5%	5.9%	5.9%
Miscellaneous	1.9%	9.0%	-29.2%	-11.2%	2.1%	2.1%	2.1%	2.1%	2.1%
Other Sub-Total	**2.3%**	**4.3%**	**9.9%**	**-2.5%**	**2.2%**	**1.2%**	**1.0%**	**1.6%**	**1.6%**
Total General Fund Revenues	**4.7%**	**5.6%**	**6.7%**	**3.2%**	**3.3%**	**2.8%**	**4.6%**	**3.9%**	**4.0%**
Marijuana Sales and Excise Taxes*	116.0%	-100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total General Fund Revenues (including marijuana)	**5.7%**	**3.6%**	**6.7%**	**3.2%**	**3.3%**	**2.8%**	**4.6%**	**3.9%**	**4.0%**
Funds from Restricted Assets	N/A	-100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Transfers In (from other funds)	29.2%	-0.7%	19.8%	8.7%	3.4%	2.5%	2.5%	2.5%	2.5%
Total General Fund Sources	**5.8%**	**3.6%**	**6.8%**	**3.2%**	**3.3%**	**2.8%**	**4.6%**	**3.9%**	**4.0%**
Transfer Out to Capital Projects Fund	9.0%	10.3%	16.7%	-7.2%	6.4%	4.9%	5.3%	4.3%	3.3%
General Fund Operating Revenue	**3.3%**	**5.1%**	**5.7%**	**4.4%**	**3.0%**	**2.6%**	**4.5%**	**3.9%**	**4.0%**

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City of Aurora, Colorado

2020 OPERATING AND CAPITAL IMPROVEMENT BUDGET

FINANCIAL OUTLOOK

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Long-Range General Fund Financial Outlook

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

The city uses this information as a resource to:

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

The city has taken steps towards reducing the "structural gap" that was identified several years ago in a comprehensive study. Steps include judiciously funding service level needs with ongoing revenue, using one-time funds for one-time needs, and indexing service fees annually. The long-term General Fund financial outlook scenarios described in this section confirm that a structural gap remains a risk. The 2020 budget includes funding for a service fee study which will help to address the gap by assessing the accuracy of service fees and their ability to cover associated costs.

The Financial Outlook section includes:

- An overview of the outlook for the General Fund from 2020 to 2024;
- Cost drivers impacting the projections;
- Summary and detail tables covering
  - General Fund budget data for the years 2018 through 2024;
  - Future percentage changes expected in various parts of the budget; and
  - Amendments to the budget, including possible future adjustments.

GENERAL FUND OVERVIEW

The five-year projections provided in the financial outlook reflect numerous assumptions related to revenues and expenditures in 2020 and beyond. These assumptions represent a reasonable starting point for estimating the long-term status of the General Fund. However, it is important to note that the assumptions and resulting projections will change over time. Even relatively minor changes in key variables can cause significant changes in the long-term outlook. For example, a

one percent change in revenue for any given year in the future would change the projections for that year and all future years by at least $3.7 million.

Revenue Outlook: The revenue forecast for the 2020 budget assumes that General Fund revenue will increase 3.3 percent in 2020 over the 2019 projection. This includes new revenue in the amendments of $2.3 million in sales tax and $535,400 in license and other fees associated with the creation of the Oil and Gas Division. The additional sales tax is the result of the city's decision to remove the sales tax exemption on cigarettes starting in 2020 stemming from the passage of HB19-1033. The budget assumes that the city will need to forgo the $593,600 existing State excise tax revenue share back in order to collect the sales tax on cigarettes.

Future revenue projections do not include a recessionary period but do include dampened growth in 2021 compared to more recent years. The re-evaluation of properties in the city and the associated increase in property tax revenue gives a boost to revenue collections in 2020 contributing to the 3.3 percent increase over 2019, followed by 2.8 percent in 2021. Future growth is projected at 4.6 percent for 2022, 3.9 percent in 2023 and 4.0 percent for 2024, year-over-year. Although economists report that recessions historically come every five to seven years, it has been ten years since the Great Recession ended in 2009 and the current expansion will presumably become the longest growth period in U.S. history; therefore, a recession poses a risk to this forecast. The revenue section of this budget book provides detail behind these forecasts.

Future Expenditures: The estimate prepared for the General Fund takes into account expenditures required to maintain current city services as well as some future costs. This summary of the city's General Fund financial outlook starts with the 2020 budget plus future increases related to compensation and other likely contractual or mandated costs. Two scenarios were prepared in order to contrast the effect of compensation increases for pay and benefits against all other costs. The first scenario is included in detail in this section and includes pay and benefit increases, while the second scenario assumes no increase in pay or insurance benefits for 2021-2024 which are outside the Police and Fire contract agreement terms. While the second scenario is unlikely, the exclusion highlights the budget impact of all other costs as shown starting on page E-3.

Assumptions regarding funding priorities will change as the City Manager, the Mayor, and City Council establish their budget plans each year. Consequently, the estimates incorporated herein represent projections and are not an official adopted or proposed spending plan for any year other than 2020. Unless otherwise noted, all assumptions described in this section apply to the years 2021 through 2024.

COST DRIVERS

The compensation increase scenario contains:

- An increase of 3.0 percent in salary-related costs from 2021 through 2024.
- A 5.0 percent increase per year to the city contribution for health and dental benefits.

The following future adjustments are included in both scenarios:

- The cost of fleet fuel and maintenance increases by approximately 6.0 percent each year.

- The cost of fleet fuel and maintenance increases by approximately 6.0 percent each year.
- The cost of risk management increases 2.0 percent in 2021 and 3.0 percent each year thereafter.
- The cost increase for utilities in total is estimated at 4.0 percent per year. This increase is more than recent trends but less than averages experienced in the past.
- Fully funding the Northeast Area Truck Company added in the 2019 budget. A SAFER grant will partially fund the truck company for three years (2019-2021).
- Fully funding the Fire 4th Battalion added in the 2020 budget. A SAFER grant will partially fund the battalion for three years (2020-2022).
- An increase in Police staffing with 15 additional Police Officers per year. Annual step increases for the new FTE are also added in this adjustment.
- Additional funds in 2021 and increasing annually through 2024 for the Fire Vehicle Replacement plan that began in 2020.
- Estimates of the impact of the number of payroll hours in each calendar year.
- An annual increase for contract and mandated costs based on recent historical averages.
- A slight decrease in the city's liability starting in 2021 for the Old Hire Pension plan according to the actuarial valuation as of January 2018. A valuation is prepared every other year.
- The cost to pay back the Green Fund in 2022 for the 2018 street light study.
- Police and Fire step increases for current civil employees in 2021 through 2024. Step adjustments for employees added in the 2020 amendments are in the amendment projection included in this section.
- Subsidy for the New Southeast Recreation Center beginning in 2022.
- Projected adjustments to subsidized funds to include the Recreation, Cultural, E-911, and Parking and Mobility funds.
- The impact of the Visit Aurora transfer calculation based on lodgers tax projections.

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

SCENARIO RESULTS

One of the primary goals of this budget is the return to a two-year balanced plan. The 2020 budget is completely balanced, and 2021 is balanced to within $3.9 million, $3.5 million of which is ongoing in nature, which equates to 1.0 percent of the General Fund. This $3.5 million, as well as the future balancing actions shown in the following table, may be resolved by the combination of revenue in excess of the current projection and budget reductions. A recession poses a risk and would create a more difficult future balancing scenario.

Item	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Surplus/ (Balancing Actions)	($3,924,792)	($5,542,779)	($7,106,811)	($8,465,155)

Future years include annual pay and benefit increases as described in the 'Cost Drivers' section. When excluding annual increases in compensation and insurance, the need for future balancing actions is eliminated. The following table shows the cost of estimated compensation and insurance adjustments.

Item	2021 Projected	2022 Projected	2023 Projected	2024 Projected
3.0% Compensation	$6,491,723	$13,178,955	$20,066,775	$27,161,294
5.0% Insurance	$1,411,516	$2,893,794	$4,450,178	$6,084,380

By eliminating pay and benefit increases for the years 2021-2024 (the years beyond the scope of the collective bargaining agreements), revenues will exceed expenditures in every year, which results in a surplus by 2024 as shown in the table below.

Item	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Surplus/ (Balancing Actions)	$3,978,447	$10,529,970	$17,410,142	$24,780,519

This demonstrates the impact of compensation on the city's operating budget. As is common for a service-based organization, personnel costs make up approximately 80 percent of the General Fund budget (before transfers).

The five-year budget projections suggest that the ability to maintain and improve city services, extend additional services to developing areas, and complete future capital projects is heavily dependent on improving revenue while continuing to find operational efficiencies. These scenarios do not represent a spending or official plan for any year other than 2020.

TABLES

The tables on the following pages include data for the 2018 actual, 2019 projection, the 2020 budget, and projections for 2021 through 2024. The outlook tables include a summary of revenues, expenditures, and fund balance for each year and identify the annual surplus or the amount that must be balanced in the year. The tables presented after the outlook include: estimated future percentage increases applied to various parts of the base budget; a listing of amendments to the 2020 budget; and potential future adjustments.

General Fund Financial Outlook Through 2024 - Summary

Description	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
SOURCES							
Revenues	352,003,570	363,132,166	372,894,117	383,458,619	401,195,933	417,088,604	433,724,200
Transfers	1,984,105	2,156,909	2,230,337	2,286,095	2,343,247	2,401,828	2,461,874
Amendments	-	-	2,241,803	2,229,098	2,216,604	2,204,316	2,192,233
Use of Funds Available	-	-	10,071,214	-	-	-	-
Revenue Adjustments	-	-	-	497	(70)	152	(288)
GRAND TOTAL SOURCES	**$353,987,675**	**$365,289,075**	**$387,437,471**	**$387,974,309**	**$405,755,714**	**$421,694,900**	**$438,378,019**
USES							
BASE BUDGET							
Regular Civil Salary	73,268,588	92,613,132	105,691,036	107,583,038	110,810,528	114,134,845	117,558,891
Regular Career Salary	50,080,583	61,028,303	69,204,905	71,280,982	73,419,416	75,621,996	77,890,663
Salary Driven Benefits	56,261,383	41,921,515	32,793,085	33,589,142	34,596,838	35,634,745	36,703,815
Non Salary Related Benefits	23,742,305	25,943,627	28,097,999	29,283,253	30,747,432	32,284,814	33,899,070
Temporary Compensation	3,300,704	3,060,404	2,448,352	2,494,462	2,569,297	2,646,378	2,725,771
Overtime Compensation	5,853,788	5,731,985	4,380,347	4,468,858	4,602,925	4,741,014	4,883,246
Special Pay	5,202,145	5,070,764	3,740,743	3,335,925	3,023,996	3,114,704	3,208,162
Allocated Admin-Personal Services	(3,917,448)	(4,569,999)	(5,504,621)	(4,587,985)	(4,725,624)	(4,867,392)	(5,013,413)
Subtotal Personal Services	**$213,792,048**	**$230,799,731**	**$240,851,846**	**$247,447,675**	**$255,044,808**	**$263,311,104**	**$271,856,205**
Supplies and Services	32,550,311	38,391,493	33,867,997	33,817,997	33,867,997	33,817,997	33,867,997
Utilities	10,848,397	11,108,836	11,949,994	12,427,993	12,925,098	13,442,099	13,979,781
Interfund Charges	15,215,635	16,781,779	17,467,298	18,151,668	18,962,715	19,814,086	20,707,948
Capital Related	3,445,946	7,767,428	2,516,455	2,516,455	2,516,455	2,516,455	2,516,455
Operating Transfer Out	66,913,137	67,074,160	61,314,652	63,114,352	65,190,015	66,946,381	68,363,919
Subtotal Non Personal Services	**$128,973,426**	**$141,123,696**	**$127,116,396**	**$130,028,465**	**$133,462,280**	**$136,537,018**	**$139,436,100**
TOTAL BASE BUDGET	**$342,765,474**	**$371,923,427**	**$367,968,242**	**$377,476,140**	**$388,507,088**	**$399,848,122**	**$411,292,305**
AMENDMENTS							
Additions	-	-	**13,209,534**	**5,028,860**	**5,332,119**	**5,564,335**	**5,674,493**
Council Amendments	-	-	**6,259,695**	**1,834,113**	**1,888,835**	**1,945,208**	**2,003,281**
Future Adjustments	-	-	-	**7,559,988**	**15,570,451**	**21,444,046**	**27,873,095**
GRAND TOTAL USES	**$342,765,474**	**$371,923,427**	**$387,437,471**	**$391,899,101**	**$411,298,493**	**$428,801,711**	**$446,843,174**
ANNUAL SURPLUS OR (SHORTFALL)	**$11,222,201**	**($6,634,352)**	**$0**	**($3,924,792)**	**($5,542,779)**	**($7,106,811)**	**($8,465,155)**

General Fund Financial Outlook Through 2024 - Summary

Description	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
FUND SUMMARY							
Beginning Funds Available	59,802,700	71,024,901	64,390,549	54,319,335	50,394,543	44,851,764	37,744,953
Use of Funds Available	-	-	(10,071,214)	-	-	-	-
Increase/(Decrease) in Ending Funds Available	11,222,201	(6,634,352)	-	(3,924,792)	(5,542,779)	(7,106,811)	(8,465,155)
Cumulative Funds Available or (Shortfall)	**$71,024,901**	**$64,390,549**	**$54,319,335**	**$50,394,543**	**$44,851,764**	**$37,744,953**	**$29,279,798**

Estimated Future Percent Growth By Expenditure Class

Assumptions	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Regular Civil Salary	N/A	1.8%	3.0%	3.0%	3.0%
Regular Career Salary	N/A	3.0%	3.0%	3.0%	3.0%
Salary Driven Benefits	N/A	2.4%	3.0%	3.0%	3.0%
Non Salary Related Benefits	N/A	4.2%	5.0%	5.0%	5.0%
Temporary Compensation	N/A	1.9%	3.0%	3.0%	3.0%
Overtime Compensation	N/A	2.0%	3.0%	3.0%	3.0%
Special Pay	N/A	-10.8%	-9.4%	3.0%	3.0%
Allocated Admin-Personal Services	N/A	-16.7%	3.0%	3.0%	3.0%
Supplies and Services	N/A	-0.1%	0.1%	-0.1%	0.1%
Utilities	N/A	4.0%	4.0%	4.0%	4.0%
Interfund Charges	N/A	3.9%	4.5%	4.5%	4.5%
Capital Related	N/A	0.0%	0.0%	0.0%	0.0%

General Fund Financial Outlook Through 2024 - Summary

Estimated Future Percent Growth By Revenue Class

Assumptions	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Business License and Permits	N/A	0.80%	0.80%	0.80%	0.80%
Cigarette Tax	N/A	-1.00%	-1.00%	-1.00%	-1.00%
Construction Permits	N/A	0.00%	0.00%	0.00%	0.00%
County Road and Bridge Tax	N/A	2.33%	5.39%	2.25%	6.93%
External Charges for Services	N/A	1.00%	1.00%	1.00%	1.00%
Fines & Forfeitures	N/A	0.00%	0.00%	0.00%	0.00%
Franchise Fees and Taxes	N/A	2.05%	2.07%	2.08%	2.09%
Highway Users Taxes and Fees	N/A	0.90%	0.90%	0.90%	0.90%
Intergovernmental Revenues	N/A	1.25%	1.30%	1.36%	1.41%
Internal Charges for Services	N/A	2.00%	2.00%	2.00%	2.00%
Investment Income	N/A	1.18%	-1.50%	5.88%	5.88%
Lodgers Tax	N/A	1.25%	1.25%	1.25%	1.25%
Miscellaneous Revenues	N/A	2.10%	2.10%	2.10%	2.10%
Motor Vehicle Fees	N/A	1.03%	1.03%	1.03%	1.03%
Occupational Privilege Tax	N/A	1.12%	1.25%	1.31%	1.37%
Operating Transfers In	N/A	2.50%	2.50%	2.50%	2.50%
Other Taxes	N/A	5.00%	5.00%	5.00%	5.00%
Property Taxes	N/A	2.28%	5.30%	2.21%	6.83%
Sales Taxes	N/A	3.15%	5.22%	4.94%	4.46%
Specific Ownership Tax	N/A	2.33%	2.03%	1.83%	1.70%
Tax Audit Revenue	N/A	2.40%	2.40%	2.40%	2.40%
Use tax-Automobiles	N/A	2.09%	7.98%	5.77%	3.13%
Use tax-Building Materials	N/A	8.96%	8.10%	5.19%	1.30%
Use tax-Other	N/A	3.72%	3.74%	3.89%	4.47%

General Fund Financial Outlook Through 2024 - Summary of Proposed Additions

Department	Description	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
City Attorney	Add 2.0 FTE Civil Assistant City Attorney Positions and Appropriate Funds for Position Upgrades.	299,340	308,747	318,458	328,484	338,833
Civil Service Commission	Add Funding for Contingent Staff to Support the Increased Number and Size of Academies.	200,000	30,000	30,000	30,000	30,000
Communications	Art Media Computer Replacement Program.	5,200	5,200	5,200	5,200	5,200
Finance	Budget Management System Services Contract; Cigarette Sales Tax Exemption Elimination; Cognos Enterprise Resource Planning (ERP) Report Writing Contract; Service Fee Study Contract.	750,000	-	-	-	-
Fire	Air, Light and Rehab Truck; Emergency Incident Command and Control Packages; Firefighter Psychological Well-being Services; HazMat Equipment Enhancement/Replacement; Increase Medical Director Hours; Nederman Exhaust System at CAPSTC; Paramedic School Enhancements; Personnel Accountability and Safety Identifiers.	970,950	110,000	110,000	110,000	110,000
General Management	Alliance for Innovation Membership; Capital Bond Process Funding; City Clerk Records Management System; Creation of Oil and Gas Division; Performance Administrator Contract; Police Vehicle Replacement - Second Year; Procurement Analyst Intern; Replacement of Service Vehicle for Fire Shop.	1,773,565	594,639	612,194	630,347	649,123
Human Resources	Add 0.5 FTE Aurora Learn Staff; Add 1.0 FTE Labor Relations Position; Salary Survey Platform.	216,085	212,233	218,588	225,158	231,946
Information Technology	Add 1.0 FTE Senior Systems Administrator; Add 1.0 Contingent Cloud Architect; Electronic Document Management System (EDMS) Process Review; One-Time IT Project Implementation; SharePoint Development Contract; SQL Server Enterprise Annual Subscription Fee.	1,354,709	378,979	383,109	387,378	391,789
Library & Cultural Services	Bookmobile Replacement; Envisionware Credit Card Solution for Walk Up Copies; Funding for Library Programming; One-Time Increase Library Material Budget.	391,000	-	-	-	-
Neighborhood Services	Add 1.0 FTE Homelessness Program Liaison; Affordable Housing Seed Funds - Second Year; Reclassify 1.0 FTE Vacant Field Supervisor to 1.0 FTE Animal Protection Officer and 1.0 FTE Shelter Assistant.	1,101,813	103,859	107,542	111,364	115,331
Non-Departmental	Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination); Fleet Apprenticeship Pilot Program - Second Year (General Fund Transfer to Fleet Fund); Wage Increase for Seasonal Positions (General Fund Transfer to Recreation Fund).	467,094	205,114	204,744	204,362	203,968
Parks, Recreation & Open Space	Open Space and Natural Resources (OSNR) Maintenance Contracts; Parks Operations and Maintenance Contracts; Wage Increase for Seasonal Positions.	151,120	151,153	151,188	151,223	151,260
Planning & Development Services	Move 1.0 FTE Project Engineer to Development Review Fund and Reclassify to Planning Manager; Procure Vendor for Minority Business Program.	(68,342)	(70,909)	(73,571)	(76,324)	(79,176)

General Fund Financial Outlook Through 2024 - Summary of Proposed Additions

Department	Description	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Police	Add 15.0 FTE Officers and Equipment; Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination); Continue Funding for Contingent Background Investigators for 2020; Create a Domestic Violence Investigative Unit; Equipment Maintenance for the Regional Crime Lab; Lateral Police Officer Step Change; Transfer 0.3 FTE to General Fund to Account for Match Increase Required by C-MATT Grant; Travel and Advertising for the Recruiting Unit.	3,444,396	2,605,687	2,859,601	3,040,812	3,098,252
Public Defender	Contracted Attorney Services to Handle Appointed Client Appeals; Increase Pay in the Public Defender's Office; Legal Management Software.	118,363	120,593	122,891	125,257	127,695
Public Works	Add 1.0 FTE Sustainability and Energy Management Engineer; Add Funding for Security Projects and 1.0 FTE Physical Security Manager; Americans with Disbilities Act (ADA) Citywide Assessment; Traffic Modeling Software Licenses and Support Vehicle; Winter Operations Equipment Purchase.	2,034,241	273,565	282,175	291,074	300,272
	Total Proposed Additions	**$13,209,534**	**$5,028,860**	**$5,332,119**	**$5,564,335**	**$5,674,493**

General Fund Financial Outlook Through 2024 - Summary of Council Amendments

Department	Description	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
City Council	Regional Air Quality Council Funding Increase.	8,000	8,000	8,000	8,000	8,000
Communications	Smoking Cessation Campaign.	46,800	-	-	-	-
Fire	Overtime and Fire Apparatus for Medical Service Unit Optimization; SAFER 4th Battalion Grant/Applicant Share (5.0 FTE)	2,831,095	1,517,113	1,562,565	1,609,390	1,657,629
Non-Departmental	One-Time Transfer from General Fund to Recreation Fund for Aurora Center for Active Adults Replacement Van; One-Time Transfer from General Fund to Capital Projects Fund for Arterial Overlay; One-Time Transfer from General Fund to Capital Projects Fund for Flashing Speed Signs (Traffic Calming); One-Time Transfer from General Fund to Capital Projects Fund for Regis Traffic Signs; One-Time Transfer from General Fund to Capital Projects Fund for Residential Street Maintenance; Strategic Court System Assessment and Set-Aside to Fund Necessary Changes.	2,120,000	309,000	318,270	327,818	337,652
Parks, Recreation & Open Space	Aurora Pride Donation.	25,000	-	-	-	-
Police	Money Purchase Plan 1.5 Percent Employer Contribution with Employee Match; Firing Range Improvements.	1,228,800	-	-	-	-
	Total Council Amendments	**$6,259,695**	**$1,834,113**	**$1,888,835**	**$1,945,208**	**$2,003,281**

General Fund Financial Outlook Through 2024 - Potential Future Adjustments

Description	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
REVENUE ADJUSTMENTS						
Revenue Rounding Adjustments	-	-	497	(70)	152	(288)
TOTAL REVENUE ADJUSTMENTS	**$0**	**$0**	**$497**	**($70)**	**$152**	**($288)**
FUTURE ADJUSTMENTS						
2019 SAFER: Northeast Area Truck Company (partially funded by SAFER grant 2019-2021)	-	-	1,509,313	2,156,247	2,275,715	2,378,046
2020 SAFER: 4th Battalion (partially funded by SAFER grant 2020-2022)	-	-	271,734	435,372	640,109	730,309
Add 15 Police Officers each year	-	-	2,047,044	3,799,766	5,816,742	8,086,686
Additional Funds for Fire Vehicle Replacement	-	-	334,449	776,811	1,271,011	1,717,433
Change in Hours Worked for Each Year (below or above 2020 base)	-	-	(637,696)	(1,283,254)	(644,066)	107,664
Contractual Increases / Mandated Costs for Maintaining Current Programs	-	-	1,200,000	2,400,000	3,600,000	4,800,000
Old Hire Pension Adjustment	-	-	(70,318)	(70,318)	(70,318)	(70,318)
Pay Back Green Fund for Street Light Study	-	-	-	1,000,000	-	-
Police and Fire Steps for Current Employees	-	-	2,431,821	4,948,646	6,689,965	7,791,134
Southeast Recreation Center Subsidy	-	-	-	500,000	515,000	530,450
Subsidy Adjustments for Recreation, Cultural, E-911, and Parking and Mobility Funds	-	-	373,824	756,208	1,147,118	1,546,477
Visit Aurora Transfer	-	-	99,817	150,973	202,770	255,214
TOTAL FUTURE ADJUSTMENTS	**$0**	**$0**	**$7,559,988**	**$15,570,451**	**$21,444,046**	**$27,873,095**

City of Aurora, Colorado

2020 OPERATING AND CAPITAL IMPROVEMENT BUDGET

FUND SUMMARIES

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Fund Summaries Overview

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

A fund summary document includes the following sections: summary, long-range plan and narrative. The summary parts have five columns: two years of actual data, the original adopted budget, the current year projection and the budget. The long-range plan shows projections through 2024.

Summary

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

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

- **Restricted:** Constraints placed on use are either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or imposed by law through constitutional provisions or enabling legislation.

- **Committed:** Constrained to specific purposes as imposed by formal action (ordinance or resolution) of the City Council, the city's highest level of decision-making authority.

- **Assigned:** Amounts the city intends to use for a specific purpose. Intent can be expressed by City Council or may be delegated by the City Manager.

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

Long Range Outlook

The third section, the long-range outlook, shows the effect of expenditure and revenue projections on funds available through 2024. These take into account generalized growth rate assumptions for revenue and expenditure amounts.

Narrative

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

Fund Types

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

General Fund
Policy Reserve
TABOR Reserve

Debt Service Funds
Debt Service (SID)

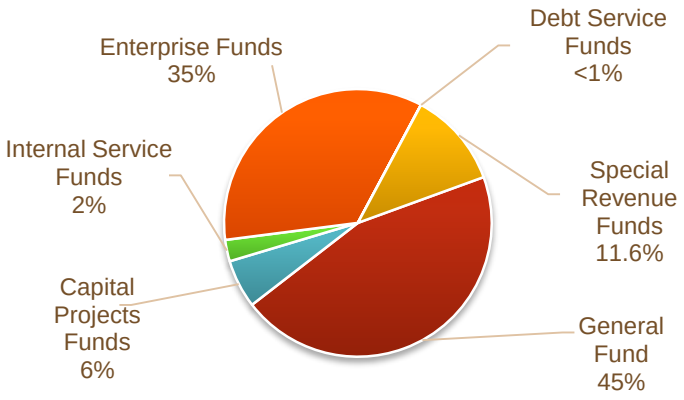
Capital Project Funds
Capital Projects

Enterprise Funds
Golf Course
Wastewater
Water

Internal Service Funds
Fleet Management
Risk Management

Special Revenue Funds
Community Development
Conservation Trust
Cultural Services
Designated Revenues
Development Review
Enhanced E-911
Gift & Grants
Marijuana Tax Revenue
Open Space
Parking and Mobility
Parks Development
Recreation

2020 Expenditures by Fund Type



2020 Expenditure Appropriations by Department and Fund Type

Department	General Fund	Capital Project Funds	Internal Service Funds	Special Revenue Funds	Debt Service Funds	Enterprise Funds
Aurora Water	-	-	-	-	-	288,285,773
City Attorney	7,439,442	-	-	32,978	-	2,116,074
City Council	1,406,018	-	-	-	-	-
Civil Service Commission	1,118,044	-	-	-	-	-
Communications	4,035,966	-	-	294,825	-	-
Court Administration	10,866,489	-	-	34,088	-	-
Finance	8,568,006	178,285	-	-	-	-
Fire	61,916,711	2,380,000	-	1,436,101	-	-
General Management	10,824,492	434,705	10,060,541	909,362	-	-
Human Resources	2,794,253	-	12,251,373	3,479	-	-
Information Technology	14,331,081	426,000	-	11,254,543	-	-
Judicial	3,110,241	-	-	503,435	-	-
Library & Cultural Services	6,526,696	-	-	3,529,861	-	-
Neighborhood Services	7,731,973	-	-	7,478,807	-	-
Non-Departmental	64,156,423	3,094,803	15,213	15,068,158	148,431	195,872
Parks, Recreation & Open Space	15,088,816	3,354,325	-	33,329,603	-	8,887,153
Planning & Development Services	3,196,877	537,260	-	3,268,602	-	-
Police	123,434,276	-	-	5,337,860	-	-
Public Defender	1,550,635	-	-	-	-	-
Public Safety Communications	7,081,183	-	-	5,467,456	-	-
Public Works	32,259,849	39,867,811	-	11,916,549	-	-
Grand Total	**$387,437,471**	**$50,273,189**	**$22,327,127**	**$99,865,707**	**$148,431**	**$299,484,872**

General Fund Summary

	*2017 Actual	*2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Taxes	$ 289,869,241	$ 310,156,140	$ 308,785,459	$ 320,644,983	$ 332,661,372
Intergovernmental	15,268,046	14,705,103	15,339,171	15,480,230	15,153,344
Licenses and Permits	3,934,668	4,330,802	4,091,708	4,762,143	4,591,283
Charges for Services	12,536,685	14,038,576	13,681,474	13,980,031	14,239,488
Fines and Forfeitures	4,417,762	5,409,719	4,925,981	4,921,377	5,070,694
Investment Income	1,678,026	1,857,368	1,884,694	2,005,092	2,054,986
Other Revenues	2,126,510	1,505,862	1,189,870	1,338,310	1,364,753
Subtotal Revs Before Transfers In	**$ 329,830,938**	**$ 352,003,570**	**$ 349,898,357**	**$ 363,132,166**	**$ 375,135,920**
Transfers In (from other funds)	**1,656,124**	**1,984,105**	**2,156,909**	**2,156,909**	**2,230,337**
Total Sources Before Decrease in FA	**$ 331,487,062**	**$ 353,987,675**	**$ 352,055,266**	**$ 365,289,075**	**$ 377,366,257**
From Decrease in Funds Available	-	-	10,634,110	6,634,352	10,071,214
Total Sources	**$ 331,487,062**	**$ 353,987,675**	**$ 362,689,376**	**$ 371,923,427**	**$ 387,437,471**
USES OF FUNDS					
Expenditures					
Personal Services	$ 206,958,878	$ 217,709,496	$ 235,730,138	$ 235,369,730	$ 253,839,549
Allocated Expenses	(4,291,968)	(4,880,150)	(4,710,232)	(5,404,055)	(6,709,001)
Supplies & Services	35,932,231	33,513,013	36,346,394	39,225,549	40,216,895
Utilities	14,910,491	10,848,397	12,045,026	11,108,836	11,972,944
Interfund Charges	14,902,287	15,215,635	16,079,781	16,781,779	17,468,598
Capital Related	2,669,583	3,445,946	7,990,669	7,767,428	5,842,740
Subtotal Exps Before Transfers Out	**$ 271,081,502**	**$ 275,852,337**	**$ 303,481,776**	**$ 304,849,267**	**$ 322,631,725**
Transfers Out (to other funds)	**55,692,364**	**66,913,137**	**59,207,600**	**67,074,160**	**64,805,746**
Total Uses Before Increase in FA	**$ 326,773,866**	**$ 342,765,474**	**$ 362,689,376**	**$ 371,923,427**	**$ 387,437,471**
To Increase Funds Available	4,713,196	11,222,201	-	-	-
Total Uses	**$ 331,487,062**	**$ 353,987,675**	**$ 362,689,376**	**$ 371,923,427**	**$ 387,437,471**
FUNDS AVAILABLE					
Beginning Funds Available	**$ 55,089,504**	**$ 59,802,700**	**$ 65,026,051**	**$ 71,024,901**	**$ 64,390,549**
Net Changes in Funds Available	4,713,196	11,222,201	(10,634,110)	(6,634,352)	(10,071,214)
Total Ending Funds (Budgetary Basis)	**$ 59,802,700**	**$ 71,024,901**	**$ 54,391,941**	**$ 64,390,549**	**$ 54,319,335**
Components of Funds Available					
Restricted for TABOR Reserve	$ 928,276	$ 1,495,045	$ 1,892,929	$ 2,167,946	$ 2,567,946
Committed for Policy Reserve	27,692,910	28,142,519	30,030,190	31,177,510	32,594,220
Committed for Regatta Plaza	8,400,000	8,400,000	8,400,000	8,400,000	8,400,000
Unassigned but Held for Operating Reserve	22,781,514	32,987,337	14,068,822	22,645,093	10,757,169

* 2017/2018 revenues differ from the CAFR as the CAFR reports a portion of 2017 revenues in 2018 whereas the fund summary does not.

Purpose of the Fund

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

Factors Affecting Revenue

Revenue for the General Fund is primarily dependent on consumer activity in Aurora. Sales and use tax from consumer purchases generate approximately two-thirds of the revenue for the General Fund. Based on continued strength in the economy, sales tax is experiencing growth for the seventh straight year.

General Fund revenue grew a healthy 6.7 percent in 2018 but is expected to slow considerably in 2019 (up 3.2 percent) and again in 2020 (up 3.3 percent). This is consistent with economic and financial outlooks for the nation, state, and metro region.

Taxes continue to drive the majority of growth, accounting for 94.6 percent of the bottom line increase from 2019 Original Budget to the 2020 Adopted Budget. This includes an additional $2.3 million for sales tax on cigarettes necessary for fund balancing. Intergovernmental revenues are expected to be 1.2 percent lower due to forgoing the current state cigarette shareback of $593,600 in order to get the additional sales tax. Licenses and permits in 2020 are expected to be 12.2 percent higher than the 2019 Original Budget due to expected revenue related to the start of an Oil and Gas program.

The 2019 and 2020 increases in transfers in are associated with the Development Review Fund covering additional General Fund allocated costs.

More detailed information can be found in the Revenue Section of the 2020 Budget Book.

Factors Affecting Expenditures

The majority of General Fund expenditures go to fund public safety-related functions such as police and fire. Like most non-capital funds in the city, expenditures for the General Fund are largely driven by personnel. Personal services normally make up about two-thirds of total General Fund uses, including transfers.

The 2020 Budget is $24.7 million (6.8 percent) greater than the 2019 Original Budget with the $18.1 million (7.7 percent) increase in personal services as the primary factor. The increase is primarily associated with a 3.0 percent pay increase, a 5.0 percent health insurance increase, and a net additional 42.95 FTE, primarily associated with public safety. The largest addition to the personal services budget is for 15.0 FTE Patrol Officers. The city received a second SAFER grant for a 4th Fire battalion, including 5.0 FTE. This and additional overtime related to medical service unit (MSU) optimization was added by Council during the September 28 Budget Workshop.

Supplies and services costs are projected to grow $3.9 million (10.6 percent) in 2020 primarily due to a $2.5 million increase in professional services mostly associated with one-time contractual amendments in General Management, Finance, and Information Technology.

Allocated expenses are expected to grow $2.0 million (42.4 percent) due primarily to moving the first SAFER grant offset to allocated expenses instead of personal services. Utilities are expected to remain static. Interfund Charges are projected to increase $1.4 million (8.6 percent) primarily due to an increase in Risk and Fleet Fund charges. Capital-Related decreased $2.1 million (26.9 percent) as 2019 one-time expenses for fire trucks, street maintenance vehicles, and other expenses will not recur.

Transfers out in 2020 are $5.6 million (9.5 percent) greater than the 2019 Original Budget, primarily associated with additional capital projects funding and $3.0 million in one-time transfers for projects including $1.3 million for citywide ADA assessments and security projects, and $1.7 million added by Council at the Budget Workshop for transportation-related projects. A $6.2 million one-time transfer associated with a grant match for the Transportation Improvement Program (TIP) is the main driver in the $7.9 million difference between the 2019 Projection and the 2019 Original Budget.

Attachment 8 has a summary of all amendments.

Ending Funds Available

Funds available grew significantly in 2017 and 2018, seeing a $15.9 million (28.9 percent) increase over those two years. In 2019, funds are expected to decrease $6.6 million, $4.0 million less than the $10.6 million that was assumed in the 2019 Original Budget. By the end of 2020, funds available is projected to decrease $10.1 million (15.6 percent), with the primary driver being one-time amendments for various purposes, including CPF-related transfers, affordable housing seed funds, technology-related projects, and public safety-related amendments.

For 2020, the operating reserve will be 2.8 percent of expenditures. In looking at the five-year proforma, balancing actions will be necessary in the out years. The detail behind the future year projections can be found in the Financial Outlook section.

Capital Projects Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ 10,282,347	$ 2,812,308	$ 3,132,266	$ 18,554,285	$ 2,236,560
Investment Income	722,199	833,901	660,000	660,000	860,000
Charges for Services	2,525,262	3,283,712	1,583,947	1,793,405	5,213,093
Licenses and Permits	450,084	916,786	350,000	850,000	350,000
Other Revenues	123,824	4,766,179	-	2,955,050	-
Subtotal Revs Before Transfers In	**$ 14,103,716**	**$ 12,612,886**	**$ 5,726,213**	**$ 24,812,740**	**$ 8,659,653**
Transfers In (from other funds)	**36,532,503**	**54,517,889**	**36,360,981**	**43,656,610**	**41,095,013**
Total Sources Before Decrease in FA	**$ 50,636,219**	**$ 67,130,775**	**$ 42,087,194**	**$ 68,469,350**	**$ 49,754,666**
From Decrease in Funds Available	10,226,306	-	1,838,326	-	518,523
Total Sources	**$ 60,862,525**	**$ 67,130,775**	**$ 43,925,520**	**$ 68,469,350**	**$ 50,273,189**
USES OF FUNDS					
Expenditures					
Capital Projects (Continuing Appropriations)	$ 60,862,525	$ 58,294,645	$ 43,925,520	$ 65,106,961	$ 50,273,189
Subtotal Exps Before Transfers Out	**$ 60,862,525**	**$ 58,294,645**	**$ 43,925,520**	**$ 65,106,961**	**$ 50,273,189**
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	**$ 60,862,525**	**$ 58,294,645**	**$ 43,925,520**	**$ 65,106,961**	**$ 50,273,189**
To Increase Funds Available	-	8,836,130	-	3,362,389	-
Total Uses	**$ 60,862,525**	**$ 67,130,775**	**$ 43,925,520**	**$ 68,469,350**	**$ 50,273,189**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 21,561,888**	**$ 11,335,582**	**$ 14,746,382**	**$ 20,171,712**	**$ 23,534,101**
Net Changes in Funds Available	(10,226,306)	8,836,130	(1,838,326)	3,362,389	(518,523)
Total Ending Funds (Budgetary Basis)	**$ 11,335,582**	**$ 20,171,712**	**$ 12,908,056**	**$ 23,534,101**	**$ 23,015,578**
Components of Funds Available					
Committed for Specific Projects	$ 5,276,759	$ 11,954,630	$ 4,591,729	$ 15,108,766	$ 9,960,817
Restricted for Specific Projects	6,058,823	7,901,138	8,087,107	7,993,030	13,022,456
Assigned for Five Year Capital Needs	-	315,944	229,220	432,305	32,305

Purpose of the Fund

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

Factors Affecting Revenue

The CPF receives most of its funding from a transfer from the General Fund via a formula specified by ordinance. This ordinance requires the CPF receive a transfer equal to 100 percent of all building materials and equipment use taxes plus 4.0 percent of all other General Fund revenues less revenues from the 0.25 percent sales and use tax dedicated to police staffing mandates. The strong economy has allowed for building growth, which has in turn increased the transfer, especially in the out-years.

To supplement the regular transfer, one-time sources are often sent to the CPF for specific purposes, including funds for Westerly Creek lighting, traffic calming, concrete and asphalt funding, and medians in 2017, and in 2018, $5.8 million primarily for the building of a road near Harvest/Powhaton related to the opening of a school. As part of the 2019 budget, $1.0 million was added for site remediation on a potential recreation site in Ward VI, $350,000 for a Courts renovation project, and $225,000 from the General Fund for flashing speed signs and fitness equipment. In addition, $6.2 million as the grant match for $25.0 million in Transportation Improvement Program (TIP) grants is being transferred. As part of the 2020 Proposed Budget, a one-time transfer of $1.3 million was included for ADA assessments and security-related projects. At the September 28 Budget Workshop, Council added $1.7 million in additional transfers for transportation-related projects.

Other funds also transfer funds to the CPF. In 2018, $5.1 million was transferred from the Aurora Capital Leasing Corporation (ACLC) to repay spending on the 6th Avenue Extension. The Marijuana Tax Revenue Fund also transfers both one-time and ongoing funds for transportation and median projects. Lastly, the Golf Fund is repaying a loan, with the last payment in 2021.

After transfers, intergovernmental revenue is typically the next largest source of funds. The Adams County Transportation Sales Tax, the primary ongoing component of intergovernmental revenue, is expected to increase slowly over the five-year plan. In addition, several one-time revenues are expected in 2019, including $13.7 million from the Spring 2019 Supplemental for several agreements, including Westerly Creek and Harvest/Alexander to Orchard.

Charges for service revenue, primarily comprised of capital impact fees, is expected to increase significantly in 2020 due to a Council-approved increase in the fees.

Factors Affecting Expenditures

Expenditures in the Capital Projects Fund tend to ebb and flow with one-time projects funded typically by previously noted transfers and intergovernmental revenue. The 2019 projection is $21.2 million more than the 2019 Original Budget, due primarily to projects associated with the Spring Supplemental as mentioned earlier, as well as $5.1 million in additional spending due to additional revenue, primarily in Public Works.

Expenditures in the current five-year plan (2020-2024) are $40.4 million more than the previous five-year plan. Detailed information of the expenditure budgets can be found in the Capital Improvement Program section of the budget. Approximately half of this increase ($18.3 million) is associated with an intergovernmental agreement with the Aerotropolis Regional Transportation Authority (ARTA). In effect, any revenue collected from this Authority must be returned to the authority. Of the remaining $22.1 million, most is going toward transportation and building repair projects, including $2.1 million added by Council at the September 28 Budget Workshop noted previously.

There are three debt service payments scheduled in the five-year plan. In Fire, $2.0 million is included for the building of three fire stations. In Non-Departmental, $1.5 million is included to fund the police and fire training facility. In Public Works, $825,000 is included for the Police District 2 office space.

Ending Funds Available

Funds available decreased $10.2 million in 2017, including the start of a major traffic improvement project. In 2018, funds increased $8.8 million due to strengthening capital revenue and prior-year intergovernmental funds hitting in that year. Funds Available in 2019 and 2020 are expected to remain relatively stable in comparison to the earlier years. Growth in funds available are primarily due to unspent restricted capital impact fees.

Additional information on the Capital Projects Fund, including the 2020 to 2024 five-year plan, can be found in the Capital Improvement Program section of the 2020 budget book and in the appendices.

Community Development Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ 3,688,128	$ 4,143,050	$ 4,143,050	$ 3,986,523	$ 3,986,523
Charges for Services	2,076,902	1,482,949	500,000	490,000	520,000
Subtotal Revs Before Transfers In	**$ 5,765,030**	**$ 5,625,999**	**$ 4,643,050**	**$ 4,476,523**	**$ 4,506,523**
Transfers In (from other funds)	**201,239**	**278,733**	**278,733**	**255,053**	**255,053**
Total Sources Before Decrease in FA	**$ 5,966,269**	**$ 5,904,732**	**$ 4,921,783**	**$ 4,731,576**	**$ 4,761,576**
From Decrease in Funds Available	-	-	-	-	-
Total Sources	**$ 5,966,269**	**$ 5,904,732**	**$ 4,921,783**	**$ 4,731,576**	**$ 4,761,576**
USES OF FUNDS					
Expenditures					
Personal Services	$ 1,661,618	$ 1,662,544	$ 1,439,061	$ 1,426,432	$ 1,493,520
Supplies & Services	4,261,834	4,200,345	3,438,124	3,260,546	3,219,668
Interfund Charges	42,817	41,843	44,598	44,598	48,388
Subtotal Exps Before Transfers Out	**$ 5,966,269**	**$ 5,904,732**	**$ 4,921,783**	**$ 4,731,576**	**$ 4,761,576**
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	**$ 5,966,269**	**$ 5,904,732**	**$ 4,921,783**	**$ 4,731,576**	**$ 4,761,576**
To Increase Funds Available	-	-	-	-	-
Total Uses	**$ 5,966,269**	**$ 5,904,732**	**$ 4,921,783**	**$ 4,731,576**	**$ 4,761,576**

FUNDS AVAILABLE					
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Net Changes in Funds Available	-	-	-	-	-
Total Ending Funds (Budgetary Basis)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Purpose of the Fund

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

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook					-	-	
					-	-	
Revenues	$ 5,904,732	$ 4,731,576	$ 4,761,576	$ 4,761,576	$ 4,761,576	$ 4,761,576	$ 4,761,576
Expenditures	5,904,732	4,731,576	4,761,576	4,761,576	4,761,576	4,761,576	4,761,576
Surplus/(Deficit)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Funds Available							
Beginning	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Year-End Inc./(Dec.)	-	-	-	-	-	-	-
Ending Funds (Bud.)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Factors Affecting Revenue

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

The 2019 HUD grant awards for CDBG and HOME decreased compared to 2018 by a combined 3.8 percent, or $156,500. CDBG funding decreased by $51,300 and HOME grant funding decreased $105,200. As a result, the General Fund transfer in for the HOME grant match decreased by $23,700. HOME program income has remained strong as the thriving local real estate market has helped program beneficiaries pay off loans, but beginning in 2019 and looking forward, it is expected that HOME program income will decrease to historical levels as the high revenues seen in recent years are not sustainable. Program income from the Neighborhood Stabilization Program (NSP) will remain insignificant. The NSP programs were one-time grants and as those programs near completion, program income has steadily decreased. In 2020, the CDBG and HOME grants are projected to remain at the 2019 funding levels.

Factors Affecting Expenditures

The city fully appropriates all available funds to match the approved federal spending plan, so all funds available are budgeted and projected to be spent within program requirements. Therefore, expenditures are equal to revenues in any given year. Please see the Community Development Program Detail in the Public Input section of this book for the detailed plan by project.

For 2020, significant CDBG expenditures will be directed at rehabilitation programs such as the Commercial Renovation Program, the Emergency Repair Program, and the Northwest Aurora Alley Paving Progam.

Principal HOME-funded programs for 2020 include the Single Family Rehabilitation Program and the Tenant-based Rental Assistance Program.

Ending Funds Available

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

Conservation Trust Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ 3,478,155	$ 4,161,729	$ 3,400,000	$ 4,160,000	$ 4,201,600
Investment Income	39,227	52,625	44,000	80,000	80,800
Subtotal Revs Before Transfers In	**$ 3,517,382**	**$ 4,214,354**	**$ 3,444,000**	**$ 4,240,000**	**$ 4,282,400**
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	**$ 3,517,382**	**$ 4,214,354**	**$ 3,444,000**	**$ 4,240,000**	**$ 4,282,400**
From Decrease in Funds Available	-	-	772,350	-	1,613,957
Total Sources	**$ 3,517,382**	**$ 4,214,354**	**$ 4,216,350**	**$ 4,240,000**	**$ 5,896,357**
USES OF FUNDS					
Expenditures					
Personal Services	$ 789,080	$ 903,760	$ 1,066,876	$ 1,028,555	$ 1,078,498
Supplies & Services	57,283	171,693	84,328	122,649	84,328
Interfund Charges	10,842	11,709	12,646	12,646	13,531
Capital Projects (Continuing Appropriation)	1,950,048	2,471,320	2,902,500	2,652,500	4,470,000
Subtotal Exps Before Transfers Out	**$ 2,807,253**	**$ 3,558,482**	**$ 4,066,350**	**$ 3,816,350**	**$ 5,646,357**
Transfers Out (to other funds)	**150,000**	**150,000**	**150,000**	**150,000**	**250,000**
Total Uses Before Increase in FA	**$ 2,957,253**	**$ 3,708,482**	**$ 4,216,350**	**$ 3,966,350**	**$ 5,896,357**
To Increase Funds Available	560,129	505,872	-	273,650	-
Total Uses	**$ 3,517,382**	**$ 4,214,354**	**$ 4,216,350**	**$ 4,240,000**	**$ 5,896,357**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 1,211,719**	**$ 1,771,848**	**$ 1,501,429**	**$ 2,277,720**	**$ 2,551,370**
Net Changes in Funds Available	560,129	505,872	(772,350)	273,650	(1,613,957)
Total Ending Funds (Budgetary Basis)	**$ 1,771,848**	**$ 2,277,720**	**$ 729,079**	**$ 2,551,370**	**$ 937,413**
Components of Funds Available					
Restricted for Conservation Trust	$ 1,771,848	$ 2,277,720	$ 729,079	$ 2,551,370	$ 937,413

Purpose of the Fund

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

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 4,214,354	$ 4,240,000	$ 4,282,400	$ 4,325,224	$ 4,368,476	$ 4,412,161	$ 4,456,282
Expenditures, Operating	1,237,162	1,313,850	1,426,357	1,459,524	1,493,710	1,528,948	1,565,270
Expenditures, Capital	2,471,320	2,652,500	4,470,000	3,270,000	2,715,000	3,065,000	2,255,000
Surplus/(Deficit)	**$ 505,872**	**$ 273,650**	**$ (1,613,957)**	**$ (404,300)**	**$ 159,766**	**$ (181,787)**	**$ 636,012**
Funds Available							
Beginning	$ 1,771,848	$ 2,277,720	$ 2,551,370	$ 937,413	$ 533,113	$ 692,879	$ 511,092
Year-End Inc./(Dec.)	505,872	273,650	(1,613,957)	(404,300)	159,766	(181,787)	636,012
Ending Funds (Bud.)	**$ 2,277,720**	**$ 2,551,370**	**$ 937,413**	**$ 533,113**	**$ 692,879**	**$ 511,092**	**$ 1,147,105**

Factors Affecting Revenue

Lottery proceeds tend to rise and fall based on the interest in specific lottery games, which makes it difficult to trend or project. Revenue from this source of around $4.2 million is expected in 2019 and 2020. Interest is expected to follow the trend forecast for citywide investment interest. For 2021 through 2024, lottery revenue growth is expected to remain around 1.0 percent annually.

Factors Affecting Expenditures

Typically, the majority of the expenditure variation from year to year is dependent on the capital expenditures in the fund. Total uses have been increasing gradually, but in 2020 are expected to rise $1.7 million (39.8 percent) from the 2019 Original Budget due primarily to increased capital spending. Beginning in 2020, the operating transfer to the Golf Courses Fund for CTF-approved capital projects will increase from $150,000 to $250,000 annually for use on CTF-approved capital projects.

The majority of capital expenditure funding in 2020 is for park construction and recreation infrastructure, accounting for over $3.0 million of the $4.5 million budgeted. Major park construction projects include funding for Tollgate Crossing Neighborhood Park and Central Community Park, both new park development projects. Cantebury Park and Side Creek Park are also major projects in that category. Recreation infrastructure includes Moorhead Recreation Center debt and recreation/aquatics infrastructure. The majority of five-year plan for capital spending is attributable to numerous park and playground improvements ($4.2 million), Recreation infrastructure improvements ($2.8 million), and Moorhead debt service ($2.4 million). More detail on capital can be found in the Capital Improvement Program section, as well as Appendix 2.

Ending Funds Available

The 2019 Original Budget assumed $1.5 million in beginning funds available. As was the case in previous years, revenues performed better than expected, and the 2019 projection now assumes beginning funds available of $2.3 million. Additional revenue and less than expected spending in the 2019 projection accounts for a $273,700 (12.0 percent) increase in funds available.

In any given year, funds available tend to fluctuate with capital projects expenditure projections. In years without significant capital outlay, funds available tend to increase. In years with significant capital outlay, funds available decrease, as shown in the 2020 projected decrease of $1.6 million. In the out-years, funds available is expected to fluctuate between $511,100 and $1.1 million.

Cultural Services Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental Revenues	$ 304,460	$ 520,860	$ 287,500	$ 494,500	$ 320,500
Charges for Services	740,478	888,571	753,000	725,518	742,080
Investment Income	15,944	24,099	8,850	29,870	18,004
Other Revenues	57,063	91,149	71,000	94,899	81,600
Subtotal Revs Before Transfers In	**$ 1,117,945**	**$ 1,524,679**	**$ 1,120,350**	**$ 1,344,787**	**$ 1,162,184**
Transfers In (from other funds)	**1,775,772**	**2,031,427**	**2,234,537**	**2,379,989**	**1,710,793**
Total Sources Before Decrease in FA	**$ 2,893,717**	**$ 3,556,106**	**$ 3,354,887**	**$ 3,724,776**	**$ 2,872,977**
From Decrease in Funds Available	-	-	-	-	534,136
Total Sources	**$ 2,893,717**	**$ 3,556,106**	**$ 3,354,887**	**$ 3,724,776**	**$ 3,407,113**
USES OF FUNDS					
Expenditures					
Personal Services	$ 1,425,083	$ 1,621,904	$ 1,779,653	$ 1,773,374	$ 1,901,968
Supplies & Services	1,328,779	1,291,935	1,355,128	1,737,982	1,424,574
Utilities	42,160	41,790	52,600	55,590	52,100
Interfund Charges	24,361	23,993	25,810	25,748	28,471
Capital Related	24,900	218	-	-	-
Subtotal Exps Before Transfers Out	**$ 2,845,283**	**$ 2,979,840**	**$ 3,213,191**	**$ 3,592,694**	**$ 3,407,113**
Transfers Out (to other funds)	**-**	**-**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 2,845,283**	**$ 2,979,840**	**$ 3,213,191**	**$ 3,592,694**	**$ 3,407,113**
To Increase Funds Available	48,434	576,266	141,696	132,082	-
Total Uses	**$ 2,893,717**	**$ 3,556,106**	**$ 3,354,887**	**$ 3,724,776**	**$ 3,407,113**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 1,154,657**	**$ 1,203,091**	**$ 1,296,340**	**$ 1,779,357**	**$ 1,911,439**
Net Changes in Funds Available	48,434	576,266	141,696	132,082	(534,136)
Total Ending Funds (Budgetary Basis)	**$ 1,203,091**	**$ 1,779,357**	**$ 1,438,036**	**$ 1,911,439**	**$ 1,377,303**
Components of Funds Available					
Restricted for SCFD	$ 79,082	$ 55,503	$ 156,308	$ 74,037	$ 4,869
Committed for Art In Public Places	1,058,963	1,489,980	1,248,893	1,633,316	1,307,239
Assigned for Cultural Services	65,046	233,874	32,835	204,086	65,195

Purpose of the Fund

The Cultural Services Fund accounts for cultural-related services provided to citizens such as programs in performing arts, fine arts, history, and public art. Funding for these services is provided by fees, donations, General Fund transfers, intergovernmental revenues from the Scientific and Cultural Facilities District (SCFD), and proceeds from the Art In Public Places (AIPP) ordinance. AIPP proceeds are revenues designated for acquisition and maintenance of public art and administration of the program. See Appendix 13 for more detail regarding the AIPP program revenues and expenditures.

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 1,524,679	$ 1,344,787	$ 1,162,184	$ 1,190,143	$ 1,205,026	$ 1,220,137	$ 1,235,498
Transfers in	2,031,427	2,379,989	1,710,793	1,762,117	1,814,980	1,869,430	1,925,513
Expenditures	2,979,840	3,592,694	3,407,113	3,312,091	3,178,477	3,265,047	3,553,203
Surplus/(Deficit)	**$ 576,266**	**$ 132,082**	**$ (534,136)**	**$ (359,831)**	**$ (158,471)**	**$ (175,480)**	**$ (392,192)**
Funds Available							
Beginning	$ 1,203,091	$ 1,779,357	$ 1,911,439	$ 1,377,303	$ 1,017,472	$ 859,001	$ 683,521
Year-End Inc./(Dec.)	576,266	132,082	(534,136)	(359,831)	(158,471)	(175,480)	(392,192)
Ending Funds (Bud.)	**$ 1,779,357**	**$ 1,911,439**	**$ 1,377,303**	**$ 1,017,472**	**$ 859,001**	**$ 683,521**	**$ 291,329**

Factors Affecting Revenue

In 2019, charges for services are projected to be 3.6 percent, or $27,500 less than the 2019 Original Budget primarily due to underperforming ticket sales at the Aurora Fox Arts Center. This is offset by increased projected revenues from Cultural Arts Classes and Aurora Dance Arts. Intergovernmental revenues are also higher than the 2019 Original Budget, mainly attributable to a $178,000 grant for the Aurora History Museum.

In 2020, revenue before transfers is expected to increase $41,800 (3.7 percent) when compared to the 2019 Original Budget. This is primarily attributable to the expectation that the increased SCFD grants included in the 2019 projection will be funded at the same level in 2020.

The 2020 budget shows a decrease in total sources of $481,900 (14.4 percent) compared to the 2019 Original Budget. This is fueled by a decrease in transfers in from other funds in 2020 driven by a one-time transfer in 2019 not repeating.

Factors Affecting Expenditures

In 2019 total uses are projected to be $379,500 (11.8 percent) higher than the 2019 Original Budget. Driving factors include higher than budgeted spending on the DeLaney Loafing Shed Rehab grant, the 7/20 Memorial, and the Central Recreation Center project. Utilities expense also increased, partially due to increased performances and class offerings at Bicentennial Arts Center.

2020 expenditures are expected to be $193,900 (6.0 percent) higher than the 2019 Original Budget. The biggest driver is in personal services with an increase of 6.9 percent over the 2019 Original Budget. This variance is mostly attributable to increased pay for city employees and an additional 1.0 FTE approved with the 2019 Spring Supplemental.

Ending Funds Available

Funds available fluctuate primarily due to the timing of AIPP transfers in and subsequent expenditures for acquisition and maintenance of public art. The remaining programs in the fund maintain a small fund balance and generally spend annual revenues. In the 2020 Proposed Budget, the fund balance will decrease by $534,100 to $1.4 million which primarily consists of funds committed to AIPP in the amount of $1.3 million. By the end of 2024, the projected ending funds available are estimated at $291,300, most of which will be committed to AIPP. The Art in Public Places Commission maintains a five-year plan that envisions potential sites and estimates appropriate budgets for future acquisitions. The plan spends down much of the balance on projects in all six wards.

Debt Service Special Improvement District Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Taxes	$ 206,205	$ 110,234	$ 140,000	$ 114,000	$ 110,000
Investment Income/Other	30,210	13,186	8,863	10,604	7,480
Subtotal Revs Before Transfers In	**$ 236,415**	**$ 123,420**	**$ 148,863**	**$ 124,604**	**$ 117,480**
Transfers In (from other funds)	**-**	**-**	**-**	**-**	**-**
Total Sources Before Decrease in FA	**$ 236,415**	**$ 123,420**	**$ 148,863**	**$ 124,604**	**$ 117,480**
From Decrease in Funds Available	186,684	-	27,223	1,243	30,951
Total Sources	**$ 423,099**	**$ 123,420**	**$ 176,086**	**$ 125,847**	**$ 148,431**
USES OF FUNDS					
Expenditures					
Supplies & Services	$ 2,323	$ 1,232	$ 1,486	$ 1,243	$ 1,172
Debt Related	255,164	117,217	174,600	124,604	147,259
Subtotal Exps Before Transfers Out	**$ 257,487**	**$ 118,449**	**$ 176,086**	**$ 125,847**	**$ 148,431**
Transfers Out (to other funds)	**165,612**	**-**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 423,099**	**$ 118,449**	**$ 176,086**	**$ 125,847**	**$ 148,431**
To Increase Funds Available	-	4,971	-	-	-
Total Uses	**$ 423,099**	**$ 123,420**	**$ 176,086**	**$ 125,847**	**$ 148,431**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 213,907**	**$ 27,223**	**$ 27,223**	**$ 32,194**	**$ 30,951**
Net Changes in Funds Available	(186,684)	4,971	(27,223)	(1,243)	(30,951)
Total Ending Funds (Budgetary Basis)	**$ 27,223**	**$ 32,194**	**$ -**	**$ 30,951**	**$ -**
Components of Funds Available					
Restricted for Special Improvement Districts	$ 27,223	$ 32,194	$ -	$ 30,951	$ -

Purpose of the Fund

Expenditures in the Debt Service Special Improvement District Fund are for payments of principal and interest on special assessment revenue bonds. Funds available must be first spent on debt service or contractual payments associated with the Special Improvement Districts (SIDs). SID 1-10 (Dam East) is the only active SID for the 2018-2022 timeframe. The Dam East SID is for neighborhood fence construction.

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 123,420	$ 124,604	$ 117,480	$ 84,167	$ 74,613	$ -	$ -
Expenditures	118,449	125,847	148,431	84,167	74,613	-	-
Surplus/(Deficit)	**$ 4,971**	**$ (1,243)**	**$ (30,951)**	**$ -**	**$ -**	**$ -**	**$ -**
Funds Available							
Beginning	$ 27,223	$ 32,194	$ 30,951	$ -	$ -	$ -	$ -
Year-End Inc./(Dec.)	4,971	(1,243)	(30,951)	-	-	-	-
Ending Funds (Bud.)	**$ 32,194**	**$ 30,951**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Factors Affecting Revenue

Revenues are received from special assessments on properties that are part of the improvement district. These revenues fluctuate from year to year, primarily due to voluntary prepayment of assessments. The Dam East SID will be active through 2022 and will be the only active SID for the 2020 budget. Revenue projections for 2019 through 2022 assume the remaining receivable balance for the Dam East SID will be collected at a declining rate due to prepayments.

Factors Affecting Expenditures

Expenditures are for debt payments or contractual arrangements for SIDs. Prepayment of assessments, which is typical, allows for prepayment of debt which results in expenditures fluctuating from year to year. Timing differences often occur between collections and payments resulting in a year-end fund balance. The 2019 projection assumes all collections in that year are expended. For 2020, the expenditure budget assumes all collections to date are expended for a payment towards the Dam East SID. For 2021 and 2022, expenditures are matched to the anticipated revenue.

Ending Funds Available

In the long-term outlook, revenues and expenditures are projected to be balanced. Funds available only exist as a result of carryover in the timing of debt payments or remittance of payments. As a result, all funds are restricted for debt service or contractual payments associated with the SIDs.

Designated Revenues Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ -	$ 62,934	$ 429,849	$ 314,001	$ 429,849
Licenses and Permits	7,555	-	-	-	-
Charges for Services	1,403,354	1,171,114	1,181,051	3,479,400	3,551,400
Fines and Forfeitures	3,366,874	3,698,090	4,440,063	1,524,095	1,524,020
Investment Income	94,589	138,283	99,409	103,241	109,381
Other Revenues	808,397	268,692	103,076	103,076	143,076
Subtotal Revs Before Transfers In	**$ 5,680,769**	**$ 5,339,113**	**$ 6,253,448**	**$ 5,523,813**	**$ 5,757,726**
Transfers In (from other funds)	**922,013**	**1,456,821**	**443,863**	**768,172**	**607,806**
Total Sources Before Decrease in FA	**$ 6,602,782**	**$ 6,795,934**	**$ 6,697,311**	**$ 6,291,985**	**$ 6,365,532**
From Decrease in Funds Available	-	-	1,449,612	1,488,007	1,453,689
Total Sources	**$ 6,602,782**	**$ 6,795,934**	**$ 8,146,923**	**$ 7,779,992**	**$ 7,819,221**
USES OF FUNDS					
Expenditures					
Personal Services	$ 2,480,737	$ 2,542,084	$ 3,128,484	$ 2,402,497	$ 2,507,314
Supplies & Services	3,097,665	3,648,468	4,719,637	5,010,817	5,115,357
Interfund Charges	32,144	26,697	30,602	29,531	31,850
Capital Related	26,250	122,575	268,200	337,147	164,700
Subtotal Exps Before Transfers Out	**$ 5,636,796**	**$ 6,339,824**	**$ 8,146,923**	**$ 7,779,992**	**$ 7,819,221**
Transfers Out (to other funds)	**69,030**	**-**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 5,705,826**	**$ 6,339,824**	**$ 8,146,923**	**$ 7,779,992**	**$ 7,819,221**
To Increase Funds Available	896,956	456,110	-	-	-
Total Uses	**$ 6,602,782**	**$ 6,795,934**	**$ 8,146,923**	**$ 7,779,992**	**$ 7,819,221**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 8,787,167**	**$ 9,684,123**	**$ 8,912,210**	**$ 10,140,233**	**$ 8,652,226**
Net Changes in Funds Available	896,956	456,110	(1,449,612)	(1,488,007)	(1,453,689)
Total Ending Funds (Budgetary Basis)	**$ 9,684,123**	**$ 10,140,233**	**$ 7,462,598**	**$ 8,652,226**	**$ 7,198,537**
Components of Funds Available					
Committed for Designated Activities*	$ 9,684,123	$ 10,140,233	$ 7,462,598	$ 8,652,226	$ 7,198,537

* Committed for Designated Activities is not shown in the CAFR

Purpose of the Fund

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

Factors Affecting Revenue

Collections in the Designated Revenues Fund can vary significantly from year to year. In 2019, total fund sources, which includes transfers, are projected to be $405,300 (6.1 percent) lower than the 2019 Original Budget. Significant variances can be seen in the fines and forfeitures and charges for services categories. Prior to 2019, fines and forfeitures revenue included ticket surcharges and collections from the city's Photo Red Light Program. Aurora voters decided to eliminate the Photo Red Light Program and collections associated with photo red light violations ended on December 31, 2018. The related loss of revenue is reflected in the projected $2.9 million decrease when compared to the 2019 Original Budget. A $2.3 million increase in charges for services is expected to largely offset this decline in fund revenue but is designated for other uses. This increase is due to the implementation of a Destination Marketing Improvement Fee (DMIF), a $2.00 per room night fee for Aurora hotels exceeding 75 rooms. The fee will be utilized to increase the marketing and awareness of the City of Aurora as a premier destination for visitors. Transfers in 2019 are also projected to increase when compared to the 2019 Original Budget. This increase is due primarily to an ongoing transfer from the General Fund to pay for two positions in the Victim Assistance Program in an effort to continue current service levels in the face of declining surcharge revenue.

The 2020 fund sources will be $73,500 (1.2 percent) higher than the 2019 projection, due largely to an anticipated increase in DMIF revenue and collections associated with the Regional Crime Lab, partially offset by a decline in transfers in.

Factors Affecting Expenditures

Expenditures fluctuate year to year based on varied program activity, though tend to follow the pattern set forth by the revenue. In 2019, expenditures are projected to decrease by $366,900 (4.5 percent) compared to the 2019 Original Budget. This is mainly due to the discontinuation of the Photo Red Light Program, which not only eliminated program expenditures but also necessitated cuts in programs that relied on Photo Red Light Program revenues. This includes reduced agency funding in the Nexus, Victim Assistance, and Aurora for Youth programs, impacting the fund's supplies and services budget. The Photo Red Light Program was managed by 4.0 Civil FTEs which have been moved into the General Fund and 2.0 Career Service FTEs that have been eliminated as the employees have filled vacant positions in the city. These adjustments are the primary driver of the $726,000 decrease in personal services expenditures. Photo Red Light Program-related decreases in supplies and services are more than offset by a projected $2.3 million payment to Visit Aurora. The agency will use the newly-enacted Destination Marketing Improvement Fee to promote tourism in Aurora.

The 2020 budget is $39,200 (0.5 percent) higher than the 2019 projection. This increase is driven by costs related to the Regional Crime Lab and citywide pay increases.

Ending Funds Available

The funds available balance is projected to decrease by $1.5 million in both 2019 and 2020, primarily driven by incentive payments budgeted for revenues collected in prior years as well as certain surcharge programs remaining out of balance and continuing to draw down funds. Details for these programs can be found in the Court Surcharge Program Summary in Appendix 6.

Due to the difficulty of projecting meaningful future revenues and expenditures associated with the Designated Revenues Fund, normal projection methods cannot be utilized. Consequently, there is no long-range projection associated with the fund.

Development Review Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Licenses and Permits	$ 11,550,560	$ 13,033,424	$ 12,747,659	$ 12,752,894	$ 12,739,001
Charges for Services	4,095,811	4,560,674	3,860,428	4,666,746	4,521,694
Investment Income	180,085	237,422	210,777	263,446	274,069
Other Revenues	23,615	2,804	-	9,171	-
Subtotal Revs Before Transfers In	**$ 15,850,071**	**$ 17,834,324**	**$ 16,818,864**	**$ 17,692,257**	**$ 17,534,764**
Transfers In (from other funds)	**-**	**-**	**-**	**-**	**-**
Total Sources Before Decrease in FA	**$ 15,850,071**	**$ 17,834,324**	**$ 16,818,864**	**$ 17,692,257**	**$ 17,534,764**
From Decrease in Funds Available	287,674	-	-	-	702,502
Total Sources	**$ 16,137,745**	**$ 17,834,324**	**$ 16,818,864**	**$ 17,692,257**	**$ 18,237,266**
USES OF FUNDS					
Expenditures					
Personal Services	$ 10,649,064	$ 11,473,545	$ 12,129,647	$ 12,400,181	$ 13,160,720
Allocated expenses	53,000	252,372	258,716	258,716	265,980
Supplies & Services	3,572,024	2,799,897	1,696,849	2,100,175	1,943,193
Interfund Charges	195,301	198,245	207,177	229,145	232,036
Capital Related	81,262	45,981	75,000	75,000	405,000
Subtotal Exps Before Transfers Out	**$ 14,550,651**	**$ 14,770,040**	**$ 14,367,389**	**$ 15,063,217**	**$ 16,006,929**
Transfers Out (to other funds)	**1,587,094**	**2,006,371**	**2,156,909**	**2,156,909**	**2,230,337**
Total Uses Before Increase in FA	**$ 16,137,745**	**$ 16,776,411**	**$ 16,524,298**	**$ 17,220,126**	**$ 18,237,266**
To Increase Funds Available	-	1,057,913	294,566	472,131	-
Total Uses	**$ 16,137,745**	**$ 17,834,324**	**$ 16,818,864**	**$ 17,692,257**	**$ 18,237,266**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 10,938,478**	**$ 10,650,804**	**$ 10,584,458**	**$ 11,708,717**	**$ 12,180,848**
Net Changes in Funds Available	(287,674)	1,057,913	294,566	472,131	(702,502)
Total Ending Funds (Budgetary Basis)	**$ 10,650,804**	**$ 11,708,717**	**$ 10,879,024**	**$ 12,180,848**	**$ 11,478,346**
Components of Funds Available					
Committed for Development Review	$ 10,650,804	$ 11,708,717	$ 10,879,024	$ 12,180,848	$ 11,478,346

Purpose of the Fund

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

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 17,834,324	$ 17,692,257	$ 17,534,764	$ 17,507,479	$ 17,481,817	$ 17,463,122	$ 17,434,022
Expenditures	16,776,411	17,220,126	18,237,266	17,929,747	18,416,542	18,918,097	19,434,876
Surplus/(Deficit)	**$ 1,057,913**	**$ 472,131**	**$ (702,502)**	**$ (422,268)**	**$ (934,725)**	**$ (1,454,975)**	**$ (2,000,854)**
Funds Available							
Beginning	$ 10,650,804	$ 11,708,717	$ 12,180,848	$ 11,478,346	$ 11,056,078	$ 10,121,353	$ 8,666,378
Year-End Inc./(Dec.)	1,057,913	472,131	(702,502)	(422,268)	(934,725)	(1,454,975)	(2,000,854)
Ending Funds (Bud.)	**$ 11,708,717**	**$ 12,180,848**	**$ 11,478,346**	**$ 11,056,078**	**$ 10,121,353**	**$ 8,666,378**	**$ 6,665,524**

Factors Affecting Revenue

Revenue is dependent on construction and development activity. The city began to see a stabilizing trend in revenue growth in the latter half of 2017 and into 2018, but the first two quarters of 2019 are tracking close to 2018 rather than declining as expected. The 2019 revenue is projected to be $873,400 (5.2 percent) over budget.

Main revenue drivers in this fund are application fees and building permits which together account for over 90 percent of fund revenue. Total revenues are expected to slightly decrease by $157,500 (0.9 percent) in 2020 compared to the 2019 projection as building activity is presumed to have reached its peak in 2019. A conservative outlook has been assumed for fund revenues because the economy is in the mature phase of its cycle. Consequently, future revenue projections are based on flat growth in development, redevelopment, and construction.

Factors Affecting Expenditures

2019 projected fund expenditures are $695,800 (4.2 percent) higher than the 2019 Original Budget. Expenditures are largely driven by personnel. Personal services are projected to be $270,500 (2.2 percent) higher than the 2019 budget due to the mid-year activation of approved, unfunded FTE and increased overtime required to meet service level expectations at the current level of development and construction activity in Building Services. Supplies and services are projected to be $403,300 (23.8 percent) over budget, primarily due to design services associated with single point of entry and credit card fees exceeding past projections.

The 2020 budget is $1.7 million (10.4 percent) higher than the 2019 Original Budget. An increase in personal services of $1.0 million (8.5 percent) accounts for over half of the increase. The majority of the increase is due to the activation of 5.0 FTE in 2019 that were previously unfunded, and the transfer in of 1.0 FTE Project Engineer from the General Fund that will be reclassified to a Planning Manager. Of the 5.0 FTE activated, 3.0 FTE are in Public Works, 1.0 FTE is in Planning, and 1.0 FTE is in the Office of Development Assistance. The remaining increase in personal services is due to citywide compensation and benefit adjustments. The 2020 budget will see an increase in supplies and services by $246,300 (14.5 percent) compared to the 2019 budget. This is primarily due to contracted services to implement and support the business license component of the workflow management system (Accela) and is offset by the removal of one-time additions from the prior year. 2020 capital-related costs include a one-time addition of $330,000 for electronic document review software related to the workflow management system.

Ending Funds Available

Funds available are projected to decrease annually starting in 2020 with the increased staffing and system costs combined with stabilized revenue. Development-related revenue is anticipated to hold constant through 2024 resulting in a projected balance of $6.7 million in 2024, down 43.1 percent from 2018.

Enhanced E-911 Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Charges for Services	$ 5,000,178	$ 5,096,485	$ 5,069,767	$ 5,198,415	$ 5,276,391
Investment Income	127,533	181,602	127,000	195,000	181,000
Other Revenues	4,197	-	-	-	-
Subtotal Revs Before Transfers In	**$ 5,131,908**	**$ 5,278,087**	**$ 5,196,767**	**$ 5,393,415**	**$ 5,457,391**
Transfers In (from other funds)	**4,598,984**	**4,710,802**	**4,354,886**	**4,354,886**	**4,911,795**
Total Sources Before Decrease in FA	**$ 9,730,892**	**$ 9,988,889**	**$ 9,551,653**	**$ 9,748,301**	**$ 10,369,186**
From Decrease in Funds Available	-	-	363,463	-	4,941,778
Total Sources	**$ 9,730,892**	**$ 9,988,889**	**$ 9,915,116**	**$ 9,748,301**	**$ 15,310,964**
USES OF FUNDS					
Expenditures					
Personal Services	$ 5,482,061	$ 5,282,625	$ 5,596,705	$ 5,662,035	$ 6,064,282
Supplies & Services	1,452,477	2,063,057	2,470,751	2,263,077	2,515,867
Utilities	18,040	12,951	22,900	22,900	23,500
Interfund Charges	7,375	8,064	9,010	411	9,315
Capital Related	57,252	(32,467)	-	210,674	-
Capital Projects (Continuing Appropriation)	2,626,992	1,817,950	1,815,750	1,295,750	6,698,000
Subtotal Exps Before Transfers Out	**$ 9,644,197**	**$ 9,152,180**	**$ 9,915,116**	**$ 9,454,847**	**$ 15,310,964**
Transfers Out (to other funds)	**-**	**-**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 9,644,197**	**$ 9,152,180**	**$ 9,915,116**	**$ 9,454,847**	**$ 15,310,964**
To Increase Funds Available	86,695	836,709	-	293,454	-
Total Uses	**$ 9,730,892**	**$ 9,988,889**	**$ 9,915,116**	**$ 9,748,301**	**$ 15,310,964**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 6,211,584**	**$ 6,298,279**	**$ 6,998,733**	**$ 7,134,988**	**$ 7,428,442**
Net Changes in Funds Available	86,695	836,709	(363,463)	293,454	(4,941,778)
Total Ending Funds (Budgetary Basis)	**$ 6,298,279**	**$ 7,134,988**	**$ 6,635,270**	**$ 7,428,442**	**$ 2,486,664**
Components of Funds Available					
Restricted for E-911 Technology	$ 6,298,279	$ 7,134,988	$ 6,635,270	$ 7,428,442	$ 2,486,664

Purpose of the Fund

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

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 5,278,087	$ 5,393,415	$ 5,457,391	$ 5,394,406	$ 5,469,685	$ 5,521,586	$ 5,603,050
Transfers in	4,710,802	4,354,886	4,911,795	5,059,149	5,210,923	5,367,251	5,528,269
Expenditures, Operating	7,334,230	8,159,097	8,612,964	8,796,485	8,985,546	9,180,317	9,380,972
Expenditures, Capital	1,817,950	1,295,750	6,698,000	2,297,000	1,817,250	3,220,000	1,816,500
Surplus/(Deficit)	**$ 836,709**	**$ 293,454**	**$ (4,941,778)**	**$ (639,930)**	**$ (122,188)**	**$ (1,511,480)**	**$ (66,153)**
Funds Available							
Beginning	$ 6,298,279	$ 7,134,988	$ 7,428,442	$ 2,486,664	$ 1,846,734	$ 1,724,546	$ 213,066
Year-End Inc./(Dec.)	836,709	293,454	(4,941,778)	(639,930)	(122,188)	(1,511,480)	(66,153)
Ending Funds (Bud.)	**$ 7,134,988**	**$ 7,428,442**	**$ 2,486,664**	**$ 1,846,734**	**$ 1,724,546**	**$ 213,066**	**$ 146,913**

Factors Affecting Revenue

The 2019 revenue before transfers is projected to be $196,600 (3.8 percent) greater than the 2019 Original Budget. The top four traditional wireless and VOIP providers surcharge remittances were up 2.8 percent over 2018 actuals in the first third of 2019. The remaining communications companies are also trending upward. CenturyLink, Colorado's basic emergency service provider, is also trending up 7.5 percent as they move away from traditional wired lines and shift into providing different types of communications services.

Simultaneously, the city's share of the prepaid surcharge remittance is down approximately 12 percent compared to 2018. The prepaid surcharge is collected by the Colorado Department of Revenue and is distributed to the 911 agencies based on an annual percentage calculated on the number of 911 calls in a jurisdiction.

In 2016 the E-911 Fund began housing staff directly related to answering 911 calls, which were previously housed by the General Fund. A $4.9 million transfer from the General Fund is scheduled in 2020 to cover the cost of 65.0 FTEs. This transfer is $556,900 higher than the 2019 Original Budget, primarily due to a change in the call taker pay structure in order to improve retention rates.

Factors Affecting Expenditures

Total expenditures in 2019 are $460,300 (4.6 percent) less than the 2019 Original Budget, with a decrease in capital spending covering an expected increase in operating expenditures. The lapse of a radio system upgrade project causes the decrease in capital spending. Year-end operating expenditures in 2019 are projected to be $59,700 (0.7 percent) over the 2019 Original Budget. This overage is due to call-taker personal services wage increases and overtime expenses.

The 2020 budget is $5.4 million more than the 2019 Original Budget, due to both increases in operating and capital spending. The 2020 operating budget is $513,600 more than the 2019 Original Budget. The majority of the increase, $467,600, is in personal services, which includes increases for citywide pay adjustments and the change to the call taker pay schedule mentioned earlier.

The 2020 capital budget is $4.9 million more than the 2019 Original Budget as multiple projects previously not in the five year plan were added. The most significant is the implementation of a new computer-aided dispatch system for $3.0 million. In addition, $1.0 million was added for the installation of a dual uninterruptible power unit and $885,000 for communication center console replacements. More information on these and the remainder of the five-year plan can be found in the Capital Improvement Program section.

Ending Funds Available

The increase in capital projects noted cause the $4.9 million decrease in funds available in 2020. For the remainder of the five-year plan, capital spending is expected to decrease funds available to $146,900 in 2024, which is also the final year of the 800 MHz radio debt. That will free up $1.8 million annually in 2025 and beyond.

Fleet Management Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Charges for Services	$ 8,313,003	$ 8,765,762	$ 9,283,891	$ 9,586,205	$ 9,891,082
Investment Income	10,084	5,403	6,682	491	-
Other Revenues	58	744	20,000	1,194	20,000
Subtotal Revs Before Transfers In	**$ 8,323,145**	**$ 8,771,909**	**$ 9,310,573**	**$ 9,587,890**	**$ 9,911,082**
Transfers In (from other funds)	**-**	**72,500**	**254,000**	**454,000**	**261,620**
Total Sources Before Decrease in FA	**$ 8,323,145**	**$ 8,844,409**	**$ 9,564,573**	**$ 10,041,890**	**$ 10,172,702**
From Decrease in Funds Available	358,311	532,432	280,566	39,580	-
Total Sources	**$ 8,681,456**	**$ 9,376,841**	**$ 9,845,139**	**$ 10,081,470**	**$ 10,172,702**
USES OF FUNDS					
Expenditures					
Personal Services	$ 3,309,893	3,660,533	$ 4,070,961	$ 4,056,823	$ 4,336,237
Supplies & Services	5,094,374	5,477,443	5,407,768	5,705,365	5,404,109
Utilities	130,269	108,926	163,000	115,710	121,900
Interfund Charges	120,639	129,939	149,480	149,642	159,578
Capital Related	26,281	-	53,930	53,930	53,930
Subtotal Exps Before Transfers Out	**$ 8,681,456**	**$ 9,376,841**	**$ 9,845,139**	**$ 10,081,470**	**$ 10,075,754**
Transfers Out (to other funds)	**-**	**-**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 8,681,456**	**$ 9,376,841**	**$ 9,845,139**	**$ 10,081,470**	**$ 10,075,754**
To Increase Funds Available	-	-	-	-	96,948
Total Uses	**$ 8,681,456**	**$ 9,376,841**	**$ 9,845,139**	**$ 10,081,470**	**$ 10,172,702**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 1,006,460**	**$ 648,149**	**$ 589,487**	**$ 115,717**	**$ 76,137**
Net Changes in Funds Available	(358,311)	(532,432)	(280,566)	(39,580)	96,948
Total Ending Funds (Budgetary Basis)	**$ 648,149**	**$ 115,717**	**$ 308,921**	**$ 76,137**	**$ 173,085**
Components of Funds Available					
Assigned for Fleet Operations	$ 648,149	$ 115,717	$ 308,921	$ 76,137	$ 173,085

Purpose of the Fund

The Fleet Management Fund is an internal service fund responsible for the centralized fuel and maintenance costs for 3,460 city-owned motorized vehicles and equipment. Operations are funded by charges to departments to recover costs associated with the provision of these services. Expenditures for the fund are primarily driven by fuel and maintenance costs. As a result, fluctuations in the cost of fuel, labor, parts and sublets (outsourced repairs) can have a large impact on the fund.

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 8,844,409	$ 10,041,890	$ 10,172,702	$ 10,274,079	$ 10,546,950	$ 10,902,294	$ 11,270,047
Expenditures	9,376,841	10,081,470	10,075,754	10,183,119	10,546,950	10,902,294	11,270,047
Surplus/(Deficit)	**$ (532,432)**	**$ (39,580)**	**$ 96,948**	**$ 90,960**	**$ -**	**$ -**	**$ -**
Funds Available							
Beginning	$ 648,149	$ 115,717	$ 76,137	$ 173,085	$ 264,045	$ 264,045	$ 264,045
Year-End Inc./(Dec.)	(532,432)	(39,580)	96,948	90,960	-	-	-
Ending Funds (Bud.)	**$ 115,717**	**$ 76,137**	**$ 173,085**	**$ 264,045**	**$ 264,045**	**$ 264,045**	**$ 264,045**

Factors Affecting Revenue

Revenues include service charges to departments for city-owned vehicle repair and maintenance, fuel, and overhead. In 2019, revenue is projected to be $477,300 (5.0 percent) over the 2019 Original Budget. The increase is due primarily to higher-than-expected costs related to vehicle repairs being charged to other departments.

Overall revenue will increase $608,100 (6.4 percent) in 2020 compared to the 2019 Original Budget. Maintenance revenues are budgeted to increase $513,600 (9.7 percent) in 2020 to include all direct personal services costs as well as parts and sublets. Fleet overhead charges to departments will increase by $292,200 (18.2 percent) compared to the 2019 Original Budget to include all non-direct labor and expenses. Overhead charges are used to help recover indirect costs incurred by the fund for items such as utilities, replacement of tools and supplies, management, and administrative costs.

Factors Affecting Expenditures

Expenses in 2019 will be $236,300 (2.4 percent) higher than the 2019 Original Budget primarily due to higher parts and sublet costs ($230,600, 7.8 percent). Personal services in 2019 will be slightly lower than the 2019 Original Budget as lower expenses for contingent employees ($89,000) were partly offset by unbudgeted leave paid to a retiring long-term manager and tool allowances. The contingent-related variance is the result of a delay in staffing the two-year Fleet Apprenticeship Pilot Program approved to begin in 2019. The Apprenticeship Program is an effort to address turnover and the loss of staff due to retirements by partnering with local educational institutions to train future mechanics.

In 2020, personal services will drive overall expenses to increase $230,600 (2.3 percent) over the 2019 Original Budget due to compensation and benefit increases and equity adjustments resulting from a compensation study.

Ending Funds Available

Funds available are projected to decrease $39,600 (34.2 percent) in 2019, net of a mid-year General Fund infusion of $200,000 which will be needed to keep the fund from going negative. Efforts had been made to slowly draw down the fund balance beginning in 2016 as it had grown significantly, but in 2018 the fund was drawn down by $532,400 or 82.1 percent of the 2017 year-end balance, leaving a fund balance of $115,700. Analysis revealed that the amount of overhead being charged to operations was well below the overhead costs resulting in the need for the 2019 General Fund transfer. The overhead rate has been increased in the 2020 budget by 18.2 percent to cover those costs, and the fund is projected to increase slowly back to a desired level.

Gifts and Grants Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ 5,355,047	$ 11,932,452	$ 4,583,410	$ 18,876,825	$ 6,323,216
Charges for Services	145,698	116,341	152,673	80,722	88,164
Investment Income	16,844	25,259	5,799	95,552	9,335
Other Revenues	280,141	540,015	1,482,764	877,982	1,481,314
Subtotal Revs Before Transfers In	**$ 5,797,730**	**$ 12,614,067**	**$ 6,224,646**	**$ 19,931,081**	**$ 7,902,029**
Transfers In (from other funds)	**-**	**4,875**	**-**	**-**	**-**
Total Sources Before Decrease in FA	**$ 5,797,730**	**$ 12,618,942**	**$ 6,224,646**	**$ 19,931,081**	**$ 7,902,029**
From Decrease in Funds Available	-	-	285,404	-	-
Total Sources	**$ 5,797,730**	**$ 12,618,942**	**$ 6,510,050**	**$ 19,931,081**	**$ 7,902,029**
USES OF FUNDS					
Expenditures					
Personal Services	$ 1,821,849	$ 1,785,868	$ 3,108,958	$ 2,519,441	$ 2,153,116
Allocated Expenses	34,302	(4,952)	118,478	220,279	1,462,252
Supplies & Services	1,727,897	1,858,024	3,282,329	2,514,958	3,725,830
Interfund Charges	15,508	1,321	285	-	3,908
Capital Related	208,009	62,505	-	719,711	-
Capital Projects (Continuing Appropriations)	1,681,217	8,419,329	-	11,523,150	-
Subtotal Exps Before Transfers Out	**$ 5,488,782**	**$ 12,122,095**	**$ 6,510,050**	**$ 17,497,539**	**$ 7,345,106**
Transfers Out (to other funds)	**-**	**-**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 5,488,782**	**$ 12,122,095**	**$ 6,510,050**	**$ 17,497,539**	**$ 7,345,106**
To Increase Funds Available	308,948	496,847	-	2,433,542	556,923
Total Uses	**$ 5,797,730**	**$ 12,618,942**	**$ 6,510,050**	**$ 19,931,081**	**$ 7,902,029**
FUNDS AVAILABLE					
Beginning Funds Available	**$ 1,450,252**	**$ 1,759,200**	**$ 1,022,715**	**$ 2,256,047**	**$ 4,689,589**
Net Changes in Funds Available	308,948	496,847	(285,404)	2,433,542	556,923
Total Ending Funds (Budgetary Basis)	**$ 1,759,200**	**$ 2,256,047**	**$ 737,311**	**$ 4,689,589**	**$ 5,246,512**
Components of Funds Available					
Restricted for Future Gift and Grant Expenditures	$ 1,759,200	$ 2,256,047	$ 737,311	$ 4,689,589	$ 5,246,512

Purpose of the Fund

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

Factors Affecting Revenue

Due to the one-time nature of many of the Gifts and Grants, revenue totals can vary significantly from year to year. On average, more than 90 percent of the revenue comes in the form of intergovernmental revenue, which is received from other government agencies. The 2019 projected revenue is $13.7 million (220.2 percent) higher than the 2019 Original Budget, primarily attributable to increases in 2019 capital grants in Parks, Recreation, and Open Space (PROS). The department received $11.7 million more in grant funding than originally projected for the Buckley Buffer project. Another significant contributor was the Fire SAFER Grant of $2.5 million.

In 2020, revenue is forecast to decrease by $12.0 million (60.4 percent) compared to the 2019 projection and is more in line with historical adopted revenues budgets. The 2020 revenue is $1.7 million (26.9 percent) higher than the 2019 Original Budget.

Factors Affecting Expenditures

Expenditures, like revenues, can vary significantly from year to year, but tend to follow the pattern set forth by the revenue. In 2019, expenditures are projected to be $11.0 million (168.8 percent) higher than the 2019 Original Budget. This variance can be primarily attributed to capital projects within the PROS Department.

In 2020, expenditures are forecast to decrease $10.2 million (58.0 percent) from the 2019 projection. This decrease in expenditures is largely due to a reduction of spending on capital grants. Compared to the 2019 Original Budget, 2020 expenditures are forecast to increase by $835,100 (12.8 percent). The majority of the increase is in supplies and services related to PROS-related anticipated grants, such as Hunger Free Kids, Tony Grampsas Youth Services after-school programs, Summer Food Program, and Scientific and Cultural Facilities District grants, as well as a second Fire Department SAFER grant.

At the September 28 Budget Workshop, Council approved funding for the applicant share of a cost match grant to hire an additional 5.0 FTE. The personal services expenses will be offset by a $809,600 SAFER Grant over a three year period commencing in March 2020. The approved funding will add a fourth Emergency Operations Battalion Chief allowing AFR to safely manage two moderately complex incidents in the city simultaneously. In addition, Council added $100,000 for the 2020 portion of a three-year body-worn camera grant totaling $852,600 at the workshop. The grant will help alleviate significant cost increases which are expected with the expiration of the current contract at the end of 2020.

Ending Funds Available

Ending funds available in 2019 are projected to increase to $4.7 million, $4.0 million (536.0 percent) higher than the 2019 Original Budget, with most of that due to booking the entire initial Fire SAFER grant. In 2020, ending funds available are expected to increase $556,900 (11.9 percent) due to booking the second SAFER grant and body-worn camera grant. Due to the difficulty of projecting future revenue and expenditures associated with the Gifts and Grants Fund, normal projection methods cannot be utilized. Consequently, there is no long-range projection associated with the fund.

Golf Courses Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Charges for Services	$ 8,576,328	$ 7,957,205	$ 8,149,800	$ 7,892,800	$ 8,170,732
Investment Income	39,552	63,545	35,000	35,000	50,000
Other Revenues	34,683	38,835	5,500	5,500	5,500
Proceeds from sale of assets	-	-	-	-	-
Subtotal Revs Before Transfers In	**$ 8,650,563**	**$ 8,059,585**	**$ 8,190,300**	**$ 7,933,300**	**$ 8,226,232**
Transfers In (from other funds)	**150,000**	**150,000**	**150,000**	**150,000**	**250,000**
Total Sources Before Decrease in FA	**$ 8,800,563**	**$ 8,209,585**	**$ 8,340,300**	**$ 8,083,300**	**$ 8,476,232**
From Decrease in Funds Available	-	-	-	-	433,140
Total Sources	**$ 8,800,563**	**$ 8,209,585**	**$ 8,340,300**	**$ 8,083,300**	**$ 8,909,372**
USES OF FUNDS					
Expenditures					
Personal Services	$ 4,124,671	$ 4,010,252	$ 4,200,501	$ 4,134,681	$ 4,435,854
Supplies & Services	1,817,771	1,790,746	1,641,786	1,601,415	1,670,165
Utilities	1,079,037	998,413	1,042,600	1,024,600	1,023,000
Interfund Charges	191,672	200,547	210,376	210,376	222,870
Debt Related	448,826	372,187	391,680	391,680	410,180
Capital Related	-	44,192	133,303	133,303	97,303
Capital Projects (Continuing Appropriation)	350,000	250,000	250,000	250,000	850,000
Subtotal Exps Before Transfers Out	**$ 8,011,977**	**$ 7,666,337**	**$ 7,870,246**	**$ 7,746,055**	**$ 8,709,372**
Transfers Out (to other funds)	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**
Total Uses Before Increase in FA	**$ 8,211,977**	**$ 7,866,337**	**$ 8,070,246**	**$ 7,946,055**	**$ 8,909,372**
To Increase Funds Available	588,586	343,248	270,054	137,245	-
Total Uses	**$ 8,800,563**	**$ 8,209,585**	**$ 8,340,300**	**$ 8,083,300**	**$ 8,909,372**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 1,777,520**	**$ 2,366,106**	**$ 2,666,632**	**$ 2,709,354**	**$ 2,846,599**
Net Changes in Funds Available	588,586	343,248	270,054	137,245	(433,140)
Total Ending Funds (Budgetary Basis)	**$ 2,366,106**	**$ 2,709,354**	**$ 2,936,686**	**$ 2,846,599**	**$ 2,413,459**
Components of Funds Available					
Assigned for Golf	$ 2,366,106	$ 2,709,354	$ 2,936,686	$ 2,846,599	$ 2,413,459

Purpose of the Fund

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

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 8,209,585	$ 8,083,300	$ 8,476,232	$ 8,576,787	$ 8,677,348	$ 8,777,914	$ 8,878,486
Expenditures, Operating	7,616,337	7,696,055	8,059,372	8,123,437	8,261,236	8,479,200	8,703,571
Expenditures, Capital	250,000	250,000	850,000	700,000	250,000	250,000	575,000
Surplus/(Deficit)	**$ 343,248**	**$ 137,245**	**$ (433,140)**	**$ (246,650)**	**$ 166,112**	**$ 48,714**	**$ (400,085)**
Funds Available							
Beginning	$ 2,366,106	$ 2,709,354	$ 2,846,599	$ 2,413,459	$ 2,166,809	$ 2,332,921	$ 2,381,635
Year-End Inc./(Dec.)	343,248	137,245	(433,140)	(246,650)	166,112	48,714	(400,085)
Ending Funds (Bud.)	**$ 2,709,354**	**$ 2,846,599**	**$ 2,413,459**	**$ 2,166,809**	**$ 2,332,921**	**$ 2,381,635**	**$ 1,981,550**

Factors Affecting Revenue

The majority of revenue in any given year comes from green fees and cart rental fees. These fees are included in the charges for services category. The 2019 Projection is lower than the 2019 Original Budget by 3.1 percent ($257,000). The decrease in revenues is entirely within the external charges for services category and is attributable to poor weather conditions through June, resulting in fewer golf rounds played during the first half of the year.

The 2020 budget revenues are expected to increase by 4.9 percent ($392,900) over the 2019 projection, assuming the return to more typical weather conditions. Revenues are projected to continue to grow consistently from 2021 through 2024 by approximately $100,000 annually.

Factors Affecting Expenses

Annual expenses typically are $200,000 to $600,000 below revenues in any given year in order to maintain fund balance. The 2019 projected operating expense is lower than the 2019 Original Budget by $124,200 (1.6 percent). This is mainly attributable to significant wet weather driving down costs for supplies & services and utilities.

For the 2020 budget, operating expenditures are $239,100 (3.1 percent) higher than the 2019 Original Budget. Personal services account for most of this with an increase of $235,400 (5.6 percent). In addition to the citywide pay and benefits increase, personal services also includes a seasonal position wage increase amendment. Additional details for this amendment can be found in the department pages.

Capital expenditures in the 2020 budget are $600,000 more than the 2019 Original Budget, with additional spending on Golf infrastructure capital projects. Additional detail can be found in the Capital Improvement Program Section.

Ending Funds Available

The 2019 ending funds available are projected to be lower than the 2019 Original Budget by $90,100 or 3.1 percent, due to lower projected revenues. Funds available in 2019 are projected to increase by $137,200 (5.1 percent). Ending funds available will decrease to $2.0 million through 2024, primarily due to increases in capital spending in 2020, 2021, and 2024.

Marijuana Tax Revenue Fund Summary

	*2017 Actual	*2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Taxes	$ 6,932,975	$ 8,289,877	$ 8,939,226	$ 8,866,856	$ 9,239,226
Intergovernmental	1,466,280	1,487,447	1,588,645	1,554,336	1,588,645
Investment income	40,893	128,433	113,916	90,000	115,000
Subtotal Revs Before Transfers In	**$ 8,440,148**	**$ 9,905,757**	**$ 10,641,787**	**$ 10,511,192**	**$ 10,942,871**
Transfers In (from other funds)	**1,089,848**	**-**	**-**	**-**	**-**
Total Sources Before Decrease in FA	**$ 9,529,996**	**$ 9,905,757**	**$ 10,641,787**	**$ 10,511,192**	**$ 10,942,871**
From Decrease in Funds Available	-	908,268	959,125	1,089,720	-
Total Sources	**$ 9,529,996**	**$ 10,814,025**	**$ 11,600,912**	**$ 11,600,912**	**$ 10,942,871**
USES OF FUNDS					
Expenditures					
Supplies and Services	$ 2,060,889	$ 2,466,525	$ 3,350,912	$ 3,350,912	$ 2,176,194
Subtotal Exps Before Transfers Out	**$ 2,060,889**	**$ 2,466,525**	**$ 3,350,912**	**$ 3,350,912**	**$ 2,176,194**
Transfers Out (to other funds)	**4,301,320**	**8,347,500**	**8,250,000**	**8,250,000**	**8,250,000**
Total Uses Before Increase in FA	**$ 6,362,209**	**$ 10,814,025**	**$ 11,600,912**	**$ 11,600,912**	**$ 10,426,194**
To Increase Funds Available	3,167,787	-	-	-	516,677
Total Uses	**$ 9,529,996**	**$ 10,814,025**	**$ 11,600,912**	**$ 11,600,912**	**$ 10,942,871**

FUNDS AVAILABLE					
Beginning Funds Available	**$ -**	**$ 3,167,787**	**$ 2,164,666**	**$ 2,259,519**	**$ 1,169,799**
Net Changes in Funds Available	3,167,787	(908,268)	(959,125)	(1,089,720)	516,677
Total Ending Funds (Budgetary Basis)	**$ 3,167,787**	**$ 2,259,519**	**$ 1,205,541**	**$ 1,169,799**	**$ 1,686,476**
Components of Funds Available					
Committed for Homeless Svcs/Housing	$ 221,271	$ 1,232,718	$ -	$ -	$ -
Unassigned	2,946,516	1,026,801	1,205,541	1,169,799	1,686,476

* 2017 and 2018 revenues differ from the CAFR as the CAFR reports a portion of 2017 revenues in 2018 whereas the fund summary does not.

Purpose of the Fund

Voters approved Amendment 64 in 2012 prompting City Council to consider entering the retail marijuana industry which they did in 2014, providing new revenue sources for the city. In 2014, Aurora voters approved a 5.75 percent city sales tax on retail marijuana products and 5.0 percent excise tax on the sale or transfer of unprocessed retail marijuana from cultivation facilities. Aurora voters also granted the city permission to increase or decrease the sales tax rate without further voter approval so long as the rate of taxation does not exceed 10.0 percent. In 2017, City Council increased the city's retail marijuana sales tax rate from 5.75 percent to 7.75 percent effective July 1, 2017 to fund homelessness services and housing projects. Additionally, the city collects 10.0 percent of the 15.0 percent state special sales tax based on the sale of retail marijuana within the city's boundaries. From 2014 to 2016, marijuana sales and excise tax revenue was collected in the city's General Fund and set aside for Council's determination of use. In 2017, a separate Marijuana Tax Revenue Fund was created. The 0.25 percent sales tax dedicated to public safety is in the General Fund.

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 9,905,757	$ 10,511,192	$ 10,942,871	$ 10,947,871	$ 10,947,871	$ 10,947,871	$ 10,947,871
Expenditures	10,814,025	11,600,912	10,426,194	10,425,194	10,169,194	10,166,194	10,163,194
Surplus/(Deficit)	**$ (908,268)**	**$ (1,089,720)**	**$ 516,677**	**$ 522,677**	**$ 778,677**	**$ 781,677**	**$ 784,677**
Funds Available							
Beginning	$ 3,167,787	$ 2,259,519	$ 1,169,799	$ 1,686,476	$ 2,209,153	$ 2,987,830	$ 3,769,507
Year-End Inc./(Dec.)	(908,268)	(1,089,720)	516,677	522,677	778,677	781,677	784,677
Ending Funds (Bud.)	**$ 2,259,519**	**$ 1,169,799**	**$ 1,686,476**	**$ 2,209,153**	**$ 2,987,830**	**$ 3,769,507**	**$ 4,554,184**

Factors Affecting Revenue

Since entering the retail marijuana industry through 2018, the city has collected $32.3 million in related tax revenues. Between 2014 and 2016, revenues were deposited in the General Fund and were largely allocated to transportation and homelessness projects, Nexus, and debt service towards the new Central Recreation Center. The remaining funds available were transferred from the General Fund to the Marijuana Tax Revenue Fund in 2017.

In 2019, the retail marijuana industry in Aurora is projected to generate $130,600 less than budgeted, largely due to a store closure for a part of the year (which negatively impacts sales tax revenue), the state shareback, and interest. As another store has opened in its place, this revenue dip is not expected to continue. City Council has limited the number of retail marijuana stores in Aurora to 24. All 24 stores and 20 cultivation facilities are projected to be in operation by the end of 2019.

In 2020, a full year of revenue collections from 24 stores and the opening of one cultivation facility is expected to push revenue $431,700 over the 2019 projection. Of the additional revenue, city ordinance dedicates $45,700 to homelessness services and housing projects. Marijuana tax revenue is expected to stabilize in 2020. Volatility in wholesale prices could, however, present a risk to this forecast.

Factors Affecting Expenditures

Council-approved projects include ongoing appropriation of $4.0 million to cover debt payments for the Central Recreation Center and Southeast Recreation Center and $4.0 million to cover road projects. Other projects include five-year funding of $250,000 annually for median projects and a one-time appropriation of $2.1 million for road maintenance projects in 2018. Council also allocated $4.5 million over three years to homelessness services and housing projects, the third installment of which was budgeted in 2018. Additionally, Council's increase of the city's sales tax rate by 2.0 percent in 2017 has created an ongoing funding source for homelessness assistance. In 2019, $1.2 million in one-time accumulated funds available was added to the budget. This is not expected to reoccur in 2020 which is the primary reason for the $1.2 million decrease in supplies and services from the 2019 Original Budget. Appendix 9 provides additional detail on this fund.

Ending Funds Available

Funds available tends to ebb and flow with Council uses. The city is projected to generate $4.6 million in funds available by 2024. Fund utilization is determined by City Council during the budget process and at special study sessions.

Open Space Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ 8,327,308	$ 8,846,868	$ 9,169,589	$ 9,265,510	$ 9,562,007
Investment Income	169,032	250,022	189,880	278,000	280,780
Subtotal Revs Before Transfers In	**$ 8,496,340**	**$ 9,096,890**	**$ 9,359,469**	**$ 9,543,510**	**$ 9,842,787**
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	**$ 8,496,340**	**$ 9,096,890**	**$ 9,359,469**	**$ 9,543,510**	**$ 9,842,787**
From Decrease in Funds Available	-	14,606	1,439,883	900,938	945,597
Total Sources	**$ 8,496,340**	**$ 9,111,496**	**$ 10,799,352**	**$ 10,444,448**	**$ 10,788,384**
USES OF FUNDS					
Expenditures					
Personal Services	$ 2,890,534	$ 3,277,048	$ 3,740,884	$ 3,735,980	$ 3,911,299
Supplies & Services	365,673	354,273	223,716	223,716	223,716
Interfund Charges	71,046	76,729	82,868	82,868	88,669
Debt Related	1,122,537	1,121,585	1,120,000	1,120,000	1,123,250
Capital Related	36,466	58,194	-	-	-
Capital Projects (Continuing Appropriation)	2,357,500	4,223,667	5,631,884	5,281,884	5,441,450
Subtotal Exps Before Transfers Out	**$ 6,843,756**	**$ 9,111,496**	**$ 10,799,352**	**$ 10,444,448**	**$ 10,788,384**
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	**$ 6,843,756**	**$ 9,111,496**	**$ 10,799,352**	**$ 10,444,448**	**$ 10,788,384**
To Increase Funds Available	1,652,584	-	-	-	-
Total Uses	**$ 8,496,340**	**$ 9,111,496**	**$ 10,799,352**	**$ 10,444,448**	**$ 10,788,384**
FUNDS AVAILABLE					
Beginning Funds Available	**$ 1,166,481**	**$ 2,819,065**	**$ 2,719,169**	**$ 2,804,459**	**$ 1,903,521**
Net Changes in Funds Available	1,652,584	(14,606)	(1,439,883)	(900,938)	(945,597)
Total Ending Funds (Budgetary Basis)	**$ 2,819,065**	**$ 2,804,459**	**$ 1,279,286**	**$ 1,903,521**	**$ 957,924**
Components of Funds Available					
Restricted for Open Space	$ 2,819,065	$ 2,804,459	$ 1,279,286	$ 1,903,521	$ 957,924

Purpose of the Fund

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

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 9,096,890	$ 9,543,510	$ 9,842,787	$ 10,146,798	$ 10,544,162	$ 10,957,336	$ 11,386,951
Expenditures, Operating	4,887,829	5,162,564	5,346,934	5,470,593	5,595,842	5,727,804	5,861,360
Expenditures, Capital	4,223,667	5,281,884	5,441,450	4,902,617	4,550,583	4,785,148	4,535,000
Surplus/(Deficit)	**$ (14,606)**	**$ (900,938)**	**$ (945,597)**	**$ (226,412)**	**$ 397,737**	**$ 444,384**	**$ 990,591**
Funds Available							
Beginning	$ 2,819,065	$ 2,804,459	$ 1,903,521	$ 957,924	$ 731,512	$ 1,129,249	$ 1,573,633
Year-End Inc./(Dec.)	(14,606)	(900,938)	(945,597)	(226,412)	397,737	444,384	990,591
Ending Funds (Bud.)	**$ 2,804,459**	**$ 1,903,521**	**$ 957,924**	**$ 731,512**	**$ 1,129,249**	**$ 1,573,633**	**$ 2,564,224**

Factors Affecting Revenue

The majority of the year-to-year variation in this fund is related to intergovernmental revenue tied to sales tax. This revenue stream is expected to grow throughout the fund summary, although future growth is not expected to be as robust as previous years. Interest, which grew significantly in 2018 due to rising interest rates, is expected to be fairly stable.

Factors Affecting Expenditures

The majority of the expenditure variation from year to year is dependent on a combination of one-time and multi-year capital project expenditures in the fund. Capital expenditures vary significantly from year-to-year. For example, in 2017, less than $2.4 million was spent. Spending in 2019 is expected to be over twice that amount. The 2019 capital plan is $350,000 less than initially budgeted due to a lapse of the Fletcher Park project. Significant capital projects in 2019 include Central Community Park development, Havana Heights Park Improvements, and Fulton Park Improvements. Significant capital projects in 2020 include Tollgate Crossing Park Development, numerous park and playground improvement projects (Kingsboro, Havana, Village East, Hoffman and Sidecreek), vault toilet replacement at Great Plains Park, and new funding for turf conversion and irrigation renovation projects to reduce water usage. Future capital expenditures are projected to remain around the $4.5 to $4.9 million range. Significant capital projects during the five-year plan include projects such as Triple Creek Improvements, Aurora Reservoir Improvements, Court Replacement, Ballfield Renovation, Trail Replacement, and Moorhead debt service. Details for projects in the out-years can be found in the Parks, Recreation and Open Space Detail By Project report in the Capital Improvement Program Detail Appendix.

Concerning operating expenditures, the year-to-year variances are primarily due to personal services adjustments. In the 2020 Proposed Budget, a 3.0 percent pay increase and a 5.0 percent insurance increase will drive the $170,400 (4.6 percent) increase over the 2019 original personal services budget. The remainder of the expenditure types are basically static.

Ending Funds Available

The use of funds available typically follows the capital plan. In years with relatively low capital spending, like 2017, funds available increase. In years with more capital spending, like 2019, funds available decrease. The 2020 use of $945,600 in funds available represents a 49.7 percent decrease in funds available. Funds available are projected to increase in three of the four out-years, ending in 2024 with $2.6 million.

Parking and Mobility Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Charges for Services	$ 140,980	$ 258,146	$ 185,000	$ 305,133	$ 227,210
Intergovernmental	96,390	98,318	94,500	94,500	102,290
Fines and Forfeitures	234,671	248,713	215,000	184,336	215,000
Other Revenue	17,685	108	-	-	-
Subtotal Revs Before Transfers In	**$ 489,726**	**$ 605,285**	**$ 494,500**	**$ 583,969**	**$ 544,500**
Transfers In (from other funds)	**319,537**	**313,603**	**552,265**	**551,726**	**490,905**
Total Sources Before Decrease in FA	**$ 809,263**	**$ 918,888**	**$ 1,046,765**	**$ 1,135,695**	**$ 1,035,405**
From Decrease in Funds Available	-	-	-	540	-
Total Sources	**$ 809,263**	**$ 918,888**	**$ 1,046,765**	**$ 1,136,235**	**$ 1,035,405**
USES OF FUNDS					
Expenditures					
Personal Services	$ 124,543	$ 287,809	$ 295,250	$ 300,003	$ 281,288
Supplies and Services	680,665	625,408	748,224	830,282	748,224
Interfund Charges	4,055	5,131	3,291	5,950	5,893
Subtotal Exps Before Transfers Out	**$ 809,263**	**$ 918,348**	**$ 1,046,765**	**$ 1,136,235**	**$ 1,035,405**
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	**$ 809,263**	**$ 918,348**	**$ 1,046,765**	**$ 1,136,235**	**$ 1,035,405**
To Increase Funds Available	-	540	-	-	-
Total Uses	**$ 809,263**	**$ 918,888**	**$ 1,046,765**	**$ 1,136,235**	**$ 1,035,405**

FUNDS AVAILABLE					
Beginning Funds Available	**$ -**	**$ -**	$ -	$ 540	$ -
Net Changes in Funds Available	-	540	-	**(540)**	-
Total Ending Funds (Budgetary Basis)	**$ -**	**$ 540**	**$ -**	**$ -**	**$ -**

Purpose of the Fund

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

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 605,285	$ 583,969	$ 544,500	$ 571,661	$ 602,157	$ 636,378	$ 674,769
Transfers In	313,603	551,726	490,905	487,560	$ 481,461	$ 472,233	459,449
Expenditures	918,348	1,136,235	1,035,405	1,059,221	$ 1,083,618	$ 1,108,611	1,134,218
Surplus/(Deficit)	**$ 540**	**$ (540)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Funds Available							
Beginning	$ -	$ 540	$ -	$ -	$ -	$ -	$ -
Year-End Inc./(Dec.)	540	(540)	-	-	-	-	-
Ending Funds (Bud.)	**$ 540**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Factors Affecting Revenue

The original assumptions for the revenue related to the fund are based on projected RTD ridership on the new "R" line, the stabilization period length (how long it takes for the public to utilize this new mobility option), station area investments and redevelopment that will increase parking demand, citations issued, and the collection rates.

In 2019, the majority of revenue has come from self parking and the sale of monthly parking passes for the Iliff Station garage, and fines and forfeitures from the program actively monitoring parking rules and regulations. Fines and forfeitures are expected to decrease over time as people become more aware of the parking regulations. Total revenues in 2019 are projected to be $89,500 (18.1 percent) more than the 2019 Original Budget. Charges for services revenue is projected to be particularly strong.

By 2020, total revenue will increase by $50,000 (10.1 percent) from the 2019 Original Budget. Charges for services are expected to increase compared to the 2019 budget but be less than the 2019 projection. It is anticipated that activity at the RTD stations will grow, but not at the rate originally projected when the program started. The original $94,500 of intergovernmental revenue from RTD will escalate annually at a rate of two percent to address annual increases in operations and maintenance expenses. A large part of the revenue will come from charges for service as the parking program continues to mature. The General Fund subsidy will be adjusted to maintain zero funds available.

Factors Affecting Expenditures

The Parking and Mobility Fund includes a vendor contract to provide turn-key professional parking management service focused on: off-street parking; on-street parking; parking permit issuance; parking enforcement; citation adjudication and administration (including hearing officers); meter operation; and a customer service portal. As this is still a newer operation, enforcement staffing levels based on citizen responses and coverage expectations will affect the future growth of the expenditures. Additional pay station purchases, enforcement, and equipment and supplies costs in the out-years drive much of the increase.

In 2019, expenditures are projected to be over budget by $89,500 (8.6 percent). This is due to hiring a position at above budgeted salary and increased contracted services costs. However, the increase in expenditures is offset by increased revenue. In 2020, expenditures will decrease by 11,400 (1.1 percent) compared to the 2019 Original Budget. This is due to lower than planned benefit election costs.

Ending Funds Available

A subsidy from the General Fund is necessary for balancing of the fund and may be required for a more extended period than what was originally planned due to lower than expected RTD ridership. Until the point that revenue exceeds expenditures, funds available will remain at zero in the Parking and Mobility Fund.

Parks Development Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Investment Income	$ 105,819	$ 200,144	$ 176,750	$ 260,000	$ 265,125
Other Revenues	1,749,890	4,383,729	1,300,000	1,350,000	1,300,000
Subtotal Revs Before Transfers In	**$ 1,855,709**	**$ 4,583,873**	**$ 1,476,750**	**$ 1,610,000**	**$ 1,565,125**
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	**$ 1,855,709**	**$ 4,583,873**	**$ 1,476,750**	**$ 1,610,000**	**$ 1,565,125**
From Decrease in Funds Available	-	-	890,724	759,508	-
Total Sources	**$ 1,855,709**	**$ 4,583,873**	**$ 2,367,474**	**$ 2,369,508**	**$ 1,565,125**
USES OF FUNDS					
Expenditures					
Personal Services	$ 85,158	$ 87,249	$ 90,281	$ 90,281	$ 93,563
Capital Projects (Continuing Appropriation)	966,751	(29,589)	2,277,193	2,279,227	212,200
Subtotal Exps Before Transfers Out	**$ 1,051,909**	**$ 57,660**	**$ 2,367,474**	**$ 2,369,508**	**$ 305,763**
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	**$ 1,051,909**	**$ 57,660**	**$ 2,367,474**	**$ 2,369,508**	**$ 305,763**
To Increase Funds Available	803,800	4,526,213	-	-	1,259,362
Total Uses	**$ 1,855,709**	**$ 4,583,873**	**$ 2,367,474**	**$ 2,369,508**	**$ 1,565,125**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 6,398,459**	**$ 7,202,259**	**$ 9,750,857**	**$ 11,728,472**	**$ 10,968,964**
Net Changes in Funds Available	803,800	4,526,213	(890,724)	(759,508)	1,259,362
Total Ending Funds (Budgetary Basis)	**$ 7,202,259**	**$ 11,728,472**	**$ 8,860,133**	**$ 10,968,964**	**$ 12,228,326**
Components of Funds Available					
Restricted for Parks Development	$ 7,202,259	$ 11,728,472	$ 8,860,133	$ 10,968,964	$ 12,228,326

Purpose of the Fund

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

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 4,583,873	$ 1,610,000	$ 1,565,125	$ 1,567,776	$ 1,570,454	$ 1,573,159	$ 1,575,890
Expenditures, Operating	87,249	90,281	93,563	96,370	99,261	102,239	105,306
Expenditures, Capital	(29,589)	2,279,227	212,200	308,400	-	-	-
Surplus/(Deficit)	**$ 4,526,213**	**$ (759,508)**	**$ 1,259,362**	**$ 1,163,006**	**$ 1,471,193**	**$ 1,470,920**	**$ 1,470,584**
Funds Available							
Beginning	$ 7,202,259	$ 11,728,472	$ 10,968,964	$ 12,228,326	$ 13,391,332	$ 14,862,525	$ 16,333,445
Year-End Inc./(Dec.)	4,526,213	(759,508)	1,259,362	1,163,006	1,471,193	1,470,920	1,470,584
Ending Funds (Bud.)	**$ 11,728,472**	**$ 10,968,964**	**$ 12,228,326**	**$ 13,391,332**	**$ 14,862,525**	**$ 16,333,445**	**$ 17,804,029**

Factors Affecting Revenue

Development revenue makes up the majority of revenue in any given year and tends to be sporadic, with 2018 eclipsing the revenue of other years. In 2019, an increase in investment income is the primary driver of the $133,300 (9.0 percent) gain in revenue over the 2019 Original Budget. Development revenue is collected with building permits and is difficult to project. Year-to-date revenue collection in 2019 indicates a slight decrease for 2020 and revenues remain steady throughout the five-year plan.

Factors Affecting Expenditures

Expenditures in this fund can vary from year to year, depending on the capital projects funded at the time and the amount collected for each development. Revenues must be spent on neighborhood and community parks in the areas from which the revenues were collected. Revenues are reviewed annually to identify appropriate expenditure opportunities for the next two years.

Canterbury Park and Tollgate Crossing account for the majority of the 2017 capital. A lapse of a previously budgeted project caused the negative amounts in 2018. Red-Tailed Hawk Park Phase II at a cost of $1.9 million is the primary project in the 2019 projection. Village East Park Improvements in 2020 and Crestridge Park Renovations in 2021 drive the capital spending in those years. Operating expenditures are expected to remain relatively constant throughout.

Ending Funds Available

For the years with significant capital projects, funds available are expected to decline, such as 2019, in which funds available is expected to decline $759,500 (6.5 percent). In the years without significant capital, funds available are projected to increase as it builds up funds for large projects. By 2024, funds available are projected to grow to $17.8 million.

Recreation Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ 475,176	$ 497,981	$ 573,000	$ 395,400	$ 585,000
Charges for Services	5,952,143	6,272,553	6,787,361	6,866,148	7,462,600
Investment Income	10,773	20,710	14,000	30,000	30,000
Other Revenues	210,304	99,400	74,000	55,326	86,000
Subtotal Revs Before Transfers In	**$ 6,648,396**	**$ 6,890,644**	**$ 7,448,361**	**$ 7,346,874**	**$ 8,163,600**
Transfers In (from other funds)	**4,956,055**	**5,072,107**	**5,939,530**	**5,939,530**	**6,483,952**
Total Sources Before Decrease in FA	**$ 11,604,451**	**$ 11,962,751**	**$ 13,387,891**	**$ 13,286,404**	**$ 14,647,552**
From Decrease in Funds Available	-	56,390	469,926	359,686	-
Total Sources	**$ 11,604,451**	**$ 12,019,141**	**$ 13,857,817**	**$ 13,646,090**	**$ 14,647,552**
USES OF FUNDS					
Expenditures					
Personal Services	$ 7,496,570	$ 8,116,187	$ 10,206,957	$ 9,723,734	$ 10,583,450
Supplies & Services	2,802,550	2,894,183	2,384,038	2,572,061	2,562,331
Utilities	747,007	810,687	1,006,716	1,086,739	1,108,400
Interfund Charges	169,322	199,016	210,106	210,106	223,177
Capital Related	(4,438)	(932)	-	3,450	55,000
Subtotal Exps Before Transfers Out	**$ 11,211,011**	**$ 12,019,141**	**$ 13,807,817**	**$ 13,596,090**	**$ 14,532,358**
Transfers Out (to other funds)	**-**	**-**	**50,000**	**50,000**	**-**
Total Uses Before Increase in FA	**$ 11,211,011**	**$ 12,019,141**	**$ 13,857,817**	**$ 13,646,090**	**$ 14,532,358**
To Increase Funds Available	393,440	-	-	-	115,194
Total Uses	**$ 11,604,451**	**$ 12,019,141**	**$ 13,857,817**	**$ 13,646,090**	**$ 14,647,552**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 899,568**	**$ 1,293,008**	**$ 1,053,436**	**$ 1,236,618**	**$ 876,932**
Net Changes in Funds Available	393,440	(56,390)	(469,926)	(359,686)	115,194
Total Ending Funds (Budgetary Basis)	**$ 1,293,008**	**$ 1,236,618**	**$ 583,510**	**$ 876,932**	**$ 992,126**
Components of Funds Available					
Assigned for Recreation Services	$ 1,293,008	$ 1,236,618	$ 583,510	$ 876,932	$ 992,126

Purpose of the Fund

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

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 11,962,751	$ 13,286,404	$ 14,647,552	$ 14,901,631	$ 15,806,056	$ 17,224,168	$ 18,160,982
Expenditures	12,019,141	13,646,090	14,532,358	14,852,588	15,489,920	17,889,759	18,362,024
Surplus/(Deficit)	**$ (56,390)**	**$ (359,686)**	**$ 115,194**	**$ 49,043**	**$ 316,136**	**$ (665,591)**	**$ (201,042)**
Funds Available							
Beginning	$ 1,293,008	$ 1,236,618	$ 876,932	$ 992,126	$ 1,041,169	$ 1,357,305	$ 691,714
Year-End Inc./(Dec.)	(56,390)	(359,686)	115,194	49,043	316,136	(665,591)	(201,042)
Ending Funds (Bud.)	**$ 1,236,618**	**$ 876,932**	**$ 992,126**	**$ 1,041,169**	**$ 1,357,305**	**$ 691,714**	**$ 490,672**

Factors Affecting Revenue

Year-to-year revenue variation in this fund is primarily related to revenue from user fees. In 2019, the attendance at the recently opened Central Recreation Center and strong synthetic turf field rentals at Aurora Sports Park offset revenue losses in Sports programs, field rentals, and out-door pools due to significant wet weather during the first half of the year.

The 2019 revenue is projected to decrease $101,500 (1.4 percent) from the 2019 Original Budget due primarily to a one-time reduction in federal reimbursements from Medicare and Medicaid programs associated with Morning Star programs. Total revenue in 2020, excluding transfers, is expected to increase $715,200 (9.6 percent) over the 2019 Original Budget as revenues are realized from a full year of operations at the Central Recreation Center. Continued strong synthetic field rentals and sports programs will also contribute to the increase in 2020.

Each year the Recreation Fund receives a transfer from the General Fund to subsidize its programs. The 2020 General Fund transfer will increase $544,400 (9.2 percent) from 2019 attributable mainly to an annual cost-of-living adjustment for employees funded through the Recreation Fund and the need for seasonal/temporary employee salary adjustments as the Parks, Recreation, and Open Space Department moves to become wage-competitive with comparable positions in the metro area. In addition, at the September 28 Budget Workshop, Council added a one-time $55,000 transfer from the General Fund to purchase a replacement van for the Aurora Center for Active Adults (ACAA).

Factors Affecting Expenditures

Expenditures in the Recreation Fund tend to follow revenue variances as staff reacts to changes in program participation levels by either increasing or decreasing expenditures. In 2019, supplies and services projected expenditures are $188,000 over the 2019 Original Budget primarily due to increased usage of recreation facilities and increased needs for professional services to support team sports use of facilities. This overage in supplies and services is offset by projected savings of $483,200 in personal services, which is mostly attributable to vacancy savings.

The 2020 increase of $674,500 (4.9 percent) in total expenditures over the 2019 Original Budget is attributable in part to a full year of Central Recreation Center personnel expenditures and seasonal wage increases set above minimum wage in an effort to attract and retain seasonal and temporary employees, as well as the ACAA van purchase mentioned previously.

Ending Funds Available

Ending funds available are projected to be $876,900 by the end of 2019. This is $293,400 more than expected in the 2019 Original Budget.

After spending down some fund balance in 2019 with the opening of the Central Recreation Center, fund balance is projected to stay fairly static until 2023 when the Southeast Recreation Center is planned to open. Typically at the point of a recreation center opening, revenue growth tends to lag the expenditure need. By the end of 2024, funds available will be around $490,700.

Risk Management Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Charges for Services	$ 10,195,145	$ 10,132,125	$ 10,946,126	$ 10,946,126	$ 11,719,915
Investment Income	179,985	271,542	147,679	374,510	378,255
Other Revenues	984,284	487,892	335,630	301,891	335,630
Subtotal Revs Before Transfers In	**$ 11,359,414**	**$ 10,891,559**	**$ 11,429,435**	**$ 11,622,527**	**$ 12,433,800**
Transfers In (from other funds)	**-**	**63,000**	**63,000**	**63,000**	**63,000**
Total Sources Before Decrease in FA	**$ 11,359,414**	**$ 10,954,559**	**$ 11,492,435**	**$ 11,685,527**	**$ 12,496,800**
From Decrease in Funds Available	-	-	134,174	-	-
Total Sources	**$ 11,359,414**	**$ 10,954,559**	**$ 11,626,609**	**$ 11,685,527**	**$ 12,496,800**
USES OF FUNDS					
Expenditures					
Personal Services	$ 879,255	$ 921,363	$ 965,226	$ 1,002,450	$ 1,142,262
Supplies & Services	9,813,176	9,602,728	10,651,225	9,717,153	11,091,035
Interfund Charges	8,719	9,410	10,158	10,158	10,776
Capital Related	-	-	-	1,217	7,300
Subtotal Exps Before Transfers Out	**$ 10,701,150**	**$ 10,533,501**	**$ 11,626,609**	**$ 10,730,978**	**$ 12,251,373**
Transfers Out (to other funds)	**-**	**-**	**-**		**-**
Total Uses Before Increase in FA	**$ 10,701,150**	**$ 10,533,501**	**$ 11,626,609**	**$ 10,730,978**	**$ 12,251,373**
To Increase Funds Available	658,264	421,058	-	954,549	245,427
Total Uses	**$ 11,359,414**	**$ 10,954,559**	**$ 11,626,609**	**$ 11,685,527**	**$ 12,496,800**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 3,125,382**	**$ 3,783,646**	**$ 3,822,981**	**$ 4,204,704**	**$ 5,159,253**
Net Changes in Funds Available	658,264	421,058	(134,174)	954,549	245,427
Total Ending Funds (Budgetary Basis)	**$ 3,783,646**	**$ 4,204,704**	**$ 3,688,807**	**$ 5,159,253**	**$ 5,404,680**
Components of Funds Available					
Assigned for Additional Claim Liability	$ 3,723,646	$ 4,054,014	$ 3,478,782	$ 4,956,353	$ 5,149,680
Assigned for Firefighter Cardiac Program	60,000	150,690	210,025	202,900	255,000

Purpose of the Fund

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

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 10,954,559	$ 11,685,527	$ 12,496,800	$ 12,507,343	$ 13,045,838	$ 13,486,567	$ 13,879,144
Expenditures	10,533,501	10,730,978	12,251,373	12,548,236	13,055,621	13,500,025	13,893,152
Surplus/(Deficit)	**$ 421,058**	**$ 954,549**	**$ 245,427**	**$ (40,893)**	**$ (9,783)**	**$ (13,458)**	**$ (14,008)**
Funds Available							
Beginning	$ 3,783,646	$ 4,204,704	$ 5,159,253	$ 5,404,680	$ 5,363,787	$ 5,354,004	$ 5,340,546
Year-End Inc./(Dec.)	421,058	954,549	245,427	(40,893)	(9,783)	(13,458)	(14,008)
Ending Funds (Bud.)	**$ 4,204,704**	**$ 5,159,253**	**$ 5,404,680**	**$ 5,363,787**	**$ 5,354,004**	**$ 5,340,546**	**$ 5,326,538**

Factors Affecting Revenue

In 2019, revenues are projected to be $193,100 (1.7 percent) more than the 2019 Original Budget. This is mostly due to additional investment income, primarily associated with greater funds available. Charges for services are projected to be on budget for 2019. An ongoing transfer in of $63,000 from the General Fund is budgeted to help pay for the Respiratory Protection Program.

In 2020, charges to departments will increase by 7.0 percent. These charges account for 93.8 percent of revenues with approximately 77.5 percent coming from the General Fund. Investment income is expected to remain at the higher levels.

Factors Affecting Expenditures

Total expenditures are projected to be $895,600 (7.7 percent) under budget in 2019. This is primarily the result of lower-than-average claims and insurance premiums. The claims liability adjustment--formerly claims incurred but not recorded (IBNR)--is projected to be $1.0 million in 2019, $300,000 higher than budget.

In 2020, expenditures are budgeted to be $624,800 (5.4 percent) higher than the 2019 Original Budget primarily due to a $300,000 increase in IBNR. Supplies and services will also increase $198,000 in 2020 for the Respiratory Protection Program. The Occupational Safety and Health Administration (OSHA) requires fit testing for all employees who may wear a respirator in the course and scope of their duties. Aurora Fire Rescue, Police, Water, Parks, Recreation and Open Space, and a few employees in other city departments wear respirators to perform certain job duties involving hazardous chemicals or excessive amounts of harmful particulates. Additionally, OSHA and the National Fire Protection Association (NFPA) require hazardous materials physicals for certain members of the police and fire departments. The city seeks to become fully compliant with these two standards as it is in the city's and the employees' best interest to preserve health and safety in the workforce. Compliance by all affected departments is a measurable item as participation in the fit testing program will be tracked by both the individual departments and by the Risk Management Division.

Ending Funds Available

Funds available in this fund can vary significantly from year to year. The preferred amount of funds available brings an additional level of confidence to the claims payable liability based on the annual actuarial report of the fund. In 2017-2018, this amount was not met. In 2019, this threshold will be met. A fund balance of $5.4 million is projected in 2020.

In the five-year outlook, charges to departments are expected to increase by 7.0 percent in 2020 and between 2 and 4 percent in 2021-2024. These increases are to offset an average increase of 3.1 percent in workers' compensation claims, an average increase of 5.3 percent in general claims, an average increase of 2.0 percent in vehicle accident claims, and an average increase of 3.3 percent in property claims. Insurance premiums are projected to increase by 6.0 percent annually beginning in 2021.

Wastewater Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Utility Sales	$ 57,584,837	$ 60,062,238	$ 63,302,483	$ 62,874,507	$ 66,153,296
Charges for Services	6,051,239	6,706,438	6,779,308	6,691,514	6,925,283
Development Fees	6,124,204	11,647,178	8,440,350	8,000,000	9,076,341
Investment Income	936,014	1,092,907	706,677	1,165,007	657,360
Other Revenues	1,808,739	1,695,071	978,300	1,150,050	1,173,300
Proceeds from Borrowing	-	30,000,000	-	-	-
Subtotal Revs Before Transfers In	**$ 72,505,033**	**$ 111,203,832**	**$ 80,207,118**	**$ 79,881,078**	**$ 83,985,580**
Transfers In (from other funds)	**-**	**16,000,000**	**-**	**-**	**-**
Total Sources Before Decrease in FA	**$ 72,505,033**	**$ 127,203,832**	**$ 80,207,118**	**$ 79,881,078**	**$ 83,985,580**
From Decrease in Funds Available	10,919,576	-	-	-	-
Total Sources	**$ 83,424,609**	**$ 127,203,832**	**$ 80,207,118**	**$ 79,881,078**	**$ 83,985,580**
USES OF FUNDS					
Expenditures					
Personal Services	$ 12,403,234	$ 12,776,807	$ 14,026,011	$ 13,009,122	$ 15,045,663
Allocated Expenses	2,854,911	3,372,758	3,021,949	2,897,201	2,963,140
Supplies & Services	3,868,832	4,336,676	5,639,578	5,003,650	5,806,091
Utilities	28,138,489	29,074,239	30,480,748	30,097,907	30,392,328
Interfund Charges	925,025	950,884	1,137,324	953,855	977,972
Debt Related	3,227,801	3,181,718	3,111,795	3,111,795	3,174,069
Capital Related	1,627,244	780,471	2,723,328	3,518,483	2,817,728
Capital Projects (Continuing Appropriation)	30,379,073	72,634,160	10,066,112	10,066,112	19,995,615
Subtotal Exps Before Transfers Out	**$ 83,424,609**	**$ 127,107,713**	**$ 70,206,845**	**$ 68,658,125**	**$ 81,172,606**
Transfers Out (to other funds)	**-**	**33,399**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 83,424,609**	**$ 127,141,112**	**$ 70,206,845**	**$ 68,658,125**	**$ 81,172,606**
To Increase Funds Available	-	62,720	10,000,273	11,222,953	2,812,974
Total Uses	**$ 83,424,609**	**$ 127,203,832**	**$ 80,207,118**	**$ 79,881,078**	**$ 83,985,580**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 25,172,108**	**$ 14,252,532**	**$ 20,461,962**	**$ 14,315,252**	**$ 25,538,205**
Net Changes in Funds Available	(10,919,576)	62,720	10,000,273	11,222,953	2,812,974
Total Ending Funds (Budgetary Basis)	**$ 14,252,532**	**$ 14,315,252**	**$ 30,462,235**	**$ 25,538,205**	**$ 28,351,179**
Components of Funds Available					
Assigned to Wastewater Operations	$ 14,252,532	$ 14,315,252	$ 30,462,235	$ 25,538,205	$ 28,351,179

Purpose of the Fund

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

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$97,203,832	$ 79,881,078	$ 83,985,580	$ 87,623,409	$ 92,159,973	$ 97,560,947	$ 102,640,161
Proceeds From Borrowing	30,000,000	-	-	76,125,000	-	-	-
Expenditures - Operating	54,506,952	58,592,013	61,176,991	72,217,146	76,800,524	82,588,607	85,285,940
Expenditures - Capital	72,634,160	10,066,112	19,995,615	81,102,246	27,344,581	8,580,750	9,628,830
Surplus/(Deficit)	**$ 62,720**	**$ 11,222,953**	**$ 2,812,974**	**$ 10,429,017**	**$ (11,985,132)**	**$ 6,391,590**	**$ 7,725,391**
Funds Available							
Beginning	$ 14,252,532	$ 14,315,252	$ 25,538,205	$ 28,351,179	$ 38,780,196	$ 26,795,064	$ 33,186,654
Year-End Inc./(Dec.)	62,720	11,222,953	2,812,974	10,429,017	(11,985,132)	6,391,590	7,725,391
Ending Funds (Bud.)	**$ 14,315,252**	**$ 25,538,205**	**$ 28,351,179**	**$ 38,780,196**	**$ 26,795,064**	**$ 33,186,654**	**$ 40,912,045**

Factors Affecting Revenue

Revenue is comprised primarily of utility sales, development fees, and other charges for services. The 2019 projected revenues include increases of 4.0 percent in sanitary sewer rates and no increase in the stormwater service fee. Total Wastewater Fund sources are expected to come in close to budget.

The 2020 revenues include a 4.0 percent increase in sanitary sewer (primarily a pass through from Metro Wastewater Reclamation District). Fee increases include a 6.8 percent increase in the sanitary sewer connection fees. No increases in the stormwater development and usage fee are recommended for 2020.

The long-range outlook includes an annual rate increase of 4.0 percent for sanitary sewer and 3.5 percent increase in the usage fee for stormwater in both 2021 and 2022. Development fees are projected to increase by an average of 6.4 percent annually in the sewer connection fee. The amount of actual future rate and fee increases, if any, is impacted by a number of factors and will be determined in future budgets. Debt financing is projected in 2021 to finance the Southeast Area Maintenance facility (SEAM) and other infrastructure projects.

Factors Affecting Expenditures

Wastewater Fund uses can vary greatly, primarily due to changes in sanitary sewer treatment charges from the Metro Wastewater Reclamation District and the timing of capital projects. The 2019 projected operating expenses, which exclude capital projects, are projected to be $1.5 million (2.6 percent) less than the 2019 Original Budget. This variance is primarily due to significant savings in personal services caused by vacancies as a result of a competitive labor market as well as savings in supplies and services related to professional services contracts. The 2020 operating budget is $1.0 million (1.7 percent) higher than the 2019 Original Budget. This increase is largely driven by citywide pay and benefit increases and the funding for a net increase of 3.27 FTE.

Major capital projects funded in 2020 through 2024 include new infrastructure construction, maintenance and repair to ensure properly maintained systems, and new projects for maintaining current infrastructure and growth. Capital project details and design features are limited and costs are subject to change as more information becomes available. Significant projects include First Creek Interceptor ($32.4 million), SEAM ($40.0 million), and Westerly Creek Improvements ($17.0 million).

The long-range outlook increases in operating expenses are primarily driven by Metro pass-through charges as well as personal services and inflationary increases for capital related charges. Long-range capital planning is undertaken to ensure the sewer and stormwater systems have adequate capacity to address current and future needs and will continue to provide reliable services for Aurora's customers.

Ending Funds Available

Ending funds available are projected to increase $15.4 million over the next five years. This will help to cover reserve requirements and fund significant projects beyond the five-year timeframe.

Water Fund Summary

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
SOURCES OF FUNDS					
Revenues					
Utility Sales	$ 110,332,558	$ 119,815,497	$ 118,369,785	$ 121,377,269	$ 125,673,130
Development Fees	38,475,253	46,086,605	40,562,945	39,000,000	45,592,275
Charges for Services	6,030,479	3,223,524	1,799,034	2,282,214	2,319,015
Investment Income	1,927,788	3,865,938	1,138,595	2,427,050	2,118,180
Other Revenues	996,940	3,657,850	1,049,743	2,031,135	1,267,861
Assets Restricted for Debt Service	-	374,749	-	-	-
Subtotal Revs Before Transfers In	**$ 157,763,018**	**$ 177,024,163**	**$ 162,920,102**	**$ 167,117,668**	**$ 176,970,461**
Transfers In (from other funds)	**-**	**-**	**500,000**	**500,000**	**-**
Total Sources Before Decrease in FA	**$ 157,763,018**	**$ 177,024,163**	**$ 163,420,102**	**$ 167,617,668**	**$ 176,970,461**
From Decrease in Funds Available	-	4,616,322	-	51,400,717	32,432,433
Total Sources	**$ 157,763,018**	**$ 181,640,485**	**$ 163,420,102**	**$ 219,018,385**	**$ 209,402,894**
USES OF FUNDS					
Expenditures					
Personal Services	$ 25,572,715	$ 26,709,641	$ 29,144,643	$ 27,710,808	$ 31,319,358
Allocated Expenses	3,873,183	4,728,834	3,905,520	3,932,330	3,952,851
Supplies & Services	19,818,823	21,901,311	21,943,213	22,124,922	22,290,320
Utilities	5,723,180	8,604,048	7,851,769	8,603,969	9,683,824
Interfund Charges	1,829,766	1,835,493	2,087,218	2,154,927	2,144,290
Debt Related	19,128,673	19,122,177	18,985,003	63,982,823	20,373,574
Capital Related	1,902,374	1,045,111	1,668,684	952,143	1,848,784
Capital Projects (Continuing Appropriation)	63,015,631	81,643,772	67,314,859	89,556,463	117,789,893
Subtotal Exps Before Transfers Out	**$ 140,864,345**	**$ 165,590,387**	**$ 152,900,909**	**$ 219,018,385**	**$ 209,402,894**
Transfers Out (to other funds)	**-**	**16,050,098**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 140,864,345**	**$ 181,640,485**	**$ 152,900,909**	**$ 219,018,385**	**$ 209,402,894**
To Increase Funds Available	16,898,673	-	10,519,193	-	-
Total Uses	**$ 157,763,018**	**$ 181,640,485**	**$ 163,420,102**	**$ 219,018,385**	**$ 209,402,894**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 71,580,012**	**$ 88,478,685**	**$ 51,291,916**	**$ 83,862,363**	**$ 32,461,646**
Net Changes in Funds Available	16,898,673	(4,616,322)	10,519,193	(51,400,717)	(32,432,433)
Total Ending Funds (Budgetary Basis)	**$ 88,478,685**	**$ 83,862,363**	**$ 61,811,109**	**$ 32,461,646**	**$ 29,213**
Components of Funds Available					
Assigned to Water Operations	$ 88,478,685	$ 83,862,363	$ 61,811,109	$ 32,461,646	$ 29,213

Purpose of the Fund

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

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Long Range Outlook							
Revenues	$ 176,649,414	$ 167,617,668	$ 176,970,461	$ 174,408,474	$ 183,236,987	$ 190,104,057	$ 193,214,937
Proceeds From Borrowing	374,749	-	-	208,075,000	-	-	-
Expenditures - Operating	99,996,713	129,461,922	91,613,001	114,123,584	115,795,979	120,615,978	123,044,249
Expenditures - Capital	81,643,772	89,556,463	117,789,893	188,677,108	114,395,156	97,866,387	71,052,004
Surplus/(Deficit)	**$ (4,616,322)**	**$ (51,400,717)**	**$ (32,432,433)**	**$ 79,682,782**	**$ (46,954,148)**	**$ (28,378,307)**	**$ (881,316)**
Funds Available							
Beginning	$ 88,478,685	$ 83,862,363	$ 32,461,646	$ 29,213	$ 79,711,995	$ 32,757,847	$ 4,379,540
Year-End Inc./(Dec.)	(4,616,322)	(51,400,717)	(32,432,433)	79,682,782	(46,954,148)	(28,378,307)	(881,316)
Ending Funds (Bud.)	**$ 83,862,363**	**$ 32,461,646**	**$ 29,213**	**$ 79,711,995**	**$ 32,757,847**	**$ 4,379,540**	**$ 3,498,224**

Factors Affecting Revenue

Revenue is comprised primarily of utility sales, development fees, and investment income. The 2019 projection is $4.2 million (2.6 percent) higher than budget due to a new utility sales related contract combined with lower water demands from the wet spring and summer. Development fee collections are projected to be $1.6 million (3.9 percent) lower due to slower growth in development in the first half of 2019.

The revenue forecast for 2020 through 2024 is based on population growth assumptions and average temperature and precipitation projections. In 2020, total revenues are projected to be $14.1 million (8.6 percent) more than the 2019 budget. This includes the new utility sales related contract and higher Water Infrastructure and Supply Efficiency Partnership (WISE) revenues as water deliveries increase to contracted levels. Development fee collections in 2020 are expected to be $5.0 million (12.4 percent) over the 2019 Original Budget.

Water rates are not increasing for 2020. The long range outlook includes a 3.5 percent water rate increase in 2021 and 2023. Debt financing is projected in 2021 to finance the Southeast Area Maintenance Facility (SEAM) and other infrastructure projects.

Factors Affecting Expenses

Expenses in the Water Fund vary from year to year, mainly due to the timing of capital projects. Operating expenses, which exclude capital projects, are projected to be over the 2019 Original Budget by $43.9 million in 2019. This is primarily due to a one-time debt prepayment made in the amount of $45.0 million. Appropriation to cover the shortfall will be requested in a future supplemental. Operating expenses for 2020 will increase $6.0 million compared to the 2019 Original Budget primarily due to citywide pay and benefits, including funding for a net increase of 7.23 FTE. In addition, an increase in funding for electricity due to increased pumping through the Prairie Waters Conveyance System in support of the WISE Partnership and Homestake Otero Pump Station adds to this variance.

Major capital projects funded in 2020 through 2024 include new infrastructure, maintenance and repair to ensure properly maintained systems, and new projects for maintaining current infrastructure and growth. Capital project details and design features are limited and costs are subject to change as more information becomes available. Significant projects include Water Rights Acquisition ($75.0 million), SEAM ($60.0 million), and Griswold Water Plant Renovation ($58.4 million).

In the long-range outlook, increases in operating expenses are primarily driven by inflationary increases for supplies, materials, and personnel costs. Capital planning aims to ensure sufficient and reliable water supplies for Aurora's water customers which includes significant spending on water and storage acquisition as well as transmission and distribution projects.

Ending Funds Available

Ending funds in 2024 are projected to be $29.0 million less than 2019 after a series of fluctuations primarily caused by the level of capital appropriations in any given year. In 2021, proceeds from planned borrowings will result in an increase in ending funds available, followed by a decrease in out-years as those funds are spent.

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City of Aurora, Colorado

2020 OPERATING AND CAPITAL IMPROVEMENT BUDGET

DEPARTMENT BUDGETS

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2020 Department Operating Budgets Overview

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

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

Data for the years 2017 through 2020 are presented for the operating budget. The 2017 through 2018 data represent actual expenditures reconciled to the city's Comprehensive Annual Financial Report, with minor variances due to rounding.

The 2019 original data represents the original Adopted Budget that was adopted by City Council in the fall of 2018. The 2019 projection data represents a projection of year-end expenditures. The 2020 numbers represent the Adopted Budget.

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

- **One-Time Removals**. Adjustments for items placed in or removed from the prior year's budget that were for only one year. An example is one-time equipment purchases.
- **Mid-Year Modifications**. Budget supplemental ordinances approved during the year prior to the budget year that have an ongoing impact.

- **Compensation Adjustments**. All full-time positions in the city are projected based on current pay and benefit levels. Personal services budgets are adjusted based on these projections and other projected pay and benefit costs. Examples include increases in planned health insurance contributions or an individual change in a health insurance plan.

- **Mandated Costs**. Expenses the city must fund to maintain service levels. Examples include increasing fuel prices or insurance costs.

- **Grant/Designated Revenues Adjustments**. Due to an often limited time frame for grant funded projects, budgets are adjusted based on current grant awards or the spending down of cash available for a grant.

- **Other Adjustments**. Usually associated with moving operational budgets for specific items from one department to another in accordance with the active management of operations.

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

The FTE column displays changes to full-time benefited employee counts within a department.

The sum of the prior year's original budget, base budget adjustments and operating budget requests will result in the department's 2020 operating budget. Details on how the funding is used are included by program in the program section.

Aurora Water

Aurora Water Website

PROGRAM SUMMARY

Administration

$504,339 — 2 FTE

*Provide executive management direction and control for Aurora Water

Debt Service

$23,545,463 — 0 FTE

*Fund debt service payments for the Water and Wastewater funds

Environmental Services

$3,576,544 — 25.5 FTE

*Conduct environmental inspections, and provide water and wastewater compliance assistance

Financial Administration

$50,612,411 — 36 FTE

*Provide administrative, financial, and business analysis support for Aurora Water operations and capital improvement program

Operations & Maintenance

$22,116,672 — 149 FTE

*Operation and maintenance of water delivery system and sanitary sewer and storm drainage collection systems

Planning & Engineering Services

$8,113,145 — 53 FTE

*Provide infrastructure planning and engineering review, inspections, GIS support and manage the capital improvement program

Public Info & Water Conservation

$2,632,973 — 15 FTE

*Provide water information and conservation services to the public

Support Services

$10,917,031 — 91 FTE

*Provide high quality, efficient and cost effective services to internal and external customers, and support operational activities

Treatment

$16,178,766 — 75.5 FTE

*Provide treated water, reuse water treatment services, and operation and maintenance of raw water supply systems

Water Resources

$12,302,921 — 22 FTE

*Manage the planning, acquisition, permitting, and use of the city's water supplies

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**441.00**	**445.00**	**458.50**	**460.50**	**469.00**
EXPENDITURES	**128,993,769**	**152,312,270**	**143,441,836**	**185,811,298**	**150,500,265**

Aurora Water

DESCRIPTION

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

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	441.00	445.00	458.50	460.50	469.00
Personal Services	37,716,608	39,209,339	42,924,669	40,496,096	46,114,256
Allocated Expenses	6,728,094	8,101,592	6,927,469	6,829,531	6,915,991
Supplies and Services	22,046,515	24,323,703	25,543,829	25,109,769	26,057,449
Utilities	33,861,669	37,678,287	38,332,517	38,701,876	40,076,152
Interfund Charges	2,754,791	2,786,377	3,224,542	3,108,782	3,122,262
Debt Related	22,356,474	22,303,894	22,096,798	67,094,618	23,547,643
Capital Related	3,529,618	1,825,581	4,392,012	4,470,626	4,666,512
Transfers Out	0	16,083,497	0	0	0
Expenditures Total	**$128,993,769**	**$152,312,270**	**$143,441,836**	**$185,811,298**	**$150,500,265**

DEPARTMENT NARRATIVE

Budget Developments for 2020
Aurora Water's mission is to enhance and protect the quality of life for Aurora citizens by providing safe, dependable and sustainable water, sewer and stormwater services, today and in the future.

In 2018, Aurora Water began the design of the Southeast Area Maintenance (SEAM) facility per the findings of the 2016-2017 Central Facilities Space Study. The assessment of existing facilities considered current and future space needs, as well as how and where those needs should be allocated to best serve citizens and meet operational goals of the city. The resulting recommendation was for a new facility in Southeast Aurora where existing infrastructure is limited for Water, Public Works, Fleet, and Parks, Recreation and Open Space (PROS) employees. The SEAM facility will initially house Aurora Water employees with some fleet presence, and will provide long-term growth opportunities to expand to include departments such as Public Works, Fleet, and PROS.

In an effort to improve customer service and increase operating efficiencies and effectiveness, 8.5 FTE are requested for the 2020 budget:

- 1.0 FTE Construction Inspector to serve as the primary point of contact for the Watch and Protect Inspections Program;
- 1.0 FTE Electrical Specialist to assist with the continued increase in customer work orders;
- 4.0 FTE Water Utility Locator positions to address new legislation resulting in a substantial increase in utility locate ticket volume;
- Add 1.0 FTE Water Treatment Technician to address challenges associated with maintaining trained personnel and recruiting Class-A operators;
- Add 1.0 FTE Water Utility Worker to meet service level expectations related to inspecting the Rampart Pipeline and Prairie Waters Conveyance easements;
- Add temporary labor budget to support the additional workload mainly driven by the continued strong development across the city; and

Aurora Water

DEPARTMENT NARRATIVE

- Convert 0.5 FTE to 1.0 FTE Administrative Specialist to provide management and training on document retention and storage.

Additionally, in 2020 Aurora Water will continue to facilitate the delivery of water to the South Metro WISE Authority per the Water Infrastructure and Supply Efficiency Partnership (WISE) Agreement.

2019 Current-Year Department Projection
In 2019, Aurora Water added 1.0 FTE Information Technology (IT) Water Project Manager and 1.0 FTE Business Systems Analyst in the Spring Supplemental to assist with the growing emphasis on application modernization, process improvement, smart cities, and disaster recovery.

The 2019 projection for the Aurora Water Department is higher than the 2019 Original Budget by $42.4 million (29.5 percent) primarily due to a debt prepayment and increased utility charges offset by savings in personal services. The personal services savings was caused by vacancies as a result of a competitive labor market. These savings are partially offset by increased utility charges stemming from escalated pumping at Homestake Reservoir. A supplemental will be necessary for the prepay.

2020 Department Budget
The 2020 budget is $7.1 million (4.9 percent) higher than the 2019 Original Budget. Significant changes to the 2020 budget include the following:

- $3.2 million increase in personnel-related expenses to fund citywide employee compensation/benefit increases and other staffing and salary changes, including the addition of 8.5 FTE and temp costs ($1.3 million);
- $513,600 increase in supplies and services due to additional funding requests for operational equipment, parts, and training. These requests will partially be offset by the removal one-time funding for the 2019 Lead Pipe Pilot program ($1.0 million).
- $1.7 million increase in utilities, mainly in electricity, due to increased pumping through the Prairie Waters Conveyance System for the WISE Partnership and Homestake Otero Pump Station.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-1,127,746
Mid Year Modifications	242,952
Compensation Adjustments	1,923,141
Mandated Costs	4,090,732
Other Adjustments	-1,012,500
Total Base Adjustments	**$4,116,579**

BUDGET AMENDMENT REQUESTS

	2020					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	**FTE**	**Budget**	**FTE**	**Budget**	**FTE**	**Budget**
New Appropriation						
Add 8.5 FTE and Temporary Labor to Meet Increased Water/Wastewater Operational Demands	2.30	429,779	6.20	838,112	**8.50**	**1,267,891**
Program affected: Various Duration Wastewater Fund: $184,336 Ongoing, $245,443 One-time; Duration Water Fund: $464,247 Ongoing, $373,865 One-time						

Aurora Water

BUDGET AMENDMENT REQUESTS

	2020					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	**FTE**	**Budget**	**FTE**	**Budget**	**FTE**	**Budget**
New Appropriation						
This request is for additional FTE needed to manage and support increased demands across the Water Department programs, address new legislation, and provide protection for the city's critical infrastructure. The increase in the request is comprised of the addition of 8.0 FTE, the conversion of 0.5 FTE to 1.0 FTE, and the addition of temporary labor to meet increased demands.						
Advanced Metering Infrastructure (AMI) Annual Operations and Maintenance Costs	0.00	41,250	0.00	233,750	**0.00**	**275,000**
Program affected: Support Services Duration: Ongoing All new meters installed or any requiring replacement in 2020 will have Advanced Metering Infrastructure (AMI) capability as part of the new metering infrastructure. The new AMI system will have an annual O&M fee which includes: cellular data service; all software upgrades; firmware upgrades; software support; data hosting; data security and encryption; Eye on Water customer portal; and local field support as needed. This amendment will fund the ongoing costs.						
Binney Ultra-Violet (UV) System Parts	0.00	0	0.00	70,000	**0.00**	**70,000**
Program affected: Support Services Duration: Ongoing This is an ongoing request for parts/service for the South Platte train UV/AOP system at the Binney Water Purification Facility (WPF). The Binney WPF has changed from being a drought hardening source to a primary source facility. This requires the UV system to be fully operational, which in turn requires more parts to be on hand.						
Federally-Mandated Regulatory Safety Training and Equipment	0.00	65,629	0.00	313,830	**0.00**	**379,459**
Program affected: Various Duration Wastewater Fund: $5,606 Ongoing, $60,023 One-time; Duration Water Fund: $24,619 Ongoing, 289,211 One-time Aurora Water is required to comply with federal safety regulations and provide proper safety equipment as well as training for all employees. In order to comply with minimum federal safety regulation – 29 CFR 1926.1200, Aurora Water must provide annual ongoing training for confined space entry rescues.						

Aurora Water

BUDGET AMENDMENT REQUESTS

	2020					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	**FTE**	**Budget**	**FTE**	**Budget**	**FTE**	**Budget**
New Appropriation						
Technical Adjustment: FTE Allocations Between Funds	0.17	51,505	-0.17	-51,505	**0.00**	**0**
Program affected: Various Duration: Ongoing This technical adjustment will reallocate FTE between programs/funds (Water and Wastewater) as part of a re-organizational decision to better meet identified operational needs of the department.						
Vehicles and Equipment for Mountain Operations and Inspections	0.00	47,800	0.00	104,200	**0.00**	**152,000**
Program affected: Planning & Engineering Services and Water Resources Duration Wastewater Fund: $3,000 Ongoing, $44,800 One-time; Duration Water Fund: $7,000 Ongoing, $97,200 One-time This amendment will add three new vehicles to ensure the safety of critical mountain operations within the city's water infrastructure. Two of the new vehicles will be added to the Watch and Protect Inspections Group to ensure the safety of critical city infrastructure by having staff available to observe third party construction activities in city easements and rights of way. The third vehicle will be added to mountain operations.						
Video Surveillance and Conveyance Equipment for Pump Stations	0.00	0	0.00	797,500	**0.00**	**797,500**
Program affected: Treatment and Operations & Maintenance Duration: One-time This is to request that a video surveillance system be installed at each of the Prairie Waters conveyance pump stations. In order to secure the Aurora Water system, additional equipment is needed at three Prairie Waters conveyance system pump stations and Griswold WPF to provide video surveillance of hatches at potable water storage tanks.						
New Appropriation Total	**2.47**	**635,963**	**6.03**	**2,305,887**	**8.50**	**2,941,850**
Amendment Request Total	**2.47**	**635,963**	**6.03**	**2,305,887**	**8.50**	**2,941,850**

Aurora Water

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Wastewater Fund	52,980,695	54,436,214	60,099,493	58,585,292	61,135,751
Water Fund	76,013,074	97,876,056	83,342,343	127,226,006	89,364,514
Expenditures Total	**$128,993,769**	**$152,312,270**	**$143,441,836**	**$185,811,298**	**$150,500,265**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Wastewater Fund	149.80	150.56	152.81	153.61	156.08
Water Fund	291.20	294.44	305.69	306.89	312.92
Staffing Total	**441.00**	**445.00**	**458.50**	**460.50**	**469.00**

PROGRAM DETAIL

Administration

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

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	155,303	162,981	196,396	156,048	200,627
Water Fund	233,645	247,168	294,093	238,960	303,712
Expenditures Total	**$388,948**	**$410,149**	**$490,489**	**$395,008**	**$504,339**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	352,877	359,468	357,486	363,098	369,415
Supplies and Services	33,183	43,313	129,803	26,229	129,803
Interfund Charges	2,888	7,368	3,200	5,681	5,121
Expenditures Total	**$388,948**	**$410,149**	**$490,489**	**$395,008**	**$504,339**
STAFFING SUMMARY					
Wastewater Fund	0.80	0.80	0.80	0.80	0.80
Water Fund	1.20	1.20	1.20	1.20	1.20
Staffing Total	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

Aurora Water

PROGRAM DETAIL

Debt Service

This program funds debt service payments for the Water and Wastewater funds. In 2019, a $45 million dollar debt prepayment was made to save money in the long-run.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	3,227,801	3,119,717	3,111,795	3,111,795	3,174,069
Water Fund	19,127,373	19,121,777	18,982,823	63,982,823	20,371,394
Expenditures Total	**$22,355,174**	**$22,241,494**	**$22,094,618**	**$67,094,618**	**$23,545,463**

EXPENDITURE SUMMARY BY TYPE					
Debt Related	22,355,174	22,241,494	22,094,618	67,094,618	23,545,463
Expenditures Total	**$22,355,174**	**$22,241,494**	**$22,094,618**	**$67,094,618**	**$23,545,463**

Environmental Services

This program provides support for other programs including analyzing data, conducting regulatory reviews, performing internal assessments and assisting with regulatory compliance and environmental permitting to ensure water, wastewater and stormwater programs meet applicable federal, state and local regulatory requirements. It conducts multi-disciplinary environmental inspections to ensure compliance with applicable federal, state and local regulatory requirements and programs. It conducts analyses to provide qualitative and quantitative data for use in operational decisions.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	1,638,704	1,582,057	2,034,510	1,773,013	1,971,839
Water Fund	1,399,082	1,314,540	1,477,902	1,392,384	1,604,705
Expenditures Total	**$3,037,786**	**$2,896,597**	**$3,512,412**	**$3,165,397**	**$3,576,544**

EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,257,572	2,331,724	2,608,774	2,383,710	2,681,439
Supplies and Services	707,885	518,015	876,076	755,768	876,076
Interfund Charges	21,843	17,764	27,562	25,919	19,029
Capital Related	50,486	29,094	0	0	0
Expenditures Total	**$3,037,786**	**$2,896,597**	**$3,512,412**	**$3,165,397**	**$3,576,544**

STAFFING SUMMARY					
Wastewater Fund	14.99	14.65	14.80	14.80	14.12
Water Fund	10.51	9.85	10.70	10.70	11.38
Staffing Total	**25.50**	**24.50**	**25.50**	**25.50**	**25.50**

Aurora Water

PROGRAM DETAIL

Environmental Services

PERFORMANCE MEASURE SUMMARY	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Complete 90% of required routine monthly construction inspections	100%	100%	90%	100%	100%
Respond to Priority 1 and 2 Incident Responses within 30 minutes 90% of the time	100%	100%	90%	100%	100%
Zero Water Quality or NPDES Discharge Permit violations and zero Reclaimed Water Control Regulation (regulation 84) violations	0	0	0	0	0

Financial Administration

The Financial Administration Division provides administrative, business system, and financial support for Aurora Water. Primary duties include administration, business process mapping, customer billing and collections, accounting, rate development, budget development, and financial tracking and reporting. The Financial Administration Division also oversees department-wide funding not related to any specific Aurora Water program and maintains the financial integrity of the Water and Wastewater funds. 2.0 FTE were added with the 2019 Spring Supplemental process as detailed in the department narrative. An additional 0.5 FTE has been requested as an amendment to the 2020 budget, but is offset by technical adjustments designed to better meet identified operational needs of the department.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	33,312,376	34,079,841	37,607,960	36,384,242	38,137,988
Water Fund	9,745,474	28,265,811	12,809,192	11,831,528	12,474,423
Expenditures Total	**$43,057,850**	**$62,345,652**	**$50,417,152**	**$48,215,770**	**$50,612,411**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,597,356	2,508,440	2,439,090	2,296,642	3,186,706
Allocated Expenses	6,598,675	7,969,078	6,866,254	6,682,041	6,773,720
Supplies and Services	2,277,974	2,996,070	3,169,921	3,496,460	2,209,653
Utilities	28,700,249	31,234,852	32,197,300	32,310,965	32,697,752
Interfund Charges	1,533,410	1,545,688	1,771,289	1,746,438	1,771,282
Debt Related	1,300	400	2,180	0	2,180
Capital Related	1,348,886	7,627	3,971,118	1,683,224	3,971,118
Transfers Out	0	16,083,497	0	0	0
Expenditures Total	**$43,057,850**	**$62,345,652**	**$50,417,152**	**$48,215,770**	**$50,612,411**
STAFFING SUMMARY					
Wastewater Fund	11.30	11.60	12.20	13.00	13.00
Water Fund	20.70	20.90	21.80	23.00	23.00
Staffing Total	**32.00**	**32.50**	**34.00**	**36.00**	**36.00**

Aurora Water

PROGRAM DETAIL

Financial Administration

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
PERFORMANCE MEASURE SUMMARY					
85% of all invoices entered and paid within 30 days of invoice date	90%	90%	85%	92%	85%
90% of customer calls will be answered in 30 seconds or less	93%	91%	90%	95%	90%

Operations & Maintenance

The program provides reliable water, sanitary sewer, and stormwater services for Aurora residents and businesses through the operation and maintenance of Aurora's water distribution system, potable pumping and storage facilities, sanitary sewer collection system, wastewater pumping facilities, and stormwater conveyance system. The decrease of 1.5 FTE is associated with a realignment of operational needs of the department.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	7,891,106	8,618,441	9,556,107	10,081,191	9,405,153
Water Fund	10,830,293	10,837,307	11,021,860	11,203,884	12,711,519
Expenditures Total	**$18,721,399**	**$19,455,748**	**$20,577,967**	**$21,285,075**	**$22,116,672**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	10,847,839	11,152,445	12,703,036	11,400,749	13,224,723
Supplies and Services	2,761,182	3,107,036	3,575,264	3,658,941	4,449,268
Utilities	2,549,132	3,108,249	3,037,734	3,081,655	3,260,800
Interfund Charges	848,153	871,190	1,017,039	962,702	928,487
Capital Related	1,715,093	1,216,828	244,894	2,181,028	253,394
Expenditures Total	**$18,721,399**	**$19,455,748**	**$20,577,967**	**$21,285,075**	**$22,116,672**
STAFFING SUMMARY					
Wastewater Fund	71.66	71.66	71.16	71.16	70.86
Water Fund	76.34	76.34	79.34	79.34	78.14
Staffing Total	**148.00**	**148.00**	**150.50**	**150.50**	**149.00**

Aurora Water

PROGRAM DETAIL

Operations & Maintenance

PERFORMANCE MEASURE SUMMARY	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Respond (WW) to 80% of emergency calls within 45 minutes from time of call to customer contact	99%	100%	80%	97%	80%
90% of all water main system repairs will have less than eight hours of service interruption	99%	100%	90%	96%	90%
Respond (Pumping) to emergency calls within a 45 minute time period on 80% of all calls to maintain system reliability and ensure continuous water and wastewater service	92%	89%	80%	91%	80%
Respond to 90% of storm conveyance system flood emergencies, utilizing UDFCD Alert System, within 45 minutes of notification	100%	100%	90%	100%	90%

Planning & Engineering Services

The program develops long range infrastructure and asset management and other technical plans. It develops and manages the GIS and Infor systems for Water. It provides engineering review of developers' utility submittals, processes tap applications and manages infrastructure development. It manages and executes the Aurora Water Capital Improvement Program. A 1.0 FTE has been requested with the 2020 budget to meet increased operational demands along with one-time money for temporary labor. Additional technical adjustments designed to better meet identified operational needs of the department are also requested in the 2020 budget.

EXPENDITURE SUMMARY BY FUND	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Wastewater Fund	3,110,996	3,052,264	3,225,810	3,084,458	3,480,904
Water Fund	4,312,900	4,730,270	4,213,918	4,500,751	4,632,241
Expenditures Total	**$7,423,896**	**$7,782,534**	**$7,439,728**	**$7,585,209**	**$8,113,145**

EXPENDITURE SUMMARY BY TYPE	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Personal Services	5,125,142	5,389,162	5,575,949	5,829,982	6,077,254
Supplies and Services	2,189,967	2,301,883	1,764,041	1,655,548	1,850,278
Interfund Charges	51,029	63,388	61,738	67,391	73,613
Capital Related	57,758	28,101	38,000	32,288	112,000
Expenditures Total	**$7,423,896**	**$7,782,534**	**$7,439,728**	**$7,585,209**	**$8,113,145**

STAFFING SUMMARY	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Wastewater Fund	18.80	19.20	20.00	20.00	21.20
Water Fund	28.20	28.80	30.00	30.00	31.80
Staffing Total	**47.00**	**48.00**	**50.00**	**50.00**	**53.00**

Aurora Water

PROGRAM DETAIL

Planning & Engineering Services

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
PERFORMANCE MEASURE SUMMARY					
Deliver capital projects on schedule and within established budgets with 5% or less construction contract change orders	2.3%	0.4%	5.0%	0.5%	5.0%
Engineering plan review timeframes shall meet or exceed requirements set forth by Development Services 95% of the time	96%	95%	95%	95%	95%

Public Info & Water Conservation

The program provides public outreach and information on Aurora Water's current and future activities; develops source materials, both print and digital, in support of department's projects and programs; administers water demand management program, including direct customer interaction on water use awareness to achieve greater efficiencies; enforces Aurora Water Management Plan; provides educational resources for schools (K-12) on water source, watershed awareness, water quality and conservation in alignment with science curriculums; and develops adult education curriculum on conservation and source water awareness.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Water Fund	1,980,361	2,274,980	2,543,329	2,304,151	2,632,973
Expenditures Total	**$1,980,361**	**$2,274,980**	**$2,543,329**	**$2,304,151**	**$2,632,973**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,274,061	1,480,598	1,739,831	1,572,543	1,832,701
Supplies and Services	661,532	742,100	786,278	715,185	786,278
Interfund Charges	16,549	13,092	17,220	16,423	13,994
Capital Related	28,219	39,190	0	0	0
Expenditures Total	**$1,980,361**	**$2,274,980**	**$2,543,329**	**$2,304,151**	**$2,632,973**
STAFFING SUMMARY					
Water Fund	14.00	14.50	15.00	15.00	15.00
Staffing Total	**14.00**	**14.50**	**15.00**	**15.00**	**15.00**
PERFORMANCE MEASURE SUMMARY					
Respond to initial media and public inquiries within one business day/final response within three business days	100%	100%	100%	100%	100%
Team average of CORE4 Value ratings from Water Conservation Customer Survey will be 90% or above	N/A	100%	90%	100%	90%

Aurora Water

PROGRAM DETAIL

Support Services

The program provides high quality, efficient and cost effective services to internal and external customers, and supports operational activities. It is responsible for: emergency operations plans; warehouse services, specialized trades support; vehicle and equipment utilization, preventative repair and maintenance of small equipment; cross connection control program; contractor services on new infrastructure; wet utility locates; water meter-related activities; fire hydrant use permits; and technical support for the automation and control of process and security systems associated with the city's water infrastructure. An additional 5.0 FTE have been requested with the 2020 budget to meet increased operational demands primarily associated with increased utility locate volumes resulting from new legislation.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	2,098,334	2,403,397	2,700,659	2,609,086	3,063,320
Water Fund	5,606,924	6,432,776	6,948,044	6,577,208	7,853,711
Expenditures Total	**$7,705,258**	**$8,836,173**	**$9,648,703**	**$9,186,294**	**$10,917,031**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	6,269,608	6,794,836	7,674,559	7,040,831	8,377,041
Supplies and Services	1,123,133	1,686,217	1,683,198	1,521,908	2,088,009
Utilities	21,641	20,929	25,532	22,711	26,300
Interfund Charges	163,201	165,086	190,414	163,658	188,681
Capital Related	127,675	169,105	75,000	437,186	237,000
Expenditures Total	**$7,705,258**	**$8,836,173**	**$9,648,703**	**$9,186,294**	**$10,917,031**
STAFFING SUMMARY					
Wastewater Fund	21.50	21.90	23.10	23.10	25.35
Water Fund	59.50	61.10	62.90	62.90	65.65
Staffing Total	**81.00**	**83.00**	**86.00**	**86.00**	**91.00**
PERFORMANCE MEASURE SUMMARY					
Achieve a level of service for completion of Technical Operations Core Activity work orders within a defined amount of time.	N/A	N/A	3.0	2.6	3.0
Achieve a level of service for the turn-around time for preventative maintenance service for small equipment which is 6 days or less	2 days	3 days	<6 days	2 days	<6 days
Team average of overall satisfaction from Customer Service Satisfaction Survey will be 90% or above	96.8%	97.4%	90.0%	98.3%	90.0%

Aurora Water

PROGRAM DETAIL

Treatment

The program provides treated water (that meets or exceeds regulatory requirements) for Aurora residents and businesses through the water transmission and distribution system. It provides delivery of raw water supply to Aurora's water purification facilities through a network of system facilities (reservoirs, tunnels, pipelines, diversions structures, rivers, and pumping stations) as well as provides reuse water treatment services. An additional 2.0 FTE have been requested with the 2020 budget to meet increased operational demands.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	1,546,075	1,355,516	1,666,256	1,385,459	1,701,851
Water Fund	12,055,151	12,978,778	13,772,782	13,811,421	14,476,915
Expenditures Total	**$13,601,226**	**$14,334,294**	**$15,439,038**	**$15,196,880**	**$16,178,766**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	6,695,465	6,925,200	7,200,850	7,114,455	7,681,662
Supplies and Services	5,317,840	5,803,091	6,613,879	6,500,054	6,848,985
Utilities	1,292,274	1,321,180	1,468,628	1,339,026	1,491,200
Interfund Charges	101,896	90,754	108,681	106,483	109,919
Capital Related	193,751	194,069	47,000	136,862	47,000
Expenditures Total	**$13,601,226**	**$14,334,294**	**$15,439,038**	**$15,196,880**	**$16,178,766**
STAFFING SUMMARY					
Wastewater Fund	10.75	10.75	10.75	10.75	10.75
Water Fund	61.75	61.75	62.75	62.75	64.75
Staffing Total	**72.50**	**72.50**	**73.50**	**73.50**	**75.50**
PERFORMANCE MEASURE SUMMARY					
100% compliance with Office of the State Engineer requirements for Dam leakage monitoring for the five Aurora-owned dams	100%	100%	100%	100%	100%
75 daily tests at potable water treatment plants comply with Primary Drinking Water Standards and produce effluent water quality that meets state drinking water standards 100% of the time	100%	100%	100%	100%	100%
Treated water quality parameters comply with NPDES Discharge Permit and Reclaimed Water Control Regulation (regulation 84) 100% of the time	100%	100%	100%	100%	100%

Aurora Water

PROGRAM DETAIL

Water Resources

The program acquires, administers, develops, and protects the city's raw water supplies in the Colorado, Arkansas, and South Platte basins. It provides short-term and long-term planning to meet the city's existing and future water resource needs while protecting the city's water rights portfolio. It includes funding for water partnerships (Aurora-Colorado Springs Joint Water Authority and Busk-Ivanhoe Water System Authority) formed by contract for the purpose of developing and operating water resources, systems, and facilities in whole or in part for the benefit of the parties.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Water Fund	10,571,731	11,677,825	11,278,400	11,382,896	12,302,921
Expenditures Total	**$10,571,731**	**$11,677,825**	**$11,278,400**	**$11,382,896**	**$12,302,921**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,296,688	2,267,466	2,625,094	2,494,086	2,683,315
Allocated Expenses	129,419	132,514	61,215	147,490	142,271
Supplies and Services	6,823,679	7,131,154	6,945,369	6,779,676	6,819,099
Utilities	1,298,373	1,993,077	1,603,323	1,947,519	2,600,100
Interfund Charges	15,822	12,047	27,399	14,087	12,136
Capital Related	7,750	141,567	16,000	38	46,000
Expenditures Total	**$10,571,731**	**$11,677,825**	**$11,278,400**	**$11,382,896**	**$12,302,921**
STAFFING SUMMARY					
Water Fund	19.00	20.00	22.00	22.00	22.00
Staffing Total	**19.00**	**20.00**	**22.00**	**22.00**	**22.00**
PERFORMANCE MEASURE SUMMARY					
Maintain a minimum of 50,500 acre-feet of available water in our storage reservoirs at all times	128,067 AF	104,007 AF	50,500 AF	98,020 AF	50,500 AF

City Attorney

City Attorney Website

PROGRAM SUMMARY

Civil Division

$6,266,271 29 FTE

*Provide legal counsel to city offices and City Council

Criminal Justice Division

$3,322,223 33 FTE

*Prosecute city ordinance violations

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**53.80**	**55.00**	**59.00**	**60.00**	**62.00**
EXPENDITURES	**8,168,030**	**8,752,084**	**9,317,964**	**9,145,723**	**9,588,494**

City Attorney

DESCRIPTION

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

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	53.80	55.00	59.00	60.00	62.00
Personal Services	6,048,380	6,284,051	6,902,624	6,588,942	7,147,126
Supplies and Services	2,010,863	2,350,543	2,288,451	2,411,892	2,305,597
Interfund Charges	108,787	117,490	126,889	126,889	135,771
Capital Related	0	0	0	18,000	0
Expenditures Total	**$8,168,030**	**$8,752,084**	**$9,317,964**	**$9,145,723**	**$9,588,494**

DEPARTMENT NARRATIVE

Budget Developments for 2020
In 2020, the Criminal Justice Division will continue to prosecute municipal ordinance violations handling roughly 40,000 cases per year from traffic matters to motor vehicle theft and domestic violence cases. The volume and complexity of the cases handled by the Criminal Justice Division exceeds other municipal courts in Colorado and rival those of most county courts including Denver. The Criminal Division prosecutes approximately 1,600 domestic violence cases each year. There have been over 2,000 jury trials set year-to-date and over 1,000 court trials set. There have also been 22 criminal appeals this year. Implementation of body-worn cameras by the Aurora Police Department significantly increased the workload for prosecutors as the recording of the incident must be reviewed for each officer at the scene. In 2019 four prosecutors were added to the budget to address the increased workload. The Criminal Division continues to work on streamlining these processes. More experienced candidates have been hired in 2019 to help stabilize and bring a higher level of experience in handling a busy and complex docket, and also to provide a variety of perspectives and approaches.

In 2020, the Civil Division will continue to provide high-quality legal services to the city, its officials, and its staff. With the departure of the City Attorney and several senior staff members, the Civil Division has undergone a significant restructuring. Two attorneys were hired in 2019 in the Civil Division to help with land use and development responsibilities, public safety and litigation. FTE authority and funding for these positions are included in an amendment for 2020. The Civil Division's workload remains high, particularly given the complex nature of litigation and legal questions facing the city. The quality and timeliness of the legal services provided by the department are critical to ensuring that the objectives of the City Council and city staff are met. The Civil Division will continue to evaluate innovative and team-oriented solutions to manage its workload.

2019 Current-Year Department Projection
The City Attorney's Office is projected to end the year under the 2019 Original Budget by $172,200 (1.8 percent). Significant vacancy savings will be generated by the City Attorney position assumed vacant for nearly the entire year. Additionally, positions that had been budgeted to accommodate long time staff have been filled with attorneys with less tenure. Vacancy savings will be partially offset by additional costs for the two Civil Division attorneys hired in 2019 that had not been budgeted and for the additional pay associated with bringing in higher level experienced staff in the Criminal Justice Division as discussed above. Additional offsetting costs include fees incurred for an executive search firm and expenditures to make improvements to the offices and common spaces of the City Attorney area of the AMC.

2020 Department Budget
The 2020 budget is $270,500 (2.9 percent) more than the 2019 Original Budget. The budget increase is primarily driven by the amendment to add funding to cover the two positions hired in 2019 in the Civil Division and the increased wages associated with hiring more experienced staff in the Criminal Justice Division. The 2020 budget also includes the citywide increases for pay, benefits, and other mandated costs such as risk and fleet charges. These increases are offset by the annual resetting of all position budgets to reflect the current employees in each position and other base budget adjustments such as the removal of 2019 one-time budgets and grant funding changes.

City Attorney

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-59,773
Mid Year Modifications	-13,083
Compensation Adjustments	7,727
Mandated Costs	26,028
Grant / Designated Revenue Adjustments	10,291
Total Base Adjustments	**($28,810)**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund / New Appropriation				
Add 2.0 FTE Civil Assistant City Attorney Positions and Appropriate Funds for Position Upgrades	2.00	299,340	0	299,340
Programs affected: Civil and Criminal Justice divisions Duration: Ongoing This amendment will add FTE authority and funding for two Assistant City Attorney I positions in the Civil Division. These two positions were filled in 2019 using two unbudgeted overhire positions. Additional funds are also being appropriated to increase pay for five positions. In 2019 these five positions were upgraded from Assistant City Attorney I to Assistant City Attorney II positions in the Criminal Justice Division.				
New Appropriation Total	**2.00**	**299,340**	**0**	**299,340**
General Fund Total	**2.00**	**299,340**	**0**	**299,340**
Amendment Request Total All Funds	**2.00**	**299,340**	**0**	**299,340**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	6,397,241	6,691,766	7,146,897	6,986,897	7,439,442
Gifts & Grants Fund	0	13,081	59,773	47,533	32,978
Water Fund	1,770,789	2,047,237	2,111,294	2,111,293	2,116,074
Expenditures Total	**$8,168,030**	**$8,752,084**	**$9,317,964**	**$9,145,723**	**$9,588,494**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	52.80	54.00	58.00	58.00	60.00
Gifts & Grants Fund	0.00	0.00	0.00	1.00	1.00
Water Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	**53.80**	**55.00**	**59.00**	**60.00**	**62.00**

City Attorney

PROGRAM DETAIL

Civil Division

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

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	3,656,662	3,888,037	3,945,318	3,859,002	4,150,197
Water Fund	1,770,789	2,047,237	2,111,294	2,111,293	2,116,074
Expenditures Total	**$5,427,451**	**$5,935,274**	**$6,056,612**	**$5,970,295**	**$6,266,271**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	3,456,987	3,667,925	3,762,874	3,580,845	3,963,651
Supplies and Services	1,861,677	2,149,859	2,166,849	2,262,561	2,166,849
Interfund Charges	108,787	117,490	126,889	126,889	135,771
Expenditures Total	**$5,427,451**	**$5,935,274**	**$6,056,612**	**$5,970,295**	**$6,266,271**
STAFFING SUMMARY					
General Fund	27.80	26.00	26.00	26.00	28.00
Water Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	**28.80**	**27.00**	**27.00**	**27.00**	**29.00**

Criminal Justice Division

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

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	2,740,579	2,803,729	3,201,579	3,127,895	3,289,245
Gifts & Grants Fund	0	13,081	59,773	47,533	32,978
Expenditures Total	**$2,740,579**	**$2,816,810**	**$3,261,352**	**$3,175,428**	**$3,322,223**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,591,393	2,616,126	3,139,750	3,008,097	3,183,475
Supplies and Services	149,186	200,684	121,602	149,331	138,748
Capital Related	0	0	0	18,000	0
Expenditures Total	**$2,740,579**	**$2,816,810**	**$3,261,352**	**$3,175,428**	**$3,322,223**

City Attorney

PROGRAM DETAIL

Criminal Justice Division

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
General Fund	25.00	28.00	32.00	32.00	32.00
Gifts & Grants Fund	0.00	0.00	0.00	1.00	1.00
Staffing Total	**25.00**	**28.00**	**32.00**	**33.00**	**33.00**

City Council

City Council Website

PROGRAM SUMMARY

City Council

$1,390,302 15 FTE

*City Council and associated legislative activities

Council Contingency

$15,716 0 FTE

* Contingency for unanticipated items

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**
EXPENDITURES	**1,228,429**	**1,267,439**	**1,375,737**	**1,363,282**	**1,406,018**

City Council

DESCRIPTION

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

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	15.00	15.00	15.00	15.00	15.00
Personal Services	734,587	735,058	820,519	751,013	839,218
Supplies and Services	484,583	522,508	546,903	603,954	557,903
Interfund Charges	9,259	9,873	8,315	8,315	8,897
Expenditures Total	**$1,228,429**	**$1,267,439**	**$1,375,737**	**$1,363,282**	**$1,406,018**

DEPARTMENT NARRATIVE

Budget Developments for 2020
City Council expenditures account for less than 0.5 percent of total General Fund expenditures in any given year. The majority of the changes from year to year are typically from personal services adjustments in accordance with city policy. The supplies and services budget includes council contingency, a small amount of money Council can use to fund expenses not known during the creation of the annual budget.

2019 Current-Year Department Projection
The City Council 2019 year-end projection is $12,500 (0.9 percent) lower than the original budget. This is driven primarily by budget savings due to vacant positions offset with a $57,100 supplemental for previously unspent Council travel.

2020 Department Budget
The total 2020 Proposed Budget is $30,300 greater than the 2019 Original Budget. The primary reason for the increase is an $18,700 increase in personal services primarily associated with staff pay increases offset by health insurance changes. At the September 28 Budget Workshop, Council added $8,000 ongoing as a funding increase for the Regional Air Quality Council. The total payment will be $26,000.

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

BASE ADJUSTMENTS

Base Adjustments	2020
Compensation Adjustments	18,699
Mandated Costs	3,582
Total Base Adjustments	**$22,281**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Regional Air Quality Council Funding Increase	0.00	8,000	0	8,000
Program affected: City Council Durations: Ongoing				

City Council

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
At the September 28 Budget Workshop, Council added $8,000 ongoing as a funding increase for the Regional Air Quality Council. The total payment will be $26,000.				
New Appropriation Total	**0.00**	**8,000**	**0**	**8,000**
General Fund Total	**0.00**	**8,000**	**0**	**8,000**
Amendment Request Total All Funds	**0.00**	**8,000**	**0**	**8,000**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	1,228,429	1,267,439	1,375,737	1,363,282	1,406,018
Expenditures Total	**$1,228,429**	**$1,267,439**	**$1,375,737**	**$1,363,282**	**$1,406,018**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	15.00	15.00	15.00	15.00	15.00
Staffing Total	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**

PROGRAM DETAIL

City Council

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

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,219,576	1,258,855	1,360,021	1,347,566	1,390,302
Expenditures Total	**$1,219,576**	**$1,258,855**	**$1,360,021**	**$1,347,566**	**$1,390,302**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	734,587	735,058	820,519	751,013	839,218
Supplies and Services	475,730	513,924	531,187	588,238	542,187
Interfund Charges	9,259	9,873	8,315	8,315	8,897
Expenditures Total	**$1,219,576**	**$1,258,855**	**$1,360,021**	**$1,347,566**	**$1,390,302**

City Council

PROGRAM DETAIL

City Council

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
General Fund	15.00	15.00	15.00	15.00	15.00
Staffing Total	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**

Council Contingency

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

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	8,853	8,584	15,716	15,716	15,716
Expenditures Total	**$8,853**	**$8,584**	**$15,716**	**$15,716**	**$15,716**

EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	8,853	8,584	15,716	15,716	15,716
Expenditures Total	**$8,853**	**$8,584**	**$15,716**	**$15,716**	**$15,716**

Civil Service Commission

Civil Service Commission Website

PROGRAM SUMMARY

Civil Service Commission

$1,118,044 4 FTE

*Manage new applicants and examine promotional certification of civil service employees
*Conduct disciplinary appeal hearings

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**
EXPENDITURES	**975,862**	**1,076,974**	**997,301**	**1,097,301**	**1,118,044**

Civil Service Commission

DESCRIPTION

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

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	4.00	4.00	4.00	4.00	4.00
Personal Services	583,167	674,013	655,077	734,289	734,581
Supplies and Services	389,586	399,603	338,597	359,385	379,582
Interfund Charges	3,109	3,358	3,627	3,627	3,881
Expenditures Total	**$975,862**	**$1,076,974**	**$997,301**	**$1,097,301**	**$1,118,044**

DEPARTMENT NARRATIVE

Budget Developments for 2020
The Civil Service Commission will continue to play an important role in helping to ensure that Aurora is a safe community by providing the residents of Aurora with the most qualified applicants for firefighter and police officer positions. In 2020, the commission will continue to ensure objective and impartial public safety employment while inspiring public confidence in the civil service system. The proposed 2020 budget for the Civil Service Commission includes one-time funding to account for the testing costs associated with the increased hiring of Fire and Police Recruits. This increased hiring comes from the Police Department entering the second year of a three-year plan to have two Academies per year, as well as the continued increased hiring in Fire Rescue to compensate for attrition.

2019 Current-Year Department Projection
The 2019 projection for the Civil Service Commission is $100,000 (10.0 percent) higher than the 2019 Original Budget and will require a 2019 budget supplemental. This variance can be attributed to increased contractual costs and temporary salaries associated with background investigations and other testing related to Police and Fire academy administration. The 2018 and 2019 Original Budgets included one-time $100,000 amendments to address these concerns but was insufficient to cover the escalating costs associated with the increased number and size of 2018 and 2019 Police and Fire academies.

2020 Department Budget
The 2020 budget will increase $120,700 (12.1 percent) over the 2019 Original Budget. The budget increase is primarily due to a $200,000 ($30,000 ongoing, $170,000 one-time) amendment that addresses increased contractual costs and temporary salaries associated with background investigations and other testing related to Police and Fire academy administration. This amendment is offset by the removal of a $100,000 one-time prior year amendment. The remaining budget increase includes base adjustments due to citywide compensation increases for department personnel, including the temporary background investigators.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-100,000
Compensation Adjustments	20,489
Mandated Costs	254
Total Base Adjustments	**($79,257)**

Civil Service Commission

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Add Funding for Contingent Staff to Support the Increased Number and Size of Academies	0.00	200,000	0	200,000
Program affected: Civil Service Commission Duration: $30,000 Ongoing, $170,000 One-time This amendment provides appropriation in 2020 to support the workload related to Police and Fire academy administration. There will be $109,000 appropriated to temporary salaries and $91,000 to professional services, for a total of $200,000 to perform background investigations and to administer polygraph tests and job suitability exams for new recruits.				
New Appropriation Total	**0.00**	**200,000**	**0**	**200,000**
General Fund Total	**0.00**	**200,000**	**0**	**200,000**
Amendment Request Total All Funds	**0.00**	**200,000**	**0**	**200,000**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	975,862	1,076,974	997,301	1,097,301	1,118,044
Expenditures Total	**$975,862**	**$1,076,974**	**$997,301**	**$1,097,301**	**$1,118,044**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**

PROGRAM DETAIL

Civil Service Commission

This function provides budget for police officer and firefighter candidate examination and certification. Additionally, it provides yearly promotion testing and certification of Police ranks from Agent through Captain, and Fire ranks from Engineer through Captain. It is also responsible for the review of disciplinary actions associated with civil service personnel.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	975,862	1,076,974	997,301	1,097,301	1,118,044
Expenditures Total	**$975,862**	**$1,076,974**	**$997,301**	**$1,097,301**	**$1,118,044**

Civil Service Commission

PROGRAM DETAIL

Civil Service Commission

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	583,167	674,013	655,077	734,289	734,581
Supplies and Services	389,586	399,603	338,597	359,385	379,582
Interfund Charges	3,109	3,358	3,627	3,627	3,881
Expenditures Total	**$975,862**	**$1,076,974**	**$997,301**	**$1,097,301**	**$1,118,044**
STAFFING SUMMARY					
General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**

Communications

Communications Website

PROGRAM SUMMARY

Access Aurora

$244,516 3 FTE

*Provide citizens and visitors with information on city services and community resources; work to resolve customer/resident concerns

Art Media

$452,302 5 FTE

*Provide brand consistent print and electronic graphic design services to city departments

Aurora Channel

$897,446 6 FTE

*Provide quality local coverage of the news and activities of the city and community

Mail Center

$387,866 3 FTE

*Provide centralized mailing, shipping and delivery services to meet the city's needs

Media and Public Relations

$1,657,537 8 FTE

*Provide internal/external communications, branding and marketing, and public and media relations support for the city

Multimedia Support

$95,860 1 FTE

*Support audio/visual of city meetings and maintain TV-related equipment & provide tech support to the Aurora Channel

Printing Services

$595,264 3.5 FTE

*Provide centralized printing services to meet the city's needs

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**25.36**	**26.50**	**29.50**	**29.50**	**29.50**
EXPENDITURES	**3,378,268**	**3,714,797**	**4,470,983**	**4,263,081**	**4,330,791**

Communications

DESCRIPTION

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

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	25.36	26.50	29.50	29.50	29.50
Personal Services	2,270,200	2,332,926	2,689,886	2,503,984	2,825,577
Supplies and Services	1,059,468	1,241,665	1,462,862	1,440,862	1,308,891
Interfund Charges	22,350	21,131	24,914	24,914	26,423
Capital Related	26,250	119,075	293,321	293,321	169,900
Expenditures Total	**$3,378,268**	**$3,714,797**	**$4,470,983**	**$4,263,081**	**$4,330,791**

DEPARTMENT NARRATIVE

Budget Developments for 2020
The primary objective of the Communications Department is to communicate Aurora's vision, quality of life, and economic development and other successes as well as be responsive to residents' concerns and questions. The Communications Department provides both internal and external communications services including, professional public and media relations, branding and marketing, serving as the main resident support portal through Access Aurora assisting over 93,500 residents and customers annually.

Through ongoing branding and marketing activities, like outreach at key city and community events, outreach, education and tours for real estate professionals, and partnerships with business and community organizations, the team makes 46 million marketing impressions a year. The city website has in excess of 668,000 monthly views, providing accurate and thorough information about the city. The department also supports and is constantly working to expand the city's reach on social media sites with more than 10 million organic and paid impressions, and 750 media story pitches annually, highlighting the city's commitment to top services and quality of life for its residents. In addition to the external facing customer service that the department provides, Communications also designs, prints and delivers over 4,500 graphic projects each year, and processes over 450,000 pieces of mail and delivers more than 9,000 parcels/pieces of freight annually in support of all city departments.

Additional funds are being requested for the 2020 budget to replace outdated design-specific computers for the graphics design staff. The Aurora Channel will decrease the proposed 2020 budget amount, specifically in the Designated Revenues Fund, to keep spending in line with their five-year strategic spending plan. The division will continue to provide interesting and relevant programming to Aurora TV viewers, who watched more than 396,000 videos last year. In addition, internal customers will continue to be served with brand-consistent designs from Graphic Arts, and timely printing and mailing services.

2019 Current-Year Department Projection
The 2019 projection for the Communications Department is $207,900 (4.7 percent) lower than the 2019 Original Budget. This variance is due in large part to vacancy savings realized from several retirements of long-time employees.

Communications

DEPARTMENT NARRATIVE

2020 Department Budget

The 2020 budget for Communications is $140,200 (3.1 percent) lower than the 2019 Original Budget. This decrease is almost entirely attributable to the decreased budget in the Designated Revenues Fund of $186,000 offset by the $46,800 added by Council at the Budget Workshop in support of a Smoking Cessation Program.

Budget in the Designated Revenues Fund is adjusted each year, reflecting actual needs for capital upgrades. The 2020 proposed expenditures include the replacement of cameras and camera support accessories, a new editing workstation, the modernization of studio lighting, and attaining video drones.

An amendment to the 2020 budget was requested to provide ongoing funding for the replacement of graphic computers for the Art Media division in the amount of $5,200.

During the September 28th Budget Workshop, Council added $46,800 to support the creation and implementation of a Smoking Cessation Program.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-393,321
Mid Year Modifications	-22,000
Compensation Adjustments	188,691
Mandated Costs	1,509
Grant / Designated Revenue Adjustments	32,929
Total Base Adjustments	**($192,192)**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund / New Appropriation				
Art Media Computer Replacement Program	0.00	5,200	0	5,200
Program affected: Art Media Duration: Ongoing Apple computers and laptops needed for graphic design and marketing have reached end of life and are not part of the IT computer replacement program. New computers are needed to continue design and marketing work.				
Smoking Cessation Campaign	0.00	46,800	0	46,800
Program affected: Communications Duration: One-time At the September 28th Budget Workshop Council requested that a General Smoking Cessation Campaign be pursued and granted one-time funding in the amount of $46,800 to support the implementation.				
New Appropriation Total	**0.00**	**52,000**	**0**	**52,000**
General Fund Total	**0.00**	**52,000**	**0**	**52,000**
Amendment Request Total All Funds	**0.00**	**52,000**	**0**	**52,000**

Communications

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Designated Revenues Fund	185,490	369,245	480,795	480,795	294,825
General Fund	3,192,778	3,345,552	3,990,188	3,782,286	4,035,966
Expenditures Total	**$3,378,268**	**$3,714,797**	**$4,470,983**	**$4,263,081**	**$4,330,791**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	25.36	26.50	29.50	29.50	29.50
Staffing Total	**25.36**	**26.50**	**29.50**	**29.50**	**29.50**

PROGRAM DETAIL

Access Aurora

Access Aurora serves as a single point of contact for citizens and visitors by providing information on city services and community resources. Access Aurora works to solve customer and resident concerns in a timely and responsive manner, including walkup guests, phone, email and online inquiries as well as communications through Access Aurora online. The 2019 projections reflect the expected performance impact resulting from staff turnover.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	175,183	197,731	219,228	122,053	244,516
Expenditures Total	**$175,183**	**$197,731**	**$219,228**	**$122,053**	**$244,516**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	173,789	178,078	217,303	120,128	240,091
Supplies and Services	1,394	19,653	1,925	1,925	4,425
Expenditures Total	**$175,183**	**$197,731**	**$219,228**	**$122,053**	**$244,516**
STAFFING SUMMARY					
General Fund	2.56	3.00	3.00	3.00	3.00
Staffing Total	**2.56**	**3.00**	**3.00**	**3.00**	**3.00**
PERFORMANCE MEASURE SUMMARY					
90% of calls answered within the established standard of 30 seconds or less	76%	81%	90%	70%	90%
90% of survey responders rating assistance from Access Aurora as 'above average' or better	100%	100%	90%	70%	90%
95% of customer requests for assistance assigned to Access Aurora resolved in two business days	95%	96%	95%	74%	95%

Communications

PROGRAM DETAIL

Art Media

The city's team of five graphic designers is responsible for more than 4,500 graphic jobs a year, averaging 49 projects per artist, per month. The team continually seeks ways to deliver professional and attractive, brand consistent designs at an economical cost to the city, including the design of all pieces for the Fox Arts Center for the 2017-2018 season. The 2019 projections include a decrease to account for staff turnover.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	362,578	393,616	437,565	439,464	452,302
Expenditures Total	**$362,578**	**$393,616**	**$437,565**	**$439,464**	**$452,302**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	343,840	369,658	413,789	415,688	420,826
Supplies and Services	18,738	23,958	23,776	23,776	26,276
Capital Related	0	0	0	0	5,200
Expenditures Total	**$362,578**	**$393,616**	**$437,565**	**$439,464**	**$452,302**
STAFFING SUMMARY					
General Fund	3.80	4.00	5.00	5.00	5.00
Staffing Total	**3.80**	**4.00**	**5.00**	**5.00**	**5.00**
PERFORMANCE MEASURE SUMMARY					
90% of internal customers rating support from Art Media, Mail Center, and Print Shop as 'above average' or better	98%	99%	90%	79%	90%
90% of jobs processed by Art Media completed on-time or early	96%	94%	90%	75%	90%

Aurora Channel

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

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	185,490	369,245	480,795	480,795	294,825
General Fund	507,390	508,911	565,551	536,261	602,621
Expenditures Total	**$692,880**	**$878,156**	**$1,046,346**	**$1,017,056**	**$897,446**

Communications

PROGRAM DETAIL

Aurora Channel

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	473,523	473,319	532,830	503,540	567,718
Supplies and Services	190,320	285,592	244,992	244,992	163,403
Interfund Charges	2,787	170	324	324	1,625
Capital Related	26,250	119,075	268,200	268,200	164,700
Expenditures Total	**$692,880**	**$878,156**	**$1,046,346**	**$1,017,056**	**$897,446**
STAFFING SUMMARY					
General Fund	4.75	5.00	6.00	6.00	6.00
Staffing Total	**4.75**	**5.00**	**6.00**	**6.00**	**6.00**
PERFORMANCE MEASURE SUMMARY					
90% of customers finding the Aurora Channel's video production service to be 'useful' or 'very useful' in accomplishing key department objectives	100%	100%	90%	90%	90%
90% of viewers finding the programming on the Aurora Channel(s), YouTube, and/or AuroraTV.org to be 'useful' or 'very useful'	95%	100%	90%	90%	90%

Mail Center

The Mail Center delivers and processes approximately 450,000 pieces of USPS mail and packages annually. In addition, the Mail Center handles all internal mail, including all materials produced by in-house printshop, picking up for and delivering to 44 locations multiple times per week, throughout the city. It also handles over 900 pieces of freight each month. Mail technicians pick up water bill payments from remote city facilities as well. Employing mail technicians as couriers has allowed the city to save on external document delivery costs.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	344,606	357,691	403,791	407,614	387,866
Expenditures Total	**$344,606**	**$357,691**	**$403,791**	**$407,614**	**$387,866**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	161,546	166,542	173,356	177,179	182,782
Supplies and Services	180,715	188,032	200,977	200,977	200,977
Interfund Charges	2,345	3,117	4,337	4,337	4,107
Capital Related	0	0	25,121	25,121	0
Expenditures Total	**$344,606**	**$357,691**	**$403,791**	**$407,614**	**$387,866**

Communications

PROGRAM DETAIL

Mail Center

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
PERFORMANCE MEASURE SUMMARY					
90% of internal customers rating support from Art Media, Mail Center, and Print Shop as 'above average' or better	98%	99%	90%	90%	90%

Media and Public Relations

Media and Public Relations has the dual role of providing management oversight of the Communications Department and serving as the city's primary liaison to various members of the community and media on citywide issues. The Public Relations staff responds to media inquiries, proactively pitches positive city stories and prepares materials including News Aurora, the Yum Guide, the Welcome Packet, Progress Report to Citizens (Aurora Opportunities), etc. The group also maintains the city's accounts on various social media sites including Facebook, Twitter, Instagram and Next Door, and works with the Information Technology Department to maintain the city's website. Additionally, this program manages the branding and marketing program.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,224,459	1,263,885	1,691,166	1,602,505	1,657,537
Expenditures Total	**$1,224,459**	**$1,263,885**	**$1,691,166**	**$1,602,505**	**$1,657,537**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	797,505	810,041	998,175	931,514	1,041,136
Supplies and Services	417,251	443,365	681,674	659,674	604,292
Interfund Charges	9,703	10,479	11,317	11,317	12,109
Expenditures Total	**$1,224,459**	**$1,263,885**	**$1,691,166**	**$1,602,505**	**$1,657,537**
STAFFING SUMMARY					
General Fund	7.00	7.00	8.00	8.00	8.00
Staffing Total	**7.00**	**7.00**	**8.00**	**8.00**	**8.00**
PERFORMANCE MEASURE SUMMARY					
95% of media inquiries receiving a response by next day of business	99%	100%	95%	95%	95%
Ratio of 40:1 city social media posts to user/follower comments, feedback, questions, and other interactions. Number reflects the average number of responses per city post	89:1	88:1	40:1	40:1	40:1

Communications

PROGRAM DETAIL

Multimedia Support

Multimedia Support staff supports audio and visual needs for high-level meetings scheduled in the Aurora Municipal Center, including the City Council Chambers, in coordination with Facilities Operations. The program also assists with technical support to Aurora Channel operations.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	84,094	88,200	93,518	92,894	95,860
Expenditures Total	**$84,094**	**$88,200**	**$93,518**	**$92,894**	**$95,860**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	81,491	83,470	87,022	86,398	90,239
Supplies and Services	1,467	4,254	5,000	5,000	5,000
Interfund Charges	1,136	476	1,496	1,496	621
Expenditures Total	**$84,094**	**$88,200**	**$93,518**	**$92,894**	**$95,860**
STAFFING SUMMARY					
General Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
PERFORMANCE MEASURE SUMMARY					
90% of internal customers rating audio/visual services as 'above average' or better	100%	100%	90%	90%	90%

Printing Services

Printing Services provides centralized printing, high volume, and special copy services in support of all city departments, including materials for the Fox Arts Center effective with the 2017-2018 season and continuing on to the present. The Print Shop processes over 3,300 print jobs each year, averaging more than 280 projects each month.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	494,468	535,518	579,369	581,495	595,264
Expenditures Total	**$494,468**	**$535,518**	**$579,369**	**$581,495**	**$595,264**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	238,506	251,818	267,411	269,537	282,785
Supplies and Services	249,583	276,811	304,518	304,518	304,518
Interfund Charges	6,379	6,889	7,440	7,440	7,961
Expenditures Total	**$494,468**	**$535,518**	**$579,369**	**$581,495**	**$595,264**
STAFFING SUMMARY					
General Fund	3.25	3.50	3.50	3.50	3.50
Staffing Total	**3.25**	**3.50**	**3.50**	**3.50**	**3.50**

Communications

PROGRAM DETAIL

Printing Services

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
PERFORMANCE MEASURE SUMMARY					
90% of internal customers rating support from Art Media, Mail Center, and Print Shop as 'above average' or better	100%	99%	90%	90%	90%
90% of jobs processed by Printing Services completed on-time or early	96%	98%	90%	90%	90%
95% of Council packets printed within four hours of receipt of final files	100%	100%	95%	95%	95%

Court Administration

Court Adminstration Website

PROGRAM SUMMARY

Case Management

$2,007,613 — 23 FTE

*Manage all court records
*Process all summonses for entries, settings, and collections
*Coordinate jury services

Detention

$5,572,182 — 57 FTE

*Provide safe environment for staff and detainees

Marshal

$995,720 — 10 FTE

*Provide safe environment for staff and public
*Transport prisoners

Office of the Court Administrator

$1,377,605 — 6 FTE

*Operational leadership and management of Case Management, Court Information System Services, Marshals, Probation, and Detention

Probation

$947,457 — 11 FTE

*Supervise and monitor defendants sentenced to probation programs

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**104.00**	**105.00**	**107.00**	**107.00**	**107.00**
EXPENDITURES	**9,295,570**	**9,359,084**	**10,045,902**	**10,309,165**	**10,900,577**

Court Administration

DESCRIPTION

The Court Administration Department is composed of five divisions that provide a variety of services and programs. The Office of the Court Administrator oversees administrative and court technology services. The Case Management Division serves as the custodian of all municipal court records and processes all summonses for city code violations. The Municipal Court handles a wide variety of violations such as traffic, zoning, sales tax, building code, and animal control ordinance violations. The Marshal Division enforces court orders, transports prisoners, and provides security for the Municipal Court Building, court personnel, and the public. The Probation Division provides sentencing options and monitors defendants to ensure compliance with court orders. The Detention Center is responsible for the custodial care, safety, and well-being of all persons placed in custody.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	104.00	105.00	107.00	107.00	107.00
Personal Services	7,732,852	7,674,059	8,397,551	8,454,162	9,020,084
Supplies and Services	1,222,905	1,315,789	1,278,384	1,486,859	1,483,378
Interfund Charges	320,515	346,180	369,967	368,144	397,115
Capital Related	19,298	23,056	0	0	0
Expenditures Total	**$9,295,570**	**$9,359,084**	**$10,045,902**	**$10,309,165**	**$10,900,577**

DEPARTMENT NARRATIVE

Budget Developments for 2020
In 2019, Court Administration continued to focus on providing effective oversight of the administrative operations of the Court and the Detention Center. In 2020, the department will continue to address increased workloads and processes created primarily due to several legislative mandates. Additionally, Court Administration will pursue organizational improvements to assist citizens navigate the municipal judicial system. This department's primary goal in 2020 is to continue to provide an exceptional level of service to the citizens of Aurora.

2019 Current-Year Department Projection
The 2019 expenditure projection for Court Administration is higher than the 2019 Original Budget by $263,300. This variance can be solely attributed to the wage equity adjustments made in late 2018 that were not able to be included in the 2019 budget due to timing. In the 2019 Spring Supplemental process, $263,300 was approved to be added to the Court Administration 2019 budget to cover the wage increases. When including the approved supplemental, Court Administration is projected to finish the year on budget.

2020 Department Budget
The 2020 budget for Court Administration is $854,700 (8.5 percent) higher than the 2019 Original Budget, which excludes the supplemental amendment. The majority of this budget variance is explained by the annual resetting of the position budgets to reflect the increased wage rates as discussed, plus the 2020 citywide increases for pay and benefits. Another notable item included in the 2020 budget is an increase of $180,000, or 29.4 percent, for detainee healthcare. The Detention Division has recently gone out to bid and has selected a new healthcare contractor to substantially enhance the level of care for detainees. Slightly offsetting these increases is an amendment to reduce the Court Technology appropriation to align spending to a lower level of funding as a result of the Photo Red Light Program elimination.

Court Administration

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	6,762
Mid Year Modifications	263,263
Compensation Adjustments	359,270
Mandated Costs	243,741
Total Base Adjustments	**$873,036**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
Designated Revenues Fund / New Appropriation				
Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination)	0.00	-18,361	0	-18,361
New Appropriation Total	**0.00**	**-18,361**	**0**	**-18,361**
Designated Revenues Fund Total	**0.00**	**-18,361**	**0**	**-18,361**
Amendment Request Total All Funds	**0.00**	**-18,361**	**0**	**-18,361**

Program affected: Multiple
Duration: Ongoing
The City of Aurora's photo red light program ceased operation at the end of 2018. As a result, appropriations must be adjusted for five city programs funded through court surcharges and (former) photo red light (PRL) funds. The five programs are in the Designated Revenues Fund and include: Court Technology, Problem Solving Courts, Aurora for Youth (AFY), Nexus, and Victim Assistance/Police Training (VALET).

Immediate changes were made in the 2019 Spring Supplemental process while further changes to 2019 will be put forth in the 2019 Fall Supplemental. This 2020 amendment includes several adjustments, all with the intent of working towards balancing each program expenditure to annual funding for that program.

This amendment will reduce agency award funding in the AFY, Nexus and VALET programs, eliminate 1.0 vacant FTE in AFY, and make several general expenditure reductions across programs. It will also transfer 0.15 Civil FTE and the Police conference and training budget out of VALET to the General Fund.

More detailed information can be found in the commentary and back-up included in the 04/01/19 study session item titled Photo Red Light/Surcharge/Nexus Program Funding Plan.

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Designated Revenues Fund	0	0	45,687	45,687	34,088
General Fund	9,295,570	9,359,084	10,000,215	10,263,478	10,866,489
Expenditures Total	**$9,295,570**	**$9,359,084**	**$10,045,902**	**$10,309,165**	**$10,900,577**

Court Administration

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	104.00	105.00	107.00	107.00	107.00
Staffing Total	**104.00**	**105.00**	**107.00**	**107.00**	**107.00**

PROGRAM DETAIL

Case Management

The program serves as custodian of all court records. It collects all court-related fines, fees, court costs, restitution, bonds, and jury fees. It provides information to all court departments, such as the Police Department, City Attorney and the Public Defender. It manages collections for fines through the court website, IVR system and collection agencies. It coordinates jury summonses and services. It coordinates and supervises work programs to satisfy court fines, costs and payment plans.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,789,771	1,823,031	1,921,060	1,938,684	2,007,613
Expenditures Total	**$1,789,771**	**$1,823,031**	**$1,921,060**	**$1,938,684**	**$2,007,613**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,544,687	1,565,947	1,650,727	1,667,999	1,710,412
Supplies and Services	245,084	257,084	270,333	270,685	297,201
Expenditures Total	**$1,789,771**	**$1,823,031**	**$1,921,060**	**$1,938,684**	**$2,007,613**
STAFFING SUMMARY					
General Fund	22.00	23.00	23.00	23.00	23.00
Staffing Total	**22.00**	**23.00**	**23.00**	**23.00**	**23.00**
PERFORMANCE MEASURE SUMMARY					
Summonses	38,197	43,881	49,000	35,000	42,000

Detention

The program provides custodial care, safety, and well-being for all people placed in the detention facility. With the emphasis on safety, efficiency and security for staff and detainees, the Detention Center provides custodial care for the well-being of all persons placed in custody. It processes all detainees admitted and released, video and audio monitor everyone in the facility. It transports inmates to and from other city and county jail facilities, and assists the public with bonding of inmates, court-ordered fingerprints and sex offender registrations.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	4,555,380	4,538,061	5,030,186	5,078,090	5,572,182
Expenditures Total	**$4,555,380**	**$4,538,061**	**$5,030,186**	**$5,078,090**	**$5,572,182**

Court Administration

PROGRAM DETAIL

Detention

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	3,801,912	3,622,713	4,201,412	4,046,913	4,556,284
Supplies and Services	725,391	880,664	817,663	1,021,478	1,004,663
Interfund Charges	8,779	11,628	11,111	9,699	11,235
Capital Related	19,298	23,056	0	0	0
Expenditures Total	**$4,555,380**	**$4,538,061**	**$5,030,186**	**$5,078,090**	**$5,572,182**
STAFFING SUMMARY					
General Fund	57.00	57.00	57.00	57.00	57.00
Staffing Total	**57.00**	**57.00**	**57.00**	**57.00**	**57.00**
PERFORMANCE MEASURE SUMMARY					
Detainees	14,961	14,264	14,487	15,935	16,660

Marshal

This program provides security for the Municipal Court building, court personnel and the public. It enforces court orders, serves warrants, assists with trials, and manages prisoner holding cells. It transfers prisoners from the courtroom to holding cells, completes necessary processing, then releases or transfers said prisoners to the Detention Center. It transports prisoners detained in other jurisdictions on municipal warrants or awaiting trials at the Aurora Municipal Court.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	897,531	936,661	948,215	1,011,951	995,720
Expenditures Total	**$897,531**	**$936,661**	**$948,215**	**$1,011,951**	**$995,720**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	876,678	900,601	915,827	985,013	960,857
Supplies and Services	9,792	26,237	24,239	19,200	24,239
Interfund Charges	11,061	9,823	8,149	7,738	10,624
Expenditures Total	**$897,531**	**$936,661**	**$948,215**	**$1,011,951**	**$995,720**
STAFFING SUMMARY					
General Fund	9.00	9.00	10.00	10.00	10.00
Staffing Total	**9.00**	**9.00**	**10.00**	**10.00**	**10.00**
PERFORMANCE MEASURE SUMMARY					
Remands	722	583	900	700	840
Transports	2,441	2,375	3,000	2,100	2,250

Court Administration

PROGRAM DETAIL

Office of the Court Administrator

This program provides direction and oversight of activities performed by the administrative divisions of the Aurora Municipal Court which includes: Case Management, Court Information System Services, Marshals, Probation, and Detention. It ensures that these divisions provide a high level of customer service, operate efficiently and effectively, promote fiscal responsibility, and adhere to city and judicial policies as well as city, state, and federal laws. It serves as information coordinator and staff support for administrative services provided to court employees and customers.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	0	0	45,687	45,687	34,088
General Fund	1,276,449	1,224,462	1,225,311	1,315,818	1,343,517
Expenditures Total	**$1,276,449**	**$1,224,462**	**$1,270,998**	**$1,361,505**	**$1,377,605**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	754,772	784,816	764,362	859,594	858,019
Supplies and Services	221,002	114,917	155,929	151,204	144,330
Interfund Charges	300,675	324,729	350,707	350,707	375,256
Expenditures Total	**$1,276,449**	**$1,224,462**	**$1,270,998**	**$1,361,505**	**$1,377,605**
STAFFING SUMMARY					
General Fund	6.00	6.00	6.00	6.00	6.00
Staffing Total	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**

Probation

This program provides judges with background information, sentencing options, and recommendations when requested. It monitors defendants to ensure compliance with court orders. It coordinates and supervises various community service programs. It provides information on high-profile defendants to the specialized units of the Aurora Police Department to enhance police, victim and community safety. It maintains a proactive role in working with specific city departments and community agencies for the prevention and treatment of animal abuse, fire-setting, and other acts of violence.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	776,439	836,869	875,443	918,935	947,457
Expenditures Total	**$776,439**	**$836,869**	**$875,443**	**$918,935**	**$947,457**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	754,803	799,982	865,223	894,643	934,512
Supplies and Services	21,636	36,887	10,220	24,292	12,945
Expenditures Total	**$776,439**	**$836,869**	**$875,443**	**$918,935**	**$947,457**
STAFFING SUMMARY					
General Fund	10.00	10.00	11.00	11.00	11.00
Staffing Total	**10.00**	**10.00**	**11.00**	**11.00**	**11.00**

Court Administration

PROGRAM DETAIL

Probation

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
PERFORMANCE MEASURE SUMMARY					
New Cases	664	663	700	720	720

Finance

Finance Website

PROGRAM SUMMARY

Accounting

$1,593,516 — 9 FTE

*Maintain the official financial accounts and records of the city
*Ensure compliance with accounting standards

Accounts Payable

$267,951 — 3 FTE

*Review city invoices for accuracy, proper approval, appropriateness and make timely payment to vendors

Administration

$1,159,193 — 2.5 FTE

*Provide citywide financial planning, advice, and administration of financial operations

Budget & Financial Planning

$895,424 — 7.5 FTE

*Provide citywide budget guidance and develop the budget, provide analysis, manage the budget process, and perform special projects

Central Cashiering

$326,590 — 4 FTE

*Central receipt and management of all city cash

Debt, Investments & Treasury Management

$545,199 — 3 FTE

*Manage the investment of all city cash; issue and manage all city debt and financing

Marijuana Enforcement

$718,812 — 3 FTE

*Audit businesses for compliance with city tax laws and collect unpaid taxes through the audit process

Payroll

$545,213 — 5 FTE

*Manage and process the payroll including payment of deductions and benefits, and reconciliation of information

Tax and Licensing

$1,454,893 — 15 FTE

*Issue and manage general tax and special licensing for city businesses; collect unpaid taxes through collection activities excluding audit

Tax Audit

$1,061,215 — 10 FTE

*Audit businesses for compliance with city tax laws and collect unpaid taxes through the audit process

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**60.50**	**60.50**	**62.00**	**62.00**	**62.00**
EXPENDITURES	**8,649,710**	**7,312,796**	**7,123,639**	**7,579,945**	**8,568,006**

Finance

DESCRIPTION

The Finance Department includes general financial functions, business licensing, and tax collection for the city government. The department provides support and advice to the City Manager, City Council, and departments in matters related to financial issues, economic development policy, and strategic planning. Specific functions in carrying out this mission include: management of the budget process, support in strategic planning, development of long-range financial options, economic and revenue analysis, revenue management, licensing of businesses, collection of various taxes, accounting and financial reporting, cash management, financial controls, debt and capital planning, accounts receivable and payable, payroll, pension administration, grant management, and marijuana enforcement.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	60.50	60.50	62.00	62.00	62.00
Personal Services	5,516,322	5,824,328	6,145,236	6,240,251	6,577,134
Allocated Expenses	-357,233	-403,580	-162,227	-414,046	-176,466
Supplies and Services	3,118,644	1,391,548	1,056,971	1,676,227	2,110,702
Interfund Charges	46,083	49,618	53,659	53,996	56,636
Capital Related	21,232	0	30,000	23,517	0
Transfers Out	304,662	450,882	0	0	0
Expenditures Total	**$8,649,710**	**$7,312,796**	**$7,123,639**	**$7,579,945**	**$8,568,006**

DEPARTMENT NARRATIVE

Budget Developments for 2020

The Finance Department's primary goal is to ensure the city's financial resources are well-managed. As economic and population growth in Aurora create new challenges and opportunities, economic development and leveraging investment interest will remain a priority. Changes in the Finance Department will support exciting projects and evolving policies. The department will continue to focus on providing exceptional customer service and maintaining internal controls while working to better understand internal and external customer needs.

The Tax and Licensing Division will continue to audit businesses to ensure compliance with tax laws, placing a special emphasis on taxpayer education and outreach. The division continues to ensure that all local businesses receive the help they need to comply with the city's tax code. Tax and Licensing will continue to serve internal and external customers, and adapt to new processes required by the city's new tax and licensing systems. In 2020, the division will focus on implementation of a new system for licensing liquor, and other business supplemental licensing which currently operate out of the legacy end-of-life licensing system. Staff will implement the removal of a cigarette sales tax exemption resulting in a net $1.7 million additional revenue to the General Fund in 2020.

The Aurora Marijuana Enforcement Division (AMED) has issued all twenty-four store licenses available. The division also provides support to 21 cultivation license holders, 16 product manufacturers, 24 retail stores and one testing facility. Application acceptance for cultivations, product manufacturers and testing facilities is ongoing. In November 2018, Aurora residents approved a ballot measure allowing medical marijuana cultivations and medical marijuana-infused production in the city. Staff will continue to implement the changes as a result of the vote. The hemp industry is growing and staff will be implementing new regulations in 2019 and will continue to review the industry and related regulation in 2020. AMED will continue to implement the new workflow management system in 2020 as well.

Treasury and Debt operations continue to review opportunities to increase portfolio yields from investing while maintaining safety and liquidity. During 2019, the size of the investment portfolio increased from $521 million to $599 million as of October 31st. This includes a $45 million prepayment of debt by Aurora Water in September. This voluntary prepay yielded NPV savings of 26% or $12 million and reduced total Water Fund debt to less than $400 million.

On the financing side, staff continue to take advantage of favorable financing opportunities due to current low interest rates and a deep market of banks and other investors who want to provide the city with funding. Recent financing projects include

Finance

DEPARTMENT NARRATIVE

the Stephen D. Hogan Parkway ($19 million debt for a $34 million project), 2019 Heavy Fleet Leasing ($4 million), the Fitzsimons Stormwater Improvements ($30 million debt for a $36 million project), and the Aurora Municipal Campus 2019 certificates of participation refinancing ($62 million). This refinancing generated NPV savings of 19% or $13.8 million. In the course of the AMC refinancing, Moody's upgraded the city's issuer rating to Aaa, the highest possible credit rating.

Upcoming financing transactions include AURA Gateway/ Hyatt House Hotel ($6.45 million), 2020 Heavy Fleet ($4 million) and the Southeast Rec Center (over $30 million).

The Controller's Division continues to work with the Information Technology (IT) Department to adopt and integrate PCIDSS (Payment Card Industry Digital Security Standard) requirements into the city's operations and IT infrastructure. The Controller's Division will be issuing a request for proposal for a positive time keeping system in coordination with department stakeholders, Human Resources, and Information Technology. Implementation will begin winter of 2019 with go live summer of 2020. Staff continue to work with IT regarding updates to the existing Enterprise Resource Planning (ERP) system, which will ultimately allow for integrated applications around accounting, payroll, HR, and budgeting systems. There is $300,000 budgeted in 2020 for changes to the ERP report writing.

The Budget Division continues to work with all departments and the Citizens Budget Advisory Committee on the annual budget development process as well as addressing ongoing budget needs. They will be continuing work on the Facilities Master Plan update in fall of 2019 and into 2020. This effort will be coordinated with departments and City Council then vetted with business leaders and Aurora citizens. Staff are working with IT regarding updates to the Budget Management system. These efforts will continue in 2020 with $100,000 budgeted for this effort.

The Special Projects Manager, also part of the Budget Division, performs special projects as assigned by the City Manager's Office. In 2020, a citywide review of fees is planned to assess their accuracy and ability to cover associated costs. Growth in most city fees have historically been indexed to an external reference point. A more thorough, targeted review and assessment is intended to bring efficiencies and overall improvement to current fee structures with $350,000 budgeted in 2020 for this effort.

2019 Current-Year Department Projection
The 2019 projection for the Finance Department is $456,300 (6.4 percent) higher than the 2019 Original Budget. The primary factor driving this variance is a Police Pension Study ($250,000) which the department will be undertaking later this year. A supplemental will be required to cover the cost of the study. To cover remaining costs of migrating licensing data to the city's new Tax & Licensing system, $206,300 was approved to be added to the Finance budget in the 2019 Spring Supplemental process. This amount is captured in the variance to the 2019 Original Budget; when included in the budget, the Department is expected to exceed budget only by the amount needed to cover the required Police Pension Study.

2020 Department Budget
The 2020 budget is $1.4 million (20.3 percent) more than the 2019 Original Budget. Of this amount, $694,400 is due to the base adjustments including mandated costs, such as the Financial Statement Audit and 401a Plan Advisor that entail improvements in the breadth and depth of the city's financial management capabilities. The 2020 base budget also incorporates pay equity adjustments resulting in late 2018 personal services increases not captured in 2019 due to the timing. Besides base adjustments, four budget amendments are being requested. Among these is an amendment to remove the sales tax exemption on cigarettes which will generate $2.3 million in sales tax revenue. It is assumed that the city will need to forgo the $593,600 existing state excise tax revenue share back in order to collect the sales tax on cigarettes making the total amendment a net increase to General Fund revenues of $1.7 million. The remaining three amendments add a total of $750,000 in appropriations: $100,000 for a contractor to address a backlog of Budget Management System (BMS) issues and implement improvements to the system; $300,000 to implement reporting improvements to its Enterprise Resource Planning (ERP) system; and $350,000 to undertake a citywide comparative review of fees, intended to bring efficiencies and overall improvement to current fee structures.

Finance

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-15,000
Compensation Adjustments	417,659
Mandated Costs	242,208
Other Adjustments	49,500
Total Base Adjustments	**$694,367**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund / New Appropriation				
Budget Management System Services Contract	0.00	100,000	0	100,000
Program affected: Budget & Financial Planning Duration: One-time This request addresses unmet needs for maintenance and repair of the city's Budget Management System (BMS), which is critical for the functioning of the city's financial management operations. An expert in the systems on which BMS is built would be sought on a contract basis to both resolve outstanding BMS issues and implement improvements and efficiencies in the existing system.				
Cigarette Sales Tax Exemption Elimination	0.00	0	1,706,421	-1,706,421
Program affected: Finance Administration Duration: Ongoing This technical amendment notes the net $1.7 million in revenue from the elimination of the sales tax exemption on cigarettes based on the passage of HB19-1033. The amount of expected sales tax will be $2.3 million, but it is assumed that the city will forgo $593,600 from the existing State excise tax revenue share back.				
Cognos Enterprise Resource Planning (ERP) Report Writing Contract	0.00	300,000	0	300,000
Program affected: Controller's Office Duration: One-time The city's ERP system vendor is retiring an outdated report writing component of its software system and has required that its users begin transitioning to IBM Cognos. This entails translating the many existing standard and custom financial reports into the language of IBM Cognos, which is more universally understood and easier to maintain.				
Service Fee Study Contract	0.00	350,000	0	350,000
Program affected: Finance Administration Duration: One-time A citywide review of fees is being initiated to assess their accuracy and ability to cover associated costs. Growth in most city fees have historically been indexed to an external reference point and a more thorough, targeted review and assessment is intended to bring efficiencies and overall improvement to current fee structures.				
New Appropriation Total	**0.00**	**750,000**	**1,706,421**	**-956,421**
General Fund Total	**0.00**	**750,000**	**1,706,421**	**-956,421**

Finance

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
Amendment Request Total All Funds	**0.00**	**750,000**	**1,706,421**	**-956,421**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	8,649,710	7,312,796	7,123,639	7,579,945	8,568,006
Expenditures Total	**$8,649,710**	**$7,312,796**	**$7,123,639**	**$7,579,945**	**$8,568,006**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	60.50	60.50	62.00	62.00	62.00
Staffing Total	**60.50**	**60.50**	**62.00**	**62.00**	**62.00**

PROGRAM DETAIL

Accounting

This function oversees all financial activity of the city, maintains the official accounting records, and produces the annually required city financial statements. This program is also responsible for designing, implementing, and monitoring financial controls.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,119,903	1,072,428	1,163,839	1,177,346	1,593,516
Expenditures Total	**$1,119,903**	**$1,072,428**	**$1,163,839**	**$1,177,346**	**$1,593,516**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	898,105	860,972	974,433	1,003,640	1,064,120
Supplies and Services	221,798	211,456	189,406	173,706	529,396
Expenditures Total	**$1,119,903**	**$1,072,428**	**$1,163,839**	**$1,177,346**	**$1,593,516**
STAFFING SUMMARY					
General Fund	10.00	10.00	9.00	9.00	9.00
Staffing Total	**10.00**	**10.00**	**9.00**	**9.00**	**9.00**
PERFORMANCE MEASURE SUMMARY					
Close month end by the 8th business day of the following month excluding year end (includes incentives beginning in 2019).	100%	73%	100%	82%	100%

Finance

PROGRAM DETAIL

Accounts Payable

This function verifies that proper purchasing procedures are followed, proper authorization is obtained, and that no duplicate payments are made. Invoices for payment are batched by departments but reviewed by the Accounts Payable function. Errors are noted, researched, and corrected as appropriate and payments are processed. This function also oversees the citywide purchasing card program, vendor identification system and production of the IRS form 1099s.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	234,639	236,426	268,298	239,779	267,951
Expenditures Total	**$234,639**	**$236,426**	**$268,298**	**$239,779**	**$267,951**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	232,081	232,102	264,998	234,974	264,651
Supplies and Services	2,558	4,324	3,300	4,805	3,300
Expenditures Total	**$234,639**	**$236,426**	**$268,298**	**$239,779**	**$267,951**
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
PERFORMANCE MEASURE SUMMARY					
Target 30 days for 85% of vendor payments.	87%	86%	85%	92%	85%

Administration

This function administers the Finance Department by developing recommended citywide financial policies, providing support to Council's Management and Finance Committee, and providing general financial advice to city departments, city management and City Council.

This function includes the Finance Director, a Management Assistant, and a 0.5 FTE Administrative Assistant shared with Purchasing.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	555,415	944,262	547,272	805,004	1,159,193
Expenditures Total	**$555,415**	**$944,262**	**$547,272**	**$805,004**	**$1,159,193**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	290,890	325,342	338,537	337,866	361,538
Supplies and Services	200,188	121,485	158,458	416,151	743,859
Interfund Charges	43,105	46,553	50,277	50,277	53,796
Capital Related	21,232	0	0	710	0
Transfers Out	0	450,882	0	0	0
Expenditures Total	**$555,415**	**$944,262**	**$547,272**	**$805,004**	**$1,159,193**

Finance

PROGRAM DETAIL

Administration

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
General Fund	3.00	2.00	2.50	2.50	2.50
Staffing Total	**3.00**	**2.00**	**2.50**	**2.50**	**2.50**

Budget & Financial Planning

This function manages the annual budget process, provides support in strategic planning, prepares the city's budget documents and makes recommendations with regard to short and long term financial plans. It analyzes revenues, expenditures and economic factors, prepares financial projections for all city funds, and makes recommendations to management and City Council. It oversees financial aspects of the city's capital program including all long-range financial planning. The function supports the work of other city departments by facilitating accurate and efficient administration of the budget at all levels of the city. The Special Projects Manager, also part of this division, performs special projects as assigned by the City Manager's Office.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	642,682	665,670	706,414	745,287	895,424
Expenditures Total	**$642,682**	**$665,670**	**$706,414**	**$745,287**	**$895,424**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	772,024	808,943	836,483	850,209	916,232
Allocated Expenses	-155,004	-158,964	-164,046	-164,046	-178,285
Supplies and Services	25,662	15,691	33,977	59,124	157,477
Expenditures Total	**$642,682**	**$665,670**	**$706,414**	**$745,287**	**$895,424**
STAFFING SUMMARY					
General Fund	7.50	7.50	7.50	7.50	7.50
Staffing Total	**7.50**	**7.50**	**7.50**	**7.50**	**7.50**

Central Cashiering

The Cashier's Office receives, identifies, segregates, reconciles, and records the receipt of all cash, check, and eCommerce transactions for deposit. It also designs and implements citywide cash controls and provides cash handling training for departmental staff.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	290,090	288,830	312,294	294,625	326,590
Expenditures Total	**$290,090**	**$288,830**	**$312,294**	**$294,625**	**$326,590**

Finance

PROGRAM DETAIL

Central Cashiering

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	223,205	237,242	246,860	249,776	261,156
Supplies and Services	66,885	51,588	65,434	44,849	65,434
Expenditures Total	**$290,090**	**$288,830**	**$312,294**	**$294,625**	**$326,590**
STAFFING SUMMARY					
General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**
PERFORMANCE MEASURE SUMMARY					
Daily cash over/short target will have no more than 3 items in one month between $1 and $10.	100%	100%	100%	100%	100%
Reporting is distributed to the GL by 4 pm and deposits reach banks before 6 pm daily without holdover on sales tax payments. Quarterly and year-end payments are processed within 4 business days	91%	92%	100%	100%	100%

Debt, Investments & Treasury Management

This function manages the issuance of new debt/financing instruments, short-term investments, and all treasury/banking functions citywide. The division monitors the city's compliance with requirements for previously issued debt, and manages the administration of existing debt. This function also participates in analysis of development incentive agreements and works on special projects.

The program also manages cash, investments and bank relations. The fair market value of the city pooled investment portfolio was $585.9 million as of June 2019. Projected revenue for 2019 from this portfolio is $12.5 million, versus $6.5 million and $8.9 million for 2017 and 2018 respectively.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	415,435	455,896	541,217	447,076	545,199
Expenditures Total	**$415,435**	**$455,896**	**$541,217**	**$447,076**	**$545,199**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	351,170	371,454	373,325	351,740	377,135
Allocated Expenses	-202,229	-244,616	-250,000	-250,000	-250,000
Supplies and Services	264,387	326,782	415,434	342,878	415,434
Interfund Charges	2,107	2,276	2,458	2,458	2,630
Expenditures Total	**$415,435**	**$455,896**	**$541,217**	**$447,076**	**$545,199**
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

Finance

PROGRAM DETAIL

Debt, Investments & Treasury Management

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
PERFORMANCE MEASURE SUMMARY					
Monthly investment yield is +/- 20% of the investment benchmark. The new benchmark is a blend of indices.	N/A	N/A	80%	87%	100%

Marijuana Enforcement

This division was formed in 2014 to create, implement and enforce the rules and regulations for retail marijuana establishments. A cross-functional team provides assistance in licensing, tax collections, auditing, development assistance, plan review, permitting, and inspections. Retail, manufacturing, cultivation, testing and transporter comprise the currently allowed marijuana business types. Medical marijuana cultivation and marijuana infused product licenses were approved by the voters in November 2018. The ordinance became effective August 17, 2019. The division is currently assessing delivery and on-site consumption businesses.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,173,198	591,740	698,859	582,064	718,812
Expenditures Total	**$1,173,198**	**$591,740**	**$698,859**	**$582,064**	**$718,812**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	446,414	413,194	409,426	419,807	429,379
Allocated Expenses	0	0	251,819	0	251,819
Supplies and Services	422,122	178,546	37,614	162,257	37,614
Transfers Out	304,662	0	0	0	0
Expenditures Total	**$1,173,198**	**$591,740**	**$698,859**	**$582,064**	**$718,812**
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

Payroll

This function is responsible for producing the city payroll and associated reports. This function reviews time card batches produced by departments, generates payment for all payroll, associated taxes, pensions, deferred compensation, garnishments, insurance premiums, and files all quarterly and annual tax filings.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	396,352	494,023	503,010	540,236	545,213
Expenditures Total	**$396,352**	**$494,023**	**$503,010**	**$540,236**	**$545,213**

Finance

PROGRAM DETAIL

Payroll

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	388,793	486,481	491,121	520,713	533,324
Supplies and Services	7,559	7,542	11,889	19,523	11,889
Expenditures Total	**$396,352**	**$494,023**	**$503,010**	**$540,236**	**$545,213**
STAFFING SUMMARY					
General Fund	4.00	4.00	5.00	5.00	5.00
Staffing Total	**4.00**	**4.00**	**5.00**	**5.00**	**5.00**
PERFORMANCE MEASURE SUMMARY					
Three corrections or less per bi-weekly payroll.	100%	100%	100%	100%	100%

Tax and Licensing

This function accepts applications for review and issues and manages all city general business, tax, and special licenses. This operation also works to collect past due tax, process tax returns, and provide customer information and assistance. Special licenses such as liquor licenses require substantial review and processing. The primary collection enforcement mechanism is telephone contact and site visits with business owners. When necessary, this function places a lien on the business property and may also seize and sell businesses' personal property assets. This function also identifies and follows-up on businesses that may not be licensed and performs periodic compliance checks. Revenues collected for this program exceed direct expenditures. As part of the 2020 budget, 0.33 FTE was moved from Tax Audit to Tax and Licensing.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	2,538,234	1,550,513	1,349,186	1,668,601	1,454,893
Expenditures Total	**$2,538,234**	**$1,550,513**	**$1,349,186**	**$1,668,601**	**$1,454,893**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	960,049	1,093,309	1,198,706	1,255,124	1,330,131
Supplies and Services	1,577,466	456,567	119,712	389,565	124,552
Interfund Charges	719	637	768	1,105	210
Capital Related	0	0	30,000	22,807	0
Expenditures Total	**$2,538,234**	**$1,550,513**	**$1,349,186**	**$1,668,601**	**$1,454,893**
STAFFING SUMMARY					
General Fund	12.67	13.67	14.67	14.67	15.00
Staffing Total	**12.67**	**13.67**	**14.67**	**14.67**	**15.00**

Finance

PROGRAM DETAIL

Tax and Licensing

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
PERFORMANCE MEASURE SUMMARY					
82% of general licenses are turned around in 20 days or less.	88%	85%	82%	82%	82%
Measures electronic filings as a percentage of total tax filings.	N/A	N/A	85%	82.5%	85%
Three month rolling average field tax collections equals (100%) or exceeds CPI adjusted monthly three year average of field tax collections	139%	105%	100%	125%	100%

Tax Audit

This function audits businesses for compliance with tax laws, proper payment of taxes and either collects or refunds any tax due or overpaid. Program staff also provide taxpayer education. As part of the 2020 budget, 0.33 FTE was moved from Tax Audit to Tax and Licensing.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	971,269	1,013,008	1,033,250	1,079,927	1,061,215
Expenditures Total	**$971,269**	**$1,013,008**	**$1,033,250**	**$1,079,927**	**$1,061,215**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	953,591	995,289	1,011,347	1,016,402	1,039,468
Supplies and Services	17,526	17,567	21,747	63,369	21,747
Interfund Charges	152	152	156	156	0
Expenditures Total	**$971,269**	**$1,013,008**	**$1,033,250**	**$1,079,927**	**$1,061,215**
STAFFING SUMMARY					
General Fund	10.33	10.33	10.33	10.33	10.00
Staffing Total	**10.33**	**10.33**	**10.33**	**10.33**	**10.00**
PERFORMANCE MEASURE SUMMARY					
6 month rolling average within at least 85% of average monthly budget/projection.	189%	211%	100%	286%	100%

Fire

Fire Website

PROGRAM SUMMARY

Administration

$8,955,495 21 FTE

*Provide management support, including strategic planning, budgeting, financial control and overall administrative duties

Arson Investigation

$389,027 3 FTE

*Investigate fires, explosions and illegal disposal of hazardous materials

Community Engagement

$640,474 5 FTE

*Perform outreach tasks such as firefighter recruitment, safety education for the public, community health initiatives and media relations

Emergency Management and Planning

$399,930 3 FTE

*Manage the city's disaster preparedness operations

Fire Emergency Response Services

$50,526,222 393 FTE

*Respond to all requests for fire and EMS emergency assistance

Fire Inspections

$670,855 7 FTE

*Conduct fire inspections

Fire Training

$1,770,809 11.5 FTE

*Provide training to Fire Department personnel

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
CIVIL - FTE	**370.00**	**387.00**	**419.00**	**419.00**	**424.00**
REGULAR - FTE	**17.00**	**17.00**	**19.00**	**19.50**	**19.50**
EXPENDITURES	**49,445,613**	**52,993,682**	**59,783,400**	**60,681,924**	**63,352,812**

Fire

DESCRIPTION

Aurora Fire Rescue (AFR) is responsible for ensuring a safe community within the City of Aurora by providing protection of life and property threatened by medical emergencies, fires, hazardous materials, severe weather conditions, and all other natural or man-made catastrophes. Major programs within the Fire Department include: Fire Emergency Services, the Office of Emergency Management, Community Engagement, Fire Inspections and Investigations, and Professional Development and Support. Fire Emergency Services is responsible for firefighting and rescue activities as well as providing both advanced and basic medical assistance. The Office of Emergency Management develops the citywide emergency plans, provides preparedness trainings and ensures that recovery systems are established for our community. Community Engagement is the department's interface with the public and includes public information officers, recruitment, and a community health education program. Fire Inspection and Investigations conducts inspections to ensure fire code compliance, and Professional Development and Support provides training to new recruits as well as continuing education for all incumbent firefighters.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	387.00	404.00	438.00	438.50	443.50
Personal Services	44,089,216	46,507,507	51,183,057	51,553,438	54,964,608
Allocated Expenses	0	0	0	0	40,000
Supplies and Services	1,912,563	2,577,858	2,169,759	2,387,575	2,091,974
Utilities	209,178	232,973	275,399	240,402	366,950
Interfund Charges	2,903,970	3,263,109	3,118,723	3,637,176	3,864,396
Capital Related	-6,540	75,009	2,699,236	2,526,107	1,687,658
Transfers Out	337,226	337,226	337,226	337,226	337,226
Expenditures Total	**$49,445,613**	**$52,993,682**	**$59,783,400**	**$60,681,924**	**$63,352,812**

DEPARTMENT NARRATIVE

Budget Developments for 2020

The primary goal for Aurora Fire Rescue is to ensure a safe community. In 2020, the department will continue to provide a full-service emergency response that rapidly responds to fire-related incidents in six minutes and twenty seconds and advanced life care incidents in six minutes. Ongoing challenges to the department include being proactive regarding firefighter wellness and safety, reducing the age of the front-line fire fleet with a more aggressive replacement schedule, and providing exceptional medical control, paramedic training, and EMS quality improvement programs. The department is focused on several initiatives in 2020 to address these challenges:

- Standardized accountability and safety equipment added in the 2020 budget will better identify and account for members working an emergency scene, and situational command boards will allow chief officers to better manage critical incidents.
- Four additional front-line apparatus will be replaced in 2020. This more aggressive replacement schedule will reduce the average age of the fleet by the end of 2020 to 6.1 years from 11.9 years at the end of 2018.
- An Air, Light, and Rehab truck will be added to Fire Operations to allow AFR to transport and refill self-contained breathing apparatus (SCBA) bottles on extended incidents.
- In 2020, the department will continue to enhance its emergency medical services (EMS) functions by increasing the hours worked by the department's Medical Director and enhancing the paramedic school program to help meet appropriate paramedic staffing levels and support EMS operational objectives.
- At the September 28 Budget Workshop, Council added funding to optimize the Medical Services Unit by utilizing overtime to match peak call volumes and staff an additional fire engine in southeast Aurora.
- Also at the September 28 Budget Workshop, Council added funding to match a SAFER grant providing for a fourth emergency operations Battalion Chief and additional firefighter staff.

2019 Current-Year Department Projections

The 2019 projection for Aurora Fire Rescue is over the 2019 Original Budget by $898,500 (1.5 percent). Interfund charges for fuel and fleet repair are over budget as the age of the fleet, the need for additional preventative maintenance, and more costly

Fire

DEPARTMENT NARRATIVE

repairs outside of warranty have been significant cost drivers. Due to the aggressive replacement schedule noted above, this fleet issue is expected to be one-time in nature. The remaining variance to budget is due to personnel costs related to the department's mandated staffing. AFR implemented a proactive staffing approach that was based upon utilizing three years of data to predict departmental attrition (due to retirement, medical separation, termination, resignation, etc.). The 2019 attrition numbers for AFR are well below three-year averages, and as a result, 17.0 FTE overhires will cause the General Fund to be over budget. Consistent with the collective bargaining agreement, AFR compensates members with acting pay when they serve in positions of higher authority. Acting pay in 2019 is over budget as AFR has experienced a shortage of promoted engineers, technicians, and officers. In addition, AFR has experienced a timing issue with the Staffing for Adequate Fire and Emergency Response (SAFER) Grant that will amount to additional salary and benefits needing to be covered by the General Fund in 2019. A General Fund supplemental will be required based on this projection.

2020 Department Budget
The Fire Department's 2020 budget will increase $3.6 million (6.0 percent) over the 2019 Original Budget. The budget increase includes base adjustments for items such as utilities, fleet and risk mandated costs, as well as compensation adjustments in accordance with the collective bargaining agreement with the International Association of Fire Fighters (IAFF) for 2019 and 2020.

New budget amendments total nearly $4.1 million for 2020 and include several one-time purchases to enhance firefighter safety and accountability. At the September 28 Budget Workshop, Council added $1.0 million for apparatus and equipment associated with the Medical Services Unit optimization plan, and $162,300 for the matching of a SAFER grant to add a fourth battalion. A new Air, Light, and Rehab Truck will be dispatched to fire incidents to allow for mobile filling of SCBA air bottles. Command and Control Boards will give chief officers better situational command and control over an incident while accountability tags and identifiers on helmets and SCBA equipment will enhance the safety of our members on an emergency scene. A new Nederman exhaust system at the City of Aurora Public Safety Training Center (CAPSTC) will limit exposure to exhaust fumes in the apparatus bay and mirror the systems used at all fire stations. AFR will also enhance its paramedic school program in 2020 with one-time funding intended to help the department meet appropriate paramedic staffing levels.

At the September 28 Budget Workshop, Council approved $1.5 million of ongoing funding for overtime and other personal services adjustments for the Medical Services Unit optimization plan, and $469,200 for the grant match of a SAFER grant that allows for an additional 5.0 FTE and the addition of a fourth emergency operation battalion chief. Ongoing budget adds include $20,000 to the HazMat team to begin a replacement schedule for equipment obtained with grant funding that is at the end of its useful life. In addition, the hours compensated to the medical director will be increased from 10 hours per month to 44 hours per month. This additional time with the medical director will enhance quality assurance and improvement programs and provide further assistance in developing the department's medical treatment protocols. Additional funding of $15,000 has also been added to procure psychological well-being services for firefighters.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-3,653,968
Compensation Adjustments	1,193,884
Mandated Costs	903,681
Grant / Designated Revenue Adjustments	1,050,264
Total Base Adjustments	**($506,139)**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund / New Appropriation				
Air, Light & Rehab Truck	0.00	475,000	0	475,000

Program affected: Fire Emergency Services
Duration: One-time
A light and air unit is a specialized piece of firefighting apparatus used by firefighters to provide supplemental lighting and SCBA air bottles at the scene of an emergency. During prolonged emergencies

Fire

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
where firefighters must remain on air (wearing their SCBAs), these air bottles will need to be replaced and refilled. The light and air unit has the ability to refill the SCBA bottles while in the field using onboard air compressors. This approach is common and is an efficient strategy of ensuring that a system to refill air bottles is available. These multifunctional units are also equipped with diesel generators that supply electricity to power portable lights and overall scene illumination.				
Emergency Incident Command and Control Packages	0.00	24,000	0	24,000
Program affected: Fire Emergency Services Duration: One-time Battalion chiefs currently have no situational command and control or accountability packages to manage an emergency incident in a comprehensive and consistent manner. This amendment provides funding for comprehensive and standardized incident management packages for all on-duty battalion chiefs, the Office of Emergency Management for Special Events, the Training Bureau along with the Commander and Deputy Chief of Operations.				
Firefighter Psychological Wellbeing Services	0.00	15,000	0	15,000
Program affected: Fire Training Duration: Ongoing AFR prioritizes the emotional and psychological wellness of its employees, especially those units within the agency that are frequently exposed to the worst types of trauma. This amendment provides funding for firefighters to request pychological wellbeing services specific to the levels of trauma they may be subject to as part of their normal duties.				
HazMat Equipment Enhancement/Replacement	0.00	20,000	0	20,000
Program affected: Special Operations Duration: Ongoing This amendment creates a 10-year replacement program for HazMat equipment. The department initially equipped the team through the utilization of grant funds, and this ongoing funding will provide a more proactive and consistent replacement schedule. This equipment is essential in keeping firefighters safe from exposure to harmful radiation and chemicals.				
Increase Medical Director Hours	0.00	75,000	0	75,000
Program affected: Fire Emergency Services Duration: Ongoing AFR is responsible for providing emergency medical services for the community. Per state law, providing these services requires a physician to fill the role of medical director. This amendment increases the number of hours that the medical director works from 10 hours per month to 44 hours per month. By increasing the medical director's hours, AFR will expedite progress in the development of the department's medical treatment protocols, assistance with identifying EMS best practices, and enhanced quality assurance and improvement.				

Fire

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Nederman Exhaust System at CAPSTC	0.00	60,000	0	60,000
Program affected: CAPSTC Operations Duration: One-time The current exhaust system at CAPSTC requires both staff and recruits to manually engage/disengage the exhaust hoses from fire engines and ladder trucks as they are driving in/out of the apparatus bay. The apparatus bay fills up with exhaust gases, exposing both staff and recruits to carcinogens. This amendment brings CAPSTC in line with all other fire stations, ensuring that recruits are trained on the same system they have at each fire station. The Nederman system is currently used in each of the Aurora fire stations. This system is superior to the current system, as it is on a self-guiding rail that follows the vehicles out of the bay and disengages via a magnetic release, and retracts while expelling the harmful exhaust gases from the apparatus bay.				
Overtime and Fire Apparatus for Medical Services Unit (MSU) Optimization	0.00	2,473,000	0	2,473,000
Program affected: Fire Emergency Services Duration:$1,473,000 Ongoing, $1,000,000 One-time At the September 28 Budget Workshop, Council approved funding to support the MSU Optimization Plan. The plan adjusts AFR's MSU program to match peak call volume hours and staff an additional fire engine in southeast Aurora by efficiently utilizing overtime as opposed to adding new staff. One-time funding will be used to procure a new fire apparatus and associated equipment to support the plan.				
Paramedic School Enhancements	0.00	233,000	0	233,000
Program affected: Fire Emergency Services Duration: One-time AFR is experiencing a backlog in the number of individuals it sends to paramedic school. This amendment adds funding to help AFR send additional members to paramedic school to meet appropriate paramedic staffing levels and support EMS operational objectives. Most members will attend paramedic school while on duty, and their position will need to be backfilled, typically by overtime. This amendment funds the backfill on the line and provides alternative approaches to train paramedics outside of the on duty approach.				
Personnel Accountability and Safety Identifiers	0.00	68,950	0	68,950
Program affected: Fire Emergency Services Duration: One-time This amendment provides funding for standardized accountability and safety equipment for all firefighters to better identify and account for members working on an emergency scene. This program includes new personnel name tags, safety passports, helmet shields and identifiers, and SCBA air pack identifiers.				

Fire

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
SAFER 4th Battalion Grant/Applicant Share	5.00	358,095	0	358,095
Program affected: Fire Emergency Services Duration: $469,235 Ongoing, $162,366 One-time At the September 28 Budget Workshop, Council approved funding for the applicant share of a cost match grant to hire an additional 5.0 FTE firefighters. The personal services expenses will be offset by a $809,600 SAFER Grant over a three year period commencing in March 2020. The approved funding will add a fourth Emergency Operations Battalion Chief allowing AFR to safely manage two moderately complex incidents in the city simultaneously. Expected outcomes are operational efficiencies related to citizen/personal injuries, city involved collisions, and total fire loss.				
New Appropriation Total	**5.00**	**3,802,045**	**0**	**3,802,045**
General Fund Total	**5.00**	**3,802,045**	**0**	**3,802,045**
Gifts & Grants Fund / New Appropriation				
SAFER 4th Battalion Grant/Applicant Share	0.00	273,506	809,580	-536,074
Program affected: Fire Emergency Services Duration: $469,235 Ongoing, $162,366 One-time At the September 28 Budget Workshop, Council approved funding for the applicant share of a cost match grant to hire an additional 5.0 FTE firefighters. The personal services expenses will be offset by a $809,600 SAFER Grant over a three year period commencing in March 2020. The approved funding will add a fourth Emergency Operations Battalion Chief allowing AFR to safely manage two moderately complex incidents in the city simultaneously. Expected outcomes are operational efficiencies related to citizen/personal injuries, city involved collisions, and total fire loss.				
New Appropriation Total	**0.00**	**273,506**	**809,580**	**-536,074**
Gifts & Grants Fund Total	**0.00**	**273,506**	**809,580**	**-536,074**
Amendment Request Total All Funds	**5.00**	**4,075,551**	**809,580**	**3,265,971**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	49,302,360	52,850,172	58,624,301	59,924,034	61,916,711
Gifts & Grants Fund	143,253	143,510	1,159,099	757,890	1,436,101
Expenditures Total	**$49,445,613**	**$52,993,682**	**$59,783,400**	**$60,681,924**	**$63,352,812**

Fire

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	16.00	16.00	18.00	18.50	18.50
General Fund Civil FTE	370.00	387.00	419.00	419.00	424.00
Gifts & Grants Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	**387.00**	**404.00**	**438.00**	**438.50**	**443.50**

PROGRAM DETAIL

Administration

This function provides management support to the Fire Department in planning, organizing, budgeting, financial control, warehouse logistics, and overall administrative duties. This program also includes appropriation for anticipated grants and payment of department-wide related costs such as risk charges and Old Hire pension costs.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	6,557,175	7,272,697	8,247,418	8,295,296	8,670,489
Gifts & Grants Fund	0	0	11,500	4,300	285,006
Expenditures Total	**$6,557,175**	**$7,272,697**	**$8,258,918**	**$8,299,596**	**$8,955,495**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	4,549,556	5,089,456	5,934,862	5,887,031	6,113,808
Allocated Expenses	0	-895	0	0	273,506
Supplies and Services	306,143	331,424	312,696	427,977	412,609
Utilities	209,178	232,973	275,399	240,402	298,750
Interfund Charges	1,492,298	1,619,739	1,735,961	1,744,186	1,856,822
Expenditures Total	**$6,557,175**	**$7,272,697**	**$8,258,918**	**$8,299,596**	**$8,955,495**
STAFFING SUMMARY					
General Fund	8.00	7.00	8.00	8.00	8.00
General Fund Civil FTE	5.00	5.00	15.00	15.00	13.00
Staffing Total	**13.00**	**12.00**	**23.00**	**23.00**	**21.00**

Arson Investigation

This function investigates the cause and origin of fires, explosions and hazardous materials incidents within the city. Investigators function as peace officers and follow criminal cases through investigation, evidence collection, interview, case filing, and all court proceedings. Accidental incidents are investigated, documented, and reported to support prevention methods to the community.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	429,520	477,914	374,582	396,014	389,027
Expenditures Total	**$429,520**	**$477,914**	**$374,582**	**$396,014**	**$389,027**

Fire

PROGRAM DETAIL

Arson Investigation

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	419,249	463,079	366,931	385,963	381,376
Supplies and Services	10,271	14,835	7,651	10,051	7,651
Expenditures Total	**$429,520**	**$477,914**	**$374,582**	**$396,014**	**$389,027**
STAFFING SUMMARY					
General Fund Civil FTE	3.00	4.00	3.00	3.00	3.00
Staffing Total	**3.00**	**4.00**	**3.00**	**3.00**	**3.00**
PERFORMANCE MEASURE SUMMARY					
Maintain origin and cause of 90% of arson cases	92%	93%	90%	91%	90%

Community Engagement

Community Engagement is the department's interface with the public and promotes the positive work of the department. Programs include public information officers, firefighter recruitment, safety education for the public, community health initiatives and media relations.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	58,106	338,028	605,076	643,695	640,474
Expenditures Total	**$58,106**	**$338,028**	**$605,076**	**$643,695**	**$640,474**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	3,377	285,659	580,043	587,446	617,288
Supplies and Services	54,729	52,075	25,033	53,711	23,186
Interfund Charges	0	294	0	2,538	0
Expenditures Total	**$58,106**	**$338,028**	**$605,076**	**$643,695**	**$640,474**
STAFFING SUMMARY					
General Fund	0.00	0.00	1.00	1.00	1.00
General Fund Civil FTE	0.00	0.00	4.00	4.00	4.00
Staffing Total	**0.00**	**0.00**	**5.00**	**5.00**	**5.00**
PERFORMANCE MEASURE SUMMARY					
Install 100 smoke detectors per year	N/A	N/A	100	676	100

Fire

PROGRAM DETAIL

Emergency Management and Planning

This function is responsible for coordinating the prevention, preparation, response, and recovery from natural or man-made disasters that occur within the City of Aurora. This is accomplished through the production and maintenance of the city's Continuity of Operations Plan, as well as the coordination and evaluation of response and recovery capabilities by providing pre-event exercises and drills. This program is also responsible for all intra-city grant acquisition and oversight-related to emergency management within the city.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	274,474	277,262	289,253	292,334	299,099
Gifts & Grants Fund	142,077	140,720	97,335	126,540	100,831
Expenditures Total	**$416,551**	**$417,982**	**$386,588**	**$418,874**	**$399,930**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	393,622	388,020	365,314	367,007	378,353
Allocated Expenses	0	6,621	0	0	0
Supplies and Services	18,743	18,058	17,581	47,918	17,581
Interfund Charges	4,186	5,283	3,693	3,949	3,996
Expenditures Total	**$416,551**	**$417,982**	**$386,588**	**$418,874**	**$399,930**
STAFFING SUMMARY					
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	2.00	1.00	1.00	1.00	1.00
Gifts & Grants Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	**4.00**	**3.00**	**3.00**	**3.00**	**3.00**
PERFORMANCE MEASURE SUMMARY					
OEM personnel will participate in 90% (a minimum of 400 hours) of all local and regional exercises	100%	100%	90%	100%	90%

Fire Emergency Response Services

This function provides a full-service emergency response system to the citizens and visitors of the city and includes rapid emergency response and abatement of all fire-related incidents. It also provides initial basic and advanced life support care to medically stabilize patients and ensures that they are transported to the appropriate medical facility with appropriate continuous care. This function is capable of providing specialty services such as Hazardous Materials, Mass Decontamination, Wildland, and Technical Rescue Services related to incidents of a specialized nature.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	40,271,485	41,732,584	46,741,971	48,008,672	49,475,958
Gifts & Grants Fund	1,176	2,790	1,050,264	627,050	1,050,264
Expenditures Total	**$40,272,661**	**$41,735,374**	**$47,792,235**	**$48,635,722**	**$50,526,222**

Fire

PROGRAM DETAIL

Fire Emergency Response Services

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	37,210,447	38,523,790	42,000,044	42,435,620	45,507,361
Allocated Expenses	0	-5,726	0	0	-233,506
Supplies and Services	1,385,571	1,210,190	1,434,170	1,496,310	1,330,330
Interfund Charges	1,345,957	1,594,885	1,321,559	1,840,459	1,957,153
Capital Related	-6,540	75,009	2,699,236	2,526,107	1,627,658
Transfers Out	337,226	337,226	337,226	337,226	337,226
Expenditures Total	**$40,272,661**	**$41,735,374**	**$47,792,235**	**$48,635,722**	**$50,526,222**
STAFFING SUMMARY					
General Fund	0.00	1.00	0.00	0.00	0.00
General Fund Civil FTE	353.00	368.00	386.00	386.00	393.00
Staffing Total	**353.00**	**369.00**	**386.00**	**386.00**	**393.00**
PERFORMANCE MEASURE SUMMARY					
90th percentile for response times for first truck company to structure fires is under 9 minutes 20 seconds	10:02	9:50	10:20	11:51	9:20
90th percentile for response times to medical emergencies is under 6 minutes	6:12	6:13	6:20	6:07	6:00
90th percentile for response times to structure fires is under 6 minutes 20 seconds	4:55	6:08	6:10	6:10	6:20

Fire Inspections

This function conducts annual and biennial fire inspections in all businesses and schools within the city and enforces compliance with the International Fire Code (IFC) in matters of fire and life safety. Additionally, this division conducts fire safety training and community outreach, performs fire safety standbys, assists fire crews, and consults with the public on matters relating to IFC and its interpretation. A small portion of education-related revenue for the program comes from court-ordered restitution.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	602,307	640,519	668,617	645,762	670,855
Expenditures Total	**$602,307**	**$640,519**	**$668,617**	**$645,762**	**$670,855**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	543,009	596,015	610,389	604,461	618,057
Supplies and Services	11,930	12,851	14,334	8,664	16,164
Interfund Charges	47,368	31,653	43,894	32,637	36,634
Expenditures Total	**$602,307**	**$640,519**	**$668,617**	**$645,762**	**$670,855**

Fire

PROGRAM DETAIL

Fire Inspections

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
General Fund	6.00	6.00	6.00	6.00	6.00
General Fund Civil FTE	1.00	1.00	1.00	1.00	1.00
Staffing Total	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**

PERFORMANCE MEASURE SUMMARY					
Total number of fire deaths / 100,000 Population	0	1	0	0	0

Fire Training

This function provides the necessary resources, instructors, facilities and equipment to conduct basic firefighting training of new recruits. In addition, this function provides continuing education that allows the department to meet not only state required emergency medical training and fire training levels, but also meet national standards.This program also includes management of the CAPSTC facility.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,109,293	2,111,168	1,697,384	1,642,261	1,770,809
Expenditures Total	**$1,109,293**	**$2,111,168**	**$1,697,384**	**$1,642,261**	**$1,770,809**

EXPENDITURE SUMMARY BY TYPE					
Personal Services	969,956	1,161,488	1,325,474	1,285,910	1,348,365
Supplies and Services	125,176	938,425	358,294	342,944	284,453
Utilities	0	0	0	0	68,200
Interfund Charges	14,161	11,255	13,616	13,407	9,791
Capital Related	0	0	0	0	60,000
Expenditures Total	**$1,109,293**	**$2,111,168**	**$1,697,384**	**$1,642,261**	**$1,770,809**

STAFFING SUMMARY					
General Fund	1.00	1.00	2.00	2.50	2.50
General Fund Civil FTE	6.00	8.00	9.00	9.00	9.00
Staffing Total	**7.00**	**9.00**	**11.00**	**11.50**	**11.50**

General Management

General Management Website

PROGRAM SUMMARY

Fleet Management Administration

$10,060,541 48 FTE

*Administer and manage fleet operations for the city's fleet of vehicles and equipment

Fleet Replacement

$5,383,991 0 FTE

*Fund the replacement of city fleet vehicles and equipment

Intergovernmental Relations

$476,238 2 FTE

*Manage federal, state, and local government affairs

Internal Audit

$409,373 3 FTE

*Employ leading practices in partnership with all city departments to manage risk and produce performance improvement

Office of Development Assistance

$899,362 7 FTE

*Provide assistance to developers
*Manage the annexation process and the metropolitan district process

Office of International and Immigrant Affairs

$519,435 2 FTE

*Foster relationships with Aurora's immigrant and refugee community
*Administer Sister Cities program and protocol activities

Office of the City Clerk

$818,718 7 FTE

*Manage city code, charter, council agendas, and elections
*Provide citywide records management services

Office of the City Manager

$2,301,553 8 FTE

*Provide direction and oversight of all city operations

Oil and Gas Division

$535,382 5 FTE

*Conduct plan review and ongoing monitoring of the oil and gas facilities within the city.

Purchasing Services

$389,802 8 FTE

*Solicit and execute procurement awards
*Enforce and terminate contracts

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**25.50**	**82.00**	**84.50**	**84.00**	**90.00**
EXPENDITURES	**4,355,672**	**22,432,726**	**23,245,465**	**18,639,830**	**21,794,395**

General Management

DESCRIPTION

It is the responsibility of General Management to ensure that all departments operate efficiently and effectively to meet the goals established by City Council. All of the following groups are housed in General Management: the Office of the City Manager; Deputy City Managers; Assistant City Managers; Office of Development Assistance; Intergovernmental Relations; Office of City Clerk; Internal Audit; Office of International and Immigrant Affairs; Fleet Management; Purchasing Services; and the Oil & Gas Division.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	25.50	82.00	84.50	84.00	90.00
Personal Services	3,333,426	7,770,290	8,610,905	8,426,411	9,567,082
Allocated Expenses	0	-418,152	-418,153	-418,153	-434,705
Supplies and Services	967,881	10,690,237	9,810,862	6,601,131	6,881,827
Utilities	0	108,926	163,000	115,710	121,900
Interfund Charges	54,365	248,186	234,978	409,124	285,298
Capital Related	0	2,202,118	2,784,830	1,638,769	2,894,830
Transfers Out	0	1,831,121	2,059,043	1,866,838	2,478,163
Expenditures Total	**$4,355,672**	**$22,432,726**	**$23,245,465**	**$18,639,830**	**$21,794,395**

DEPARTMENT NARRATIVE

Budget Developments for 2020
The General Management Department supports all Council goals, priority projects and programs, and capital priorities. The department is a collection of offices that oversee broad policy functions and programs. Each office plays a lead role in enhancing the level of customer service to both internal and external customers.

The 2020 budget includes several amendments that will support the department's efforts to further Council goals. They include one-time amendments to address the capital bond process; the second year of funding to increase police vehicle replacements; the second year of a Fleet Apprenticeship Pilot Program; and funding for a contract group to create performance measures associated with the city's Aurora Places Comprehensive Plan. Ongoing budget amendments in 2020 include the addition of a new Oil and Gas Division, including 5.0 FTE; 1.0 FTE in the Office of Development Assistance; a Procurement Analyst intern position; replacement of a Fleet Division service vehicle; a citywide records request management system; and membership in the Alliance for Innovation.

2019 Current-Year Department Projection
In 2019, the General Management Department expenditures for all funds are projected to be under the 2019 Original Budget by $4.6 million (19.8 percent) primarily as a result of moving the Homelessness Initiative to Neighborhood Services ($4.9 million). Partly offsetting are increases in fuel costs in the Fleet Management Division of $230,600 (7.8 percent) and the transfer of budget totaling $107,000 from the Human Resources and Communications Departments to the Office of International and Immigrant Affairs for language interpretation services. A Fleet Fund supplemental will be required based on this projection.

2020 Department Budget
Total General Management Department expenditures in the 2020 budget will decrease $1.5 million (6.2 percent) from the 2019 Original Budget. Offsetting the transfer of the Homelessness Initiative to Neighborhood Services ($3.8 million decrease), factors contributing to the increase include citywide compensation and benefit increases ($597,500 excluding the increase for the new Oil and Gas Division and the reduction due to the Homelessness Initiative move) and an increase in the transfer of vehicle lease payments from Aurora Capital Leasing Corporation (ACLC) of $419,000 (20.3 percent).

However, the 2020 budget includes amendments totaling $2.1 million ($1.5 million for one-time expenses and $658,600 for ongoing expenses). The two largest amendments are $500,000 for a process to address unfunded capital infrastructure and

General Management

DEPARTMENT NARRATIVE

$535,400 for the creation of an Oil and Gas Division. The budget for another six, smaller amendments totaling $319,000 are delineated below. Two other large amendments listed below are in the second and final year and will not result in significant budget increases over the 2019 Original Budget: the Police Department's Vehicle Replacement Program for $500,000 and the Fleet Management Division's Apprenticeship Pilot Program for $261,600.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-754,000
Mid Year Modifications	-4,799,499
Compensation Adjustments	439,542
Mandated Costs	25,561
Other Adjustments	1,521,160
Total Base Adjustments	**($3,567,236)**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Development Review Fund / New Appropriation				
Activate and Fund 5.0 FTE Across Various Departments in the Development Review Fund	1.00	80,981	0	80,981
Program affected: Various Duration: Ongoing Management requests the activation of five of the designated Non-Departmental FTE positions to meet the workload demands across the Development Review divisions, including 1.0 FTE in Office of Development Assistance, 1.0 FTE in Planning, and 3.0 FTE in Public Works / Engineering Division and Building Division. The current workload numbers indicate that an increase over historic averages will be seen in these divisions. When projections were being done for 2019, staff was anticipating a leveling or even a slight decline in development activity. However, based on the first two quarters of 2019, there has been an increase in most areas over 2018. This request was approved at the July 10, 2019 Planning & Economic Development Policy Committee Meeting.				
New Appropriation Total	**1.00**	**80,981**	**0**	**80,981**
Development Review Fund Total	**1.00**	**80,981**	**0**	**80,981**

General Management

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
Fleet Management Fund / New Appropriation				
Fleet Apprenticeship Pilot Program - Second Year	0.00	261,620	261,620	0
Programs affected: Transfers and Other Requirements and Fleet Management Administration Duration: One-time In an effort to address the loss of staff due to retirement and turnover, the Fleet Management Division is piloting a two-year apprenticeship program. This program works with local educational institutions to train future mechanics for the city. Once the apprentices are fully trained, they will be qualified to be hired by the city in the event of turnover. This is the second year of the two-year pilot program.				
New Appropriation Total	**0.00**	**261,620**	**261,620**	**0**
Fleet Management Fund Total	**0.00**	**261,620**	**261,620**	**0**
General Fund / New Appropriation				
Alliance for Innovation Membership	0.00	14,150	0	14,150
Program affected: Internal Audit Duration: $8,250 Ongoing, $5,900 One-time Guided by research and real-world experience, the Alliance impacts organizations and communities, changing the way local government performs. Access to Alliance resources would be available to all levels of the organization. Belonging to the Alliance gives the city access to the premier resource for emerging practices. Through the Alliance, the city can connect with local government peers driving innovation and transformation across North America. The one-time membership add-on allows Aurora to send four people to the Transforming Local Government conference for three years at no additional cost.				
Capital Bond Process Funding	0.00	500,000	0	500,000
Program affected: Office of the City Manager Duration: One-time At the 2019 Winter and Spring Workshops, Council directed staff to devise a process for addressing unfunded capital infrastructure needs. Any process recommended by staff will include a robust public engagement process involving community stakeholders. Following completion of the engagement process, a finalized project list and accompanying financing mechanism will be referred to voters in a ballot question. This one-time appropriation will be used to retain a consulting firm to lead the public engagement process.				

General Management

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
City Clerk Records Management System	0.00	20,000	0	20,000
Program affected: Management Support Duration: $15,000 Ongoing, $5,000 One-time The City Clerk's Office is requesting a citywide records request management system. Under the Colorado Open Records Act (CORA) and the Colorado Criminal Justice Records Act (CCJRA), the city is required to provide timely access to public records upon request. Currently, requests are submitted by email, fax, or paper form, which is not a best practice. In addition, citizens have no way of paying for records-related fees other than to physically come to the clerk's office. The software will serve as a central citywide system to process, track, respond to and collect payments for records requests in a collaborative manner. This will significantly help all citizens who request records, particularly those who may not have the resources or time to drive to the clerk's office.				
Creation of Oil and Gas Division	5.00	535,382	535,382	0
Program affected: Oil and Gas Division Duration: Ongoing Staff is recommending that a separate Oil and Gas Division be established to conduct all of the plan review and ongoing monitoring of oil and gas industry facilities within the city. This would be similar to the city's approach taken to regulate the marijuana industry. Initially, staff is proposing that the new division would include the following positions: * Local Government Designee (LGD) to manage the division and act as the city's liaison with the Colorado Oil and Gas Conservation Commission and the industry; * Senior Planner to conduct plan review of well sites and facilities; * Project Coordinator to track all required documentation and monitoring required for the wells and facilities; and * Two (2) Inspectors to conduct construction inspections and ongoing required inspections of the wells and facilities. The cost of staffing this new division will be funded by implementing additional plan review fees, permit fees and an operator license fee to be paid by the oil and gas operators annually.				
Performance Administrator Contract	0.00	75,000	0	75,000
Program affected: City Manager Duration: One-time At the 2019 Spring Workshop, Council discussed in length a series of performance measures associated with the City's Aurora Places Comprehensive Plan document. This one-time budget would fund a contract group to complete this performance measure creation.				
Police Vehicle Replacement - Second Year	0.00	500,000	0	500,000
Program affected: Fleet Administration Duration: One-time This amendment will provide the second year of a two-year program to fund additional Police vehicle replacements.				

General Management

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Procurement Analyst Intern	0.00	19,033	0	19,033
Program affected: Purchasing Services Duration: Ongoing Various city stakeholders are interested in the city's contracting with small, minority and women-owned businesses. Purchasing has been tasked with tracking both direct awards made by the city and subcontractor awards made by large business prime contractors where the city's Small Business Enterprise Program applies.This will be a time-intensive effort, and this amendment will ensure it is done in a timely manner.				
Replacement Service Vehicle for Fire Shop	0.00	110,000	0	110,000
Program affected: Fleet Management Administration Duration: One-time The Fleet Division supplies 24-hour field repair and servicing to support the Fire Department's emergency responders. The Fleet fire technicians currently respond to an average of 100 service calls a year. The current service truck is a 1998 GMC with over 110,000 miles and is requiring above average annual repair and maintenance costs to keep it running. Request to upgrade to a F550 truck with a service body with the capability to carry a compressor/start-all combo, additional storage for tooling and parts, and 50-gallon auxiliary fuel tank with the ability to support field preventive maintenance services.				
New Appropriation Total	**5.00**	**1,773,565**	**535,382**	**1,238,183**
General Fund Total	**5.00**	**1,773,565**	**535,382**	**1,238,183**
Amendment Request Total All Funds	**6.00**	**2,116,166**	**797,002**	**1,319,164**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Development Review Fund	700,368	709,778	782,259	722,278	899,362
Fleet Management Fund	0	9,376,840	9,829,926	10,081,470	10,060,541
General Fund	3,650,015	8,575,644	9,272,368	8,928,122	10,824,492
Gifts & Grants Fund	5,289	49,544	10,000	10,000	10,000
Marijuana Tax Revenue Fund	0	3,720,920	3,350,912	-1,102,040	0
Expenditures Total	**$4,355,672**	**$22,432,726**	**$23,245,465**	**$18,639,830**	**$21,794,395**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Development Review Fund	6.00	6.00	6.00	6.00	7.00
Fleet Management Fund	0.00	47.00	48.00	48.00	48.00
General Fund	19.50	29.00	30.50	30.00	35.00
Staffing Total	**25.50**	**82.00**	**84.50**	**84.00**	**90.00**

General Management

PROGRAM DETAIL

Fleet Management Administration

This program administers and manages the replacement and disposal of vehicles, purchases and provides fueling, directs all financial controls, and provides oversight for the entire fleet operations for about 3,460 vehicles and equipment maintained in the city's fleet inventory. In 2018, this program was moved from Human Resources into General Management.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Fleet Management Fund	0	9,376,840	9,829,926	10,081,470	10,060,541
Expenditures Total	**$0**	**$9,376,840**	**$9,829,926**	**$10,081,470**	**$10,060,541**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	0	3,660,533	4,055,748	4,056,823	4,321,024
Supplies and Services	0	5,477,442	5,407,768	5,705,365	5,404,109
Utilities	0	108,926	163,000	115,710	121,900
Interfund Charges	0	129,939	149,480	149,642	159,578
Capital Related	0	0	53,930	53,930	53,930
Expenditures Total	**$0**	**$9,376,840**	**$9,829,926**	**$10,081,470**	**$10,060,541**
STAFFING SUMMARY					
Fleet Management Fund	0.00	47.00	48.00	48.00	48.00
Staffing Total	**0.00**	**47.00**	**48.00**	**48.00**	**48.00**
PERFORMANCE MEASURE SUMMARY					
Fleet Management will maintain an average score of 9 out of a possible 10 in customer ratings following repair and maintenance services	9	9	9	9	9
Percentage of city's fleet vehicle and equipment assets available and in service	96%	97%	95%	90%	95%
Percentage of repairs in the body shop complete within 24 hours	67%	57%	45%	44%	45%
Percentage of repairs in the heavy equipment shop complete within 24 hours	82%	79%	77%	75%	77%
Percentage of repairs in the light equipment shop completed within 24 hours	71%	71%	70%	70%	70%

General Management

PROGRAM DETAIL

Fleet Replacement

This function provides for the purchase and lease costs associated with the replacement of city vehicles and equipment for General Fund departments. The budgeted cost for this program includes replacement costs and lease payments for several high-cost vehicles such as fire trucks, dump trucks, and street sweepers. There are about 3,460 vehicles, powered, and non-powered pieces of equipment in the city's fleet inventory. The personal services costs associated with Fleet Replacement are in the Fleet Management Administration program and are paid out of the Fleet Management Fund. In 2018, this program was moved into General Management.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	0	4,280,221	4,814,928	4,814,529	5,383,991
Gifts & Grants Fund	0	4,509	0	0	0
Expenditures Total	**$0**	**$4,284,730**	**$4,814,928**	**$4,814,529**	**$5,383,991**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	0	191,780	0	59,937	2,500
Interfund Charges	0	59,711	24,985	200,875	62,428
Capital Related	0	2,202,118	2,730,900	2,686,879	2,840,900
Transfers Out	0	1,831,121	2,059,043	1,866,838	2,478,163
Expenditures Total	**$0**	**$4,284,730**	**$4,814,928**	**$4,814,529**	**$5,383,991**

Homelessness Initiative

In 2018, the Homelessness Program was moved from the Neighborhood Services Department to the General Management Department. In 2019, after completion of the 2019 Original Budget, it was returned to the Neighborhood Services Department. The 2019 projection below reflects a credit. This is due to an unspent 2018 appropriation that was eligible to be used in 2019 being charged to the General Management Department in 2018 and reversed in 2019. The unspent appropriation has been moved to the Neighborhood Services Department where it will be spent in 2019.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	0	470,221	453,547	0	0
Marijuana Tax Revenue Fund	0	3,720,920	3,350,912	-1,102,040	0
Expenditures Total	**$0**	**$4,191,141**	**$3,804,459**	**($1,102,040)**	**$0**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	0	163,149	141,747	0	0
Supplies and Services	0	4,027,992	3,662,712	0	0
Capital Related	0	0	0	-1,102,040	0
Expenditures Total	**$0**	**$4,191,141**	**$3,804,459**	**($1,102,040)**	**$0**
STAFFING SUMMARY					
General Fund	0.00	1.00	1.00	0.00	0.00
Staffing Total	**0.00**	**1.00**	**1.00**	**0.00**	**0.00**

General Management

PROGRAM DETAIL

Intergovernmental Relations

The program manages the federal lobbying contract to ensure Aurora's interests are represented in Washington, D.C. and to secure federal funding for the city. It manages the state lobbying contract and analyzes state legislation to determine effects on the city. It lobbies for or against proposals in order to maintain the city's interests. This division fosters and maintains relationships with local governments and affiliated groups.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	381,745	419,643	470,001	467,405	476,238
Expenditures Total	**$381,745**	**$419,643**	**$470,001**	**$467,405**	**$476,238**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	176,492	231,384	269,904	266,826	276,141
Supplies and Services	205,253	188,259	200,097	200,579	200,097
Expenditures Total	**$381,745**	**$419,643**	**$470,001**	**$467,405**	**$476,238**
STAFFING SUMMARY					
General Fund	1.00	2.00	2.00	2.00	2.00
Staffing Total	**1.00**	**2.00**	**2.00**	**2.00**	**2.00**

Internal Audit

Internal Audit conducts financial, operational, performance, and compliance audits and investigations. It is also a consulting resource to all city departments and functions.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	348,515	360,519	372,915	379,687	409,373
Expenditures Total	**$348,515**	**$360,519**	**$372,915**	**$379,687**	**$409,373**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	338,619	347,269	358,805	365,577	380,513
Supplies and Services	9,896	13,250	14,110	14,110	28,860
Expenditures Total	**$348,515**	**$360,519**	**$372,915**	**$379,687**	**$409,373**
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
PERFORMANCE MEASURE SUMMARY					
Percentage of audits on the Audit Plan started and/or completed by the end of the year	88%	94%	90%	89%	90%

General Management

PROGRAM DETAIL

Office of Development Assistance

The Office of Development Assistance (ODA) furthers the commitment to quality development and the enhancement of business growth in the city by providing assistance to the development community. Primary functions involve providing a general overview of the development review process, hosting pre-application meetings, offering personalized project management assistance, and facilitating solutions to problems that may arise during the review and construction of projects. ODA also manages the review and negotiation of annexation agreements, development agreements, and Title 32 Metro Districts. A Development Project Coordinator (1.0 FTE) is being added in 2020 per approval of the Planning & Economic Development Policy Committee. See budget amendment section under General Management.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Development Review Fund	700,368	709,778	782,259	722,278	899,362
Expenditures Total	**$700,368**	**$709,778**	**$782,259**	**$722,278**	**$899,362**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	694,218	700,581	773,003	713,022	889,885
Supplies and Services	3,448	6,279	6,105	6,105	6,105
Interfund Charges	2,702	2,918	3,151	3,151	3,372
Expenditures Total	**$700,368**	**$709,778**	**$782,259**	**$722,278**	**$899,362**
STAFFING SUMMARY					
Development Review Fund	6.00	6.00	6.00	6.00	7.00
Staffing Total	**6.00**	**6.00**	**6.00**	**6.00**	**7.00**
PERFORMANCE MEASURE SUMMARY					
Percentage of pre-application notes provided within established timelines	99%	100%	100%	100%	100%

Office of International and Immigrant Affairs

The Office of International and Immigrant Affairs (OIIA) is responsible for conducting various activities with international focus. The office develops and maintains relationships between the city and Aurora's immigrant and refugee communities. The office oversees Aurora's Sister Cities International program, as well as international protocol-oriented activities. Also included in the OIIA budget is $50,000 of ongoing funding for the annual Global Fest event.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	401,231	384,057	395,422	488,114	509,435
Gifts & Grants Fund	5,289	45,035	10,000	10,000	10,000
Expenditures Total	**$406,520**	**$429,092**	**$405,422**	**$498,114**	**$519,435**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	143,921	151,350	155,472	174,978	196,299
Supplies and Services	262,599	277,742	249,950	323,136	323,136
Expenditures Total	**$406,520**	**$429,092**	**$405,422**	**$498,114**	**$519,435**

General Management

PROGRAM DETAIL

Office of International and Immigrant Affairs

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
General Fund	1.50	1.50	1.50	2.00	2.00
Staffing Total	**1.50**	**1.50**	**1.50**	**2.00**	**2.00**

Office of the City Clerk

The Office of the City Clerk is responsible for managing the City Code and Charter; managing all City Council meetings including the production of Council agendas and packets; conducting successful coordinated elections; effective administration of Boards and Commissions; coordinating all open records requests and maintaining the citywide records management program for hard copy and electronic records.

The reduction of 1.0 FTE in 2020 is due to transferring the Assistant City Manager to the Office of the City Manager.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	957,131	998,893	953,459	761,413	818,718
Expenditures Total	**$957,131**	**$998,893**	**$953,459**	**$761,413**	**$818,718**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	658,904	655,040	750,851	542,600	583,668
Supplies and Services	284,242	328,749	186,296	202,501	217,596
Interfund Charges	13,985	15,104	16,312	16,312	17,454
Expenditures Total	**$957,131**	**$998,893**	**$953,459**	**$761,413**	**$818,718**
STAFFING SUMMARY					
General Fund	7.00	7.00	8.00	7.00	7.00
Staffing Total	**7.00**	**7.00**	**8.00**	**7.00**	**7.00**
PERFORMANCE MEASURE SUMMARY					
Percentage of Council packets completed for delivery by 10:00 am on Friday before a Council meeting	53%	29%	100%	60%	100%
Percentage of Open Records Requests responded to within the mandated time allotted	100%	100%	100%	100%	100%

General Management

PROGRAM DETAIL

Office of the City Manager

In accordance with the policy guidelines of the Mayor and City Council, this program: provides direction and oversight of all city operations, ensures achievement of City Council's stated goals, plans major development projects, prepares the city's budget and multi-year capital improvement program, enforces all ordinances and regulations, helps promote economic development, enhances intergovernmental relations, maintains the city's sound financial condition, manages the personnel and benefits system, provides for construction and maintenance of the city's infrastructure and public facilities, and implements all city policies. This program houses the City Manager, Deputy City Managers, an Assistant City Manager, and administrative support staff.

The increase of 1.0 FTE in 2020 is due to moving the Assistant City Manager and associated costs from the Office of the City Clerk to the Office of the City Manager in 2019. This reorganization causes the entire variance from the 2019 Original Budget.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,561,098	1,338,675	1,448,992	1,663,223	2,301,553
Expenditures Total	**$1,561,098**	**$1,338,675**	**$1,448,992**	**$1,663,223**	**$2,301,553**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,321,272	1,132,809	1,352,305	1,563,549	1,622,850
Supplies and Services	202,148	165,352	55,637	60,530	636,237
Interfund Charges	37,678	40,514	41,050	39,144	42,466
Expenditures Total	**$1,561,098**	**$1,338,675**	**$1,448,992**	**$1,663,223**	**$2,301,553**
STAFFING SUMMARY					
General Fund	7.00	7.00	7.00	8.00	8.00
Staffing Total	**7.00**	**7.00**	**7.00**	**8.00**	**8.00**

Oil and Gas Division

In 2020, a new Oil and Gas Division will be established to conduct plan review and ongoing monitoring of the oil and gas industry well sites and facilities within the city. The division will be staffed with a manager who will also act as the city's liaison with the Colorado Oil and Gas Conservation Commission (COGCC) and four staff members who will conduct plan reviews and construction inspections as well as on-going inspections and track all required monitoring and documentation.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	0	0	0	0	535,382
Expenditures Total	**$0**	**$0**	**$0**	**$0**	**$535,382**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	0	0	0	0	500,382
Supplies and Services	0	0	0	0	35,000
Expenditures Total	**$0**	**$0**	**$0**	**$0**	**$535,382**

General Management

PROGRAM DETAIL

Oil and Gas Division

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
General Fund	0.00	0.00	0.00	0.00	5.00
Staffing Total	**0.00**	**0.00**	**0.00**	**0.00**	**5.00**

Purchasing Services

This program oversees solicitation, award, enforcement, and termination of city contracts for all goods, services, and construction projects requested by city departments. In 2018, this program was moved from Human Resources into General Management.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	295	323,415	363,104	353,751	389,802
Expenditures Total	**$295**	**$323,415**	**$363,104**	**$353,751**	**$389,802**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	0	728,175	753,070	743,036	796,320
Allocated Expenses	0	-418,152	-418,153	-418,153	-434,705
Supplies and Services	295	13,392	28,187	28,868	28,187
Expenditures Total	**$295**	**$323,415**	**$363,104**	**$353,751**	**$389,802**
STAFFING SUMMARY					
General Fund	0.00	7.50	8.00	8.00	8.00
Staffing Total	**0.00**	**7.50**	**8.00**	**8.00**	**8.00**
PERFORMANCE MEASURE SUMMARY					
Achieve 90% of stated administrative lead times listed in the purchasing planner guide	89%	93%	90%	90%	90%

Human Resources

Human Resources Website

PROGRAM SUMMARY

Administration

$313,067 1 FTE

*Central Human Resources administration and special projects

Human Resources Operations

$2,870,607 21 FTE

*Recruitment, hiring, salary and benefit administration; citizen volunteer services; employee relations, training, and wellness

Risk Management

$11,865,431 9 FTE

*Administer general liability claims and workers' compensation claims, employee safety program, and occupational health services

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**82.25**	**28.50**	**29.50**	**29.50**	**31.00**
EXPENDITURES	**25,893,183**	**13,044,755**	**14,188,846**	**13,185,284**	**15,049,105**

Human Resources

DESCRIPTION

The Human Resources Department provides overall management, organization, and control for Human Resources (HR) and Risk Management. The HR function includes operations, employee relations, Aurora Learn, employee training, and wellness programs. The Risk Management Division administers claims for losses suffered by residents, workplace injuries to employees, and self-insured losses on city-owned property and vehicles. It also administers several programs intended to enhance employee safety.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	82.25	28.50	29.50	29.50	31.00
Personal Services	6,748,263	2,938,130	3,023,599	2,929,402	3,410,189
Allocated Expenses	-410,640	0	0	0	0
Supplies and Services	15,484,503	10,024,456	11,076,511	10,165,929	11,536,800
Utilities	130,269	0	0	0	0
Interfund Charges	224,773	82,169	88,736	88,736	94,816
Capital Related	2,118,731	0	0	1,217	7,300
Transfers Out	1,597,284	0	0	0	0
Expenditures Total	**$25,893,183**	**$13,044,755**	**$14,188,846**	**$13,185,284**	**$15,049,105**

DEPARTMENT NARRATIVE

Budget Developments for 2020
In 2020, the Human Resources Department will continue to support operations in all employee-related activities. In an effort to further improve service provided to internal and external customers, the department has included amendments in its budget to add 1.5 FTEs; a salary survey platform that will provide access to identified market data; and a wellness platform solution for the Employee Wellness Incentive Program.

2019 Current-Year Department Projection
The department's budget is projected to finish the year $1.0 million (7.1 percent) under budget primarily as a result of lower-than-expected claims (primarily workers' compensation) and insurance premiums ($1.4 million, 14.5 percent). For the 2019 budget, claims were greatly increased based on historical averages. In 2019, claims have been well below the 2019 Original Budget. The 2019 projection includes $750,000 for a general claims deductible and $100,000 for a property deductible that would be experienced should any large settlements occur prior to year-end. Lower claims and premiums in the 2019 projection are partly offset by a $300,000 increase in the claims liability adjustment from $700,000 to $1 million and $65,000 added for development of a safety management system. In the 2019 budget, $125,000 was included for a risk management system, however, software solution estimates for this project are coming in at double that amount, and therefore the 2019 projection includes an additional $125,000. All of these variances are in the Risk Management Fund.

The General Fund portion of Human Resources is projected to be $112,000 (4.4 percent) under budget mainly due to lower personal services resulting from vacancy savings.

2020 Department Budget
The Human Resources Department's 2020 budget, across all funds, will increase $860,300 (6.1 percent) over the 2019 budget. The majority of the increase is due to personal services increases of $386,600 (12.8 percent); a $300,000 increase in the claims liability reserve; and a $198,100 amendment to add fit testing of respirators and hazardous materials physicals mainly for Fire and Police employees.

Two additional 2020 budget amendments address staffing in the Human Resources Operations program. One amendment adds 0.5 FTE to the Aurora Learn staff to secure future training opportunities that will assist with attracting and retaining quality employees for the City of Aurora ($40,800). Another amendment will add 1.0 FTE for a Labor Relations position to represent the city in negotiating and administering labor contracts ($155,300).

Human Resources

DEPARTMENT NARRATIVE

Two other 2020 amendments are for a salary survey platform which will provide access to market data and analysis ($20,000) and a wellness platform solution that will allow enhancement of the city employee Wellness Program ($30,000).

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-135,000
Mid Year Modifications	-85,000
Compensation Adjustments	184,505
Mandated Costs	123,080
Grant / Designated Revenue Adjustments	3,479
Other Adjustments	325,000
Total Base Adjustments	**$416,064**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund / New Appropriation				
Add 0.5 FTE Aurora Learn Staff	0.50	40,753	0	40,753
Program affected: Human Resources Operations Duration: Ongoing This amendment will increase the Aurora Learn team (Training and Development) within the Human Resources Department staff by 0.5 FTE to secure future training opportunities that will assist with attracting and retaining quality employees for the City of Aurora. This will bring the Training and Development Division to 2.0 FTE dedicated to the training, succession planning, employee development and leadership programs for all departments/divisions/employees.				
Add 1.0 FTE Labor Relations Position	1.00	155,332	0	155,332
Program affected: Human Resources Operations Duration: $150,332 Ongoing, $5,000 One-time The Labor Relations Officer will serve as the strategic advisor to executive staff on labor and employment laws, contract administration, and complex labor relations issues. The Labor Relations Officer will also be the lead spokesperson negotiating and administering complex labor agreements for organizations with multiple stakeholders.				

Human Resources

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Salary Survey Platform	0.00	20,000	0	20,000
Program affected: Human Resources Administration Duration: $15,000 Ongoing, $5,000 One-time This budget will help support the annual cost of a salary survey platform that will provide access to salary and market data. It will interface to the city's job classification system to create effective attraction and retention compensation analysis; allow for customized data for local, state, mountain region or national data assessments; allow for position analysis across the organization between departments or reporting relationships to include salary grades and structures; model pay changes and "what-if" scenarios, across-the-board increases or classification changes based on market pricing; intuitive equity analysis for compliance with labor laws; and allow for job description management.				
New Appropriation Total	**1.50**	**216,085**	**0**	**216,085**
General Fund Total	**1.50**	**216,085**	**0**	**216,085**
Risk Management Fund / New Appropriation				
Fit Testing and Hazmat Physicals	0.00	198,110	0	198,110
Program affected: Risk Management Duration: Ongoing The Occupational Safety and Health Administration (OSHA) requires fit testing for all employees who may wear a respirator in the course and scope of their duties. Aurora Fire Rescue, Police, Water, Parks, Recreation and Open Space and a few employees in other city departments wear respirators to perform certain job duties involving hazardous chemicals or excessive amounts of harmful particulates. Additionally, OSHA and the National Fire Protection Association (NFPA) require hazardous materials physicals for certain members of police and fire departments. The city seeks to become fully compliant with these two standards as it is in the city's and the employees' best interest to preserve health and safety in the workforce. Compliance for all affected departments is a measurable item as participation in the fit testing program will be tracked by both the individual departments and by Risk Management.				
Wellness Program Platform Solution	0.00	30,000	0	30,000
Program affected: Risk Management Duration: Ongoing The Employee Wellness Program coordinates various initiatives designed to manage claims and improve the overall health of the city's workforce. This budget will help support the annual cost of a wellness platform solution for the Employee Wellness Program. The amendment for the wellness platform will allow the enhancement of the Wellness Program in the coming years to positively impact the health and well-being of employees.				
New Appropriation Total	**0.00**	**228,110**	**0**	**228,110**
Risk Management Fund Total	**0.00**	**228,110**	**0**	**228,110**
Amendment Request Total All Funds	**1.50**	**444,195**	**0**	**444,195**

Human Resources

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Designated Revenues Fund	20,686	6,556	0	3,688	3,479
Fleet Management Fund	8,681,455	0	0	0	0
General Fund	6,406,632	2,504,699	2,562,615	2,450,618	2,794,253
Gifts & Grants Fund	83,260	0	0	0	0
Risk Management Fund	10,701,150	10,533,500	11,626,231	10,730,978	12,251,373
Expenditures Total	**$25,893,183**	**$13,044,755**	**$14,188,846**	**$13,185,284**	**$15,049,105**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Fleet Management Fund	44.75	0.00	0.00	0.00	0.00
General Fund	27.50	18.50	19.50	19.50	21.00
Risk Management Fund	10.00	10.00	10.00	10.00	10.00
Staffing Total	**82.25**	**28.50**	**29.50**	**29.50**	**31.00**

PROGRAM DETAIL

Administration

This program consists of the activities of the Director of Human Resources. The Director of Human Resources provides overall management direction and financial control for the department's various functions.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	279,911	263,414	413,513	431,354	313,067
Expenditures Total	**$279,911**	**$263,414**	**$413,513**	**$431,354**	**$313,067**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	192,692	175,144	207,586	225,427	226,678
Supplies and Services	19,847	15,511	127,349	127,349	2,349
Interfund Charges	67,372	72,759	78,578	78,578	84,040
Expenditures Total	**$279,911**	**$263,414**	**$413,513**	**$431,354**	**$313,067**
STAFFING SUMMARY					
General Fund	2.00	1.00	1.00	1.00	1.00
Staffing Total	**2.00**	**1.00**	**1.00**	**1.00**	**1.00**

Human Resources

PROGRAM DETAIL

Human Resources Operations

This program is composed of several human resources functions. HR Operations provides support in the planning and implementation of the recruitment, evaluation, selection, benefit administration, and orientation of new city employees. It also performs salary administration for all employees including the negotiation of collective bargaining agreements, job audits, personnel actions, and administration of the Police Independent Review Board. Volunteer Services coordinates citizen volunteer recruitment, placement, and the Employee Community Outreach and Engagement Program. Employee Relations is responsible for investigating employee claims of discrimination, harassment, and sexual harassment in the workplace, as well as providing preventative training. Aurora Learn provides training and development opportunities to city employees. The Employee Wellness Program coordinates various initiatives designed to manage claims and improve the overall health of the city's workforce. The additional FTEs noted in the amendments are in this program.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	20,686	6,556	0	3,688	3,479
General Fund	2,007,026	2,241,285	2,149,102	2,019,264	2,481,186
Risk Management Fund	362,582	307,290	336,863	317,459	385,942
Expenditures Total	**$2,390,294**	**$2,555,131**	**$2,485,965**	**$2,340,411**	**$2,870,607**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,752,510	1,936,703	1,965,122	1,813,315	2,159,285
Supplies and Services	642,684	618,428	520,843	527,096	711,322
Capital Related	-4,900	0	0	0	0
Expenditures Total	**$2,390,294**	**$2,555,131**	**$2,485,965**	**$2,340,411**	**$2,870,607**
STAFFING SUMMARY					
General Fund	16.50	17.50	18.50	18.50	20.00
Risk Management Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	**17.50**	**18.50**	**19.50**	**19.50**	**21.00**

Human Resources

PROGRAM DETAIL

Human Resources Operations

PERFORMANCE MEASURE SUMMARY	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
90% of initial interviews scheduled within 3 business days from the date of the complaint	95%	92%	90%	90%	90%
90% of investigations completed within stated timelines	98%	94%	90%	90%	90%
95% of job evaluations including analysis and recommendations complete no later than 30 days from receiving the job information questionnaire	100%	100%	95%	95%	95%
95% of jobs will have a recruitment plan within 3 days of PCN approval	99%	98%	95%	95%	95%
95% of participants indicating the training they had received was relevant and that they plan to apply this training in their work setting	97%	100%	95%	95%	95%
Within one business day of receiving a complaint, a written response will be sent to the complainant informing them of the process 100% of the time	99%	95%	100%	100%	100%

Risk Management

This program administers property, general liability and workers' compensation claims internally. It selects and purchases appropriate insurance broker services and commercial insurance products to protect the city. It provides pre-employment physicals, on-going commercial driver's license drug testing program monitoring, and management of the hearing conservation program through Employee Health Services. It coordinates respirator fit testing and hazardous materials physicals mandated by regulators for certain employees whose job duties involve hazardous chemicals or excessive amounts of harmful particulates. It manages the citywide safety program to reduce and mitigate employee injuries. It manages claims negotiations and litigation with the City Attorney's Office to mitigate the cost of claims and suits filed against the city. Fund revenues come from internal service charges to other funds as well as insurance recovery payments.

EXPENDITURE SUMMARY BY FUND	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Risk Management Fund	10,338,568	10,226,210	11,289,368	10,413,519	11,865,431
Expenditures Total	**$10,338,568**	**$10,226,210**	**$11,289,368**	**$10,413,519**	**$11,865,431**

EXPENDITURE SUMMARY BY TYPE	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Personal Services	783,230	826,283	850,891	890,660	1,024,226
Supplies and Services	9,546,619	9,390,517	10,428,319	9,511,484	10,823,129
Interfund Charges	8,719	9,410	10,158	10,158	10,776
Capital Related	0	0	0	1,217	7,300
Expenditures Total	**$10,338,568**	**$10,226,210**	**$11,289,368**	**$10,413,519**	**$11,865,431**

Human Resources

PROGRAM DETAIL

Risk Management

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
Risk Management Fund	9.00	9.00	9.00	9.00	9.00
Staffing Total	**9.00**	**9.00**	**9.00**	**9.00**	**9.00**
PERFORMANCE MEASURE SUMMARY					
Customer satisfaction surveys of worker's comp customers will exceed 3.5, on a satisfaction scale of 0.0 to 5.0, 90% of the time	100%	100%	90%	90%	90%

Information Technology

Information Technology Website

PROGRAM SUMMARY

Administration

$1,038,867 — 2 FTE

*Deliver high quality technical solutions, securely, efficiently, and collaboratively to all city stakeholders

Client Services

$1,845,287 — 9 FTE

*Provide citywide software and hardware support and procurement for PC, laptop, peripheral device, and managed print services

Enterprise Solutions

$2,841,343 — 7 FTE

*Provide technical support, system maintenance, new solution implementation, and evaluation of citywide business processes

Enterprise Systems

$2,848,388 — 7 FTE

*Provide data center operations for the city. Responsible for server infrastructure, databases, and data storage for all city business

Geographic Information Systems

$444,474 — 3 FTE

*Provide technical strategy, data creation, systems administration, new solutions, and information to meet city spatial requirements

Information Security

$751,085 — 3 FTE

*Ensure information is managed in a secure and respectful manner in accordance with its sensitivity and risk

Networking

$2,112,949 — 7 FTE

*Design, install, monitor and maintain voice and data networks, and security cameras for the city

Project Management Office

$2,274,847 — 8 FTE

*Provide IT portfolio and project management and support project execution. Facilitate the project governance process

Public Safety

$4,730,384 — 10 FTE

*Provide technical support, system maintenance, new solution implementation, and evaluation of public safety business processes

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**48.00**	**49.00**	**55.00**	**55.00**	**56.00**
EXPENDITURES	**12,223,307**	**13,888,736**	**17,470,715**	**17,434,683**	**18,887,624**

Information Technology

DESCRIPTION

The Information Technology (IT) Department is responsible for effectively delivering high quality technical solutions securely and efficiently for all city stakeholders. Three fundamental responsibilities drive IT's technology delivery: availability, security and innovation. This is accomplished through: 1) infrastructure support which includes networks, the phone system, the radio system, database and server operations, and support of desktop and mobile computing; 2) solutions delivery which includes applications implementation and support for systems including human resources, payroll, workflow management, E-911, and computer-aided dispatch systems; 3) project management which aligns the IT portfolio, project management, and resources with the city goals and requirements; 4) information security which includes the implementation of citywide security policies and operations, and processes that involve physical and digital security measures to protect data. By focusing on these fundamental responsibilities, IT is an integral business partner of city agencies.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	48.00	49.00	55.00	55.00	56.00
Personal Services	5,418,076	5,949,132	6,714,285	6,207,912	7,134,942
Supplies and Services	6,427,340	7,724,389	10,077,604	10,345,870	11,258,175
Utilities	20,466	15,088	26,300	26,300	26,400
Interfund Charges	47,874	51,257	56,579	47,980	58,107
Capital Related	309,551	148,870	595,947	806,621	410,000
Expenditures Total	**$12,223,307**	**$13,888,736**	**$17,470,715**	**$17,434,683**	**$18,887,624**

DEPARTMENT NARRATIVE

Budget Developments for 2020
The Information Technology (IT) Department provides for a well-managed and financially strong city and assures a safe community for people. City management continues to recognize the increasing demands on Information Technology in support of the city in the 2020 budget, and this is reflected in IT's budget amendments.

In this budget, IT focuses on updating existing systems that are nearing end of life (SharePoint enhancements, review of the electronic document management system for replacement, continuity of operations) and setting the foundation for the future (cloud architecture).

2020 will see a shift from implementation of programs for security and compliance to a risk-based approach to security programming which builds upon the 2019 compliance efforts.

Expansion of citywide application acceptance and use will continue in 2020 with the implementation of the workflow management tool for business licensing and the implementation of an electronic document review application. The citywide asset management application will expand into Public Works and Parks, Recreation and Open Space, and the e-agenda replacement will go-live.

Foundational development for infrastructure support of the future will occur in 2020 with the cloud architect establishing standards and requirements for server infrastructure in the cloud and the implementation of SQL Server Enterprise. This work will not only support the city's business continuity of operations planning but will also provide ongoing assurance for maintaining city enterprise databases.

Capital expenditures will significantly increase in 2020 due to scheduled E-911 Fund capital projects. These projects include the implementation of a new computer-aided dispatch system (CAD), replacement of the uninterruptible power supply (UPS) for the Public Safety Communications Center (PSCC) and building at Tallyn's Reach, and replacement of the consoles at the PSCC. E-911 surcharge revenues are projected to increase 1.5 percent in 2020 compared to the 2019 projection, aligning more traditionally with the past revenue increases in contrast to the higher 2019 increase over 2018. More information is provided about the E-911 Fund in the fund summary and capital sections of this document.

Information Technology

DEPARTMENT NARRATIVE

2019 Current-Year Department Projection
The 2019 department projection for IT is slightly under budget. The early implementation of SQL Server Enterprise may, however, result in a supplemental appropriation request.

An E-911 surcharge revenue increase of 2.5 percent over budget is projected. This increase is due to greater than budgeted increases in the traditional surcharge for wireless and voice over internet protocol phones (VOIP).

2020 Department Budget
The 2020 Information Technology Department budget is $1.4 million (8.1 percent) greater than the 2019 Original Budget. Of the 2020 increase, mandated cost adjustments are offset by the removal of prior year one-time funds. Mandated costs continue their upward trend with a significant portion of those costs in the Development Review Fund for the expansion of the Accela product with the implementation of business licensing and an electronic document review tool. General Fund mandated costs worth noting are the first-time support for the expansion of asset management software to Public Works and Parks, Recreation and Open Space, and the increase in telephone and internet billing due to the addition of services to new city buildings and improved services where necessary for existing infrastructure.

In recognition of the increase in demand for operational support and implementation of technology projects in the IT Department, additional one-time funding is budgeted at a cost of $979,700. The electronic document management system (EDMS) process review will provide the information required for the 2021 replacement of the current end of life EDMS. A contingent Cloud Architect and a contract SharePoint Developer are also one-time funded for work that IT does not have the resources available to commit. Funding is also provided to complete necessary one-time projects during the budget year. In addition to one-time projects, IT staffing will be increased by 1.0 FTE Senior Systems Administrator to keep pace with the security requirements, operational support and new server requirements.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-1,393,376
Compensation Adjustments	205,844
Mandated Costs	1,249,732
Total Base Adjustments	**$62,200**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund / New Appropriation				
Add 1.0 FTE Senior Systems Administrator	1.00	123,901	0	123,901
Program affected: Enterprise Systems Duration: Ongoing This amendment provides appropriation for 1.0 FTE Senior Systems Administrator to maintain and support systems platforms (servers, file servers and active directory users) for the city and assist in cyber security remediation, business continuity and projects for new services.				

Information Technology

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Add One Contingent Cloud Architect	0.00	115,723	0	115,723
Program affected: Enterprise Systems Duration: One-time This amendment provides appropriation for one contingent Cloud Architect. To become more nimble and deploy solutions faster, the IT Department needs to pursue cloud infrastructure. This position will be responsible for analyzing the current offerings available from third-party providers and recommend the solution that meets current and projected demands.				
Electronic Document Management System (EDMS) Process Review	0.00	172,000	0	172,000
Program affected: Enterprise Solutions Duration: One-time The city's Electronic Document Management System, Oracle, is the main repository of city records and is at its end of life. The process review includes the city's business procedures, data, usage, and storage of city documents associated with document management. This review will result in requirements for a new EDMS.				
IT One-Time Project Implementation	0.00	500,000	0	500,000
Program affected: Administration Duration: One-time This amendment provides appropriation for maintaining momentum in modernization and innovation for the city's technology platform.				
SharePoint Development Contract	0.00	192,000	0	192,000
Program affected: Enterprise Solutions Duration: One-time SharePoint Online is a very large platform that requires more technical resources than IT has at their disposal to fully realize all the uses it can deliver. To maximize the city's investment in Office 365 and SharePoint Online, this amendment will provide funding for one contract developer to implement new features that will allow employees to access information from anywhere.				
SQL Server Enterprise Annual Subscription Fee	0.00	251,085	0	251,085
Program affected: Enterprise Systems Duration: Ongoing This request provides funding for the maintenance and support of SQL Server Enterprise. SQL Server Enterprise provides the base capabilities for continuity of operations, disaster recovery and business intelligence for use of the city's data.				
New Appropriation Total	**1.00**	**1,354,709**	**0**	**1,354,709**
General Fund Total	**1.00**	**1,354,709**	**0**	**1,354,709**
Amendment Request Total All Funds	**1.00**	**1,354,709**	**0**	**1,354,709**

Information Technology

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Development Review Fund	0	650,887	883,773	861,275	1,418,535
Enhanced E-911 Fund	2,064,688	2,625,300	3,066,998	3,058,375	3,138,008
General Fund	10,158,619	10,612,549	13,519,944	13,515,033	14,331,081
Expenditures Total	**$12,223,307**	**$13,888,736**	**$17,470,715**	**$17,434,683**	**$18,887,624**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Development Review Fund	0.00	0.00	3.00	3.00	3.00
Enhanced E-911 Fund	5.00	5.00	5.00	5.00	5.00
General Fund	43.00	44.00	47.00	47.00	48.00
Staffing Total	**48.00**	**49.00**	**55.00**	**55.00**	**56.00**

PROGRAM DETAIL

Administration

Information Technology Administration provides strategic technology planning and evaluation to ensure best practices and efficiencies are utilized throughout the city. This program works with city agencies to develop strategic technology and business plans, lays the foundation for the technology platform upon which smart city visions are realized, and supports citywide technology purchases and payment processing. It also provides administrative support for all IT personnel for payroll processing, training, travel, and human resources issues. Program staffing changes in 2020 are temporary, due to the interim infrastructure manager role in the Networking Program being performed by an FTE from the Administration Program.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,342,311	722,411	1,191,335	1,210,132	1,038,867
Expenditures Total	**$1,342,311**	**$722,411**	**$1,191,335**	**$1,210,132**	**$1,038,867**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,087,016	506,238	500,325	418,931	352,303
Supplies and Services	212,370	170,843	640,041	740,232	634,872
Utilities	2,426	2,137	3,400	3,400	2,900
Interfund Charges	40,499	43,193	47,569	47,569	48,792
Expenditures Total	**$1,342,311**	**$722,411**	**$1,191,335**	**$1,210,132**	**$1,038,867**
STAFFING SUMMARY					
General Fund	7.00	3.00	3.00	3.00	2.00
Staffing Total	**7.00**	**3.00**	**3.00**	**3.00**	**2.00**

Information Technology

PROGRAM DETAIL

Administration

PERFORMANCE MEASURE SUMMARY	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Customer experience survey 4.85 out of a possible 5	N/A	4.84	4.85	4.79	4.85
IT requests for break/fix (incidents) technology issues initial response time: 85% of incidents have an on-time initial response based on issue severity	N/A	90%	85%	89%	85%
IT requests for new service (hardware, software service): 85% of service requests completed within established response time	N/A	98%	85%	97%	85%
Resolution time for break/fix incidents: 85% of incidents are resolved on time based on issue severity	N/A	88%	85%	80%	85%

Client Services

The Client Services Program has full responsibility for city endpoint computing including all desktop computers, laptops, peripherals and managed print services to reduce overall printing costs. This program also provides technology support for elected officials and executive staff. Primary responsibilities also include the procurement and management of desktop software and security updates, as well as the resolution of client desktop issues.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,667,012	1,533,251	1,799,676	1,710,352	1,845,287
Expenditures Total	**$1,667,012**	**$1,533,251**	**$1,799,676**	**$1,710,352**	**$1,845,287**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	691,500	617,858	697,517	649,429	692,480
Supplies and Services	975,512	915,393	1,102,159	1,060,923	1,152,807
Expenditures Total	**$1,667,012**	**$1,533,251**	**$1,799,676**	**$1,710,352**	**$1,845,287**
STAFFING SUMMARY					
General Fund	8.00	8.00	9.00	9.00	9.00
Staffing Total	**8.00**	**8.00**	**9.00**	**9.00**	**9.00**

Information Technology

PROGRAM DETAIL

Enterprise Solutions

The Enterprise Solutions Program acquires, develops, tests, provides technical training, coordinates vendor interaction, implements best practices, and maintains and supports all multi-user software applications used in the city's day-to-day business operations. The program's mission is to effectively deliver high-quality technology solutions securely and efficiently to all city stakeholders. These applications ensure that users have timely and appropriate access to applications containing work product and city information related to their duties. In 2020, 1.0 FTE will be moved from Enterprise Solutions to the Project Management Office where the position is more functionally aligned.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,830,820	1,427,698	2,503,067	2,381,733	2,841,343
Expenditures Total	**$1,830,820**	**$1,427,698**	**$2,503,067**	**$2,381,733**	**$2,841,343**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,217,801	945,511	978,280	869,898	874,930
Supplies and Services	613,019	435,692	1,524,787	1,511,835	1,966,413
Capital Related	0	46,495	0	0	0
Expenditures Total	**$1,830,820**	**$1,427,698**	**$2,503,067**	**$2,381,733**	**$2,841,343**
STAFFING SUMMARY					
General Fund	12.00	8.00	8.00	8.00	7.00
Staffing Total	**12.00**	**8.00**	**8.00**	**8.00**	**7.00**

Enterprise Systems

The Enterprise Systems Program is responsible for all data center operations including disaster recovery. The program designs, installs, and monitors computer infrastructure, databases, and data storage for all line of business operations at the city, providing 24/7 access and ensuring optimal system performance. The program is responsible for hardware and software life-cycle management to meet increased security requirements and computing demands. This program is also responsible for the disaster recovery operations, ensuring that redundant hardware and applications are backed up and available for restoration when necessary. It maintains security updates on all servers, manages vendor software and hardware support and maintenance contracts, and performs break-fix services for system and database-related issues. The Senior Systems Analyst added in the 2020 budget is in this program.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	54,118	2,006,185	2,287,154	2,463,918	2,848,388
Expenditures Total	**$54,118**	**$2,006,185**	**$2,287,154**	**$2,463,918**	**$2,848,388**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	54,118	667,916	805,012	638,776	1,085,955
Supplies and Services	0	1,338,269	1,450,142	1,793,142	1,730,433
Capital Related	0	0	32,000	32,000	32,000
Expenditures Total	**$54,118**	**$2,006,185**	**$2,287,154**	**$2,463,918**	**$2,848,388**

Information Technology

PROGRAM DETAIL

Enterprise Systems

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
General Fund	0.00	5.00	6.00	6.00	7.00
Staffing Total	**0.00**	**5.00**	**6.00**	**6.00**	**7.00**

Geographic Information Systems

The Geographic Information Systems (GIS, mapping) Program provides technical support, data creation, information products, data analysis, system maintenance, new solutions, training, technical strategy, and coordination in support of GIS, mapping, and spatial data needs for city departments, management and the public. Primary city departments that utilize supported applications, data, and services include Public Safety Communications, Police, Fire, Aurora Water, Planning, Public Works, Parks, Recreation and Open Space, Finance, and Neighborhood Services.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	28,403	414,140	432,135	424,996	444,474
Expenditures Total	**$28,403**	**$414,140**	**$432,135**	**$424,996**	**$444,474**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	28,403	325,526	335,234	328,095	340,651
Supplies and Services	0	88,614	96,901	96,901	103,823
Expenditures Total	**$28,403**	**$414,140**	**$432,135**	**$424,996**	**$444,474**
STAFFING SUMMARY					
General Fund	0.00	3.00	3.00	3.00	3.00
Staffing Total	**0.00**	**3.00**	**3.00**	**3.00**	**3.00**

Information Security

The Information Security Program ensures information is handled and managed in a secure and respectful manner in accordance with its sensitivity and risk to the City of Aurora. This is accomplished through the design, application, and maturity of meaningful information security and privacy policies, practices, and controls throughout the city.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	180,333	624,032	680,351	640,267	751,085
Expenditures Total	**$180,333**	**$624,032**	**$680,351**	**$640,267**	**$751,085**

Information Technology

PROGRAM DETAIL

Information Security

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	25,552	279,667	388,558	348,474	403,786
Supplies and Services	145,681	341,865	291,793	291,793	347,299
Capital Related	9,100	2,500	0	0	0
Expenditures Total	**$180,333**	**$624,032**	**$680,351**	**$640,267**	**$751,085**
STAFFING SUMMARY					
General Fund	0.00	2.00	3.00	3.00	3.00
Staffing Total	**0.00**	**2.00**	**3.00**	**3.00**	**3.00**

Networking

The Networking Program designs, installs, monitors, and maintains voice and data networks and security camera services for the city which include fiber optic, copper, and wireless networks. The program is responsible for life-cycle management of networking hardware and software ensuring optimal performance and security. It also manages the voice and data network carrier contracts to ensure competitive pricing and performance, provides secure broadband internet services for all city employees, maintains the associated network security software and hardware, and is responsible for break-fix services for network-related issues. Program staffing changes in 2020 are temporary, due to the interim infrastructure manager role in the Networking Program being performed by an FTE from the Administration Program.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	3,820,044	1,967,446	2,331,041	2,295,501	2,112,949
Expenditures Total	**$3,820,044**	**$1,967,446**	**$2,331,041**	**$2,295,501**	**$2,112,949**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,171,294	744,970	745,752	614,921	933,181
Supplies and Services	2,441,101	1,122,601	1,021,342	1,116,633	1,131,768
Capital Related	207,649	99,875	563,947	563,947	48,000
Expenditures Total	**$3,820,044**	**$1,967,446**	**$2,331,041**	**$2,295,501**	**$2,112,949**
STAFFING SUMMARY					
General Fund	11.00	6.00	6.00	6.00	7.00
Staffing Total	**11.00**	**6.00**	**6.00**	**6.00**	**7.00**

Information Technology

PROGRAM DETAIL

Project Management Office

The Information Technology Project Management Office provides governance for and management of the City of Aurora's portfolio of IT projects. The program provides IT project, portfolio and program management, implements, and oversees processes, tools, templates and project roles to bring management rigor and throughput for all IT projects. Maintains and advocates for the IT project management framework and provides project management coaching and support. In 2020, 1.0 FTE will be moved from Enterprise Solutions to the Project Management Office where the position is more functionally aligned.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Development Review Fund	0	650,887	883,773	861,275	1,418,535
General Fund	57,941	616,592	842,766	925,435	856,312
Expenditures Total	**$57,941**	**$1,267,479**	**$1,726,539**	**$1,786,710**	**$2,274,847**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	57,941	699,622	1,016,774	1,076,945	1,133,833
Supplies and Services	0	567,857	709,765	709,765	811,014
Capital Related	0	0	0	0	330,000
Expenditures Total	**$57,941**	**$1,267,479**	**$1,726,539**	**$1,786,710**	**$2,274,847**
STAFFING SUMMARY					
Development Review Fund	0.00	0.00	3.00	3.00	3.00
General Fund	0.00	4.00	4.00	4.00	5.00
Staffing Total	**0.00**	**4.00**	**7.00**	**7.00**	**8.00**

Public Safety

The Public Safety Program provides technical support and system maintenance for Police, Fire, Public Safety Communications, and the Office of Emergency Management. Functions include 911 call-taking, dispatching, staff scheduling, record keeping, and data analytics. The program supports Emergency Management technology in the city's emergency operation center, mobile command and communications vans; maintains the radio system network infrastructure and public safety mobile devices; and coordinates with public safety staff and systems and hardware vendors for the ongoing maintenance and upgrades of public safety systems on a 24/7 basis.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Enhanced E-911 Fund	2,064,688	2,625,300	3,066,998	3,058,375	3,138,008
General Fund	1,177,637	1,300,794	1,452,419	1,462,699	1,592,376
Expenditures Total	**$3,242,325**	**$3,926,094**	**$4,519,417**	**$4,521,074**	**$4,730,384**

Information Technology

PROGRAM DETAIL

Public Safety

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,084,451	1,161,824	1,246,833	1,262,443	1,317,823
Supplies and Services	2,039,657	2,743,255	3,240,674	3,024,646	3,379,746
Utilities	18,040	12,951	22,900	22,900	23,500
Interfund Charges	7,375	8,064	9,010	411	9,315
Capital Related	92,802	0	0	210,674	0
Expenditures Total	**$3,242,325**	**$3,926,094**	**$4,519,417**	**$4,521,074**	**$4,730,384**

STAFFING SUMMARY					
Enhanced E-911 Fund	5.00	5.00	5.00	5.00	5.00
General Fund	5.00	5.00	5.00	5.00	5.00
Staffing Total	**10.00**	**10.00**	**10.00**	**10.00**	**10.00**

Judicial

Judicial Website

PROGRAM SUMMARY

Court Reporting

$420,033 5 FTE

*Create the official court record for all court proceedings
*Maintain court system data

Courtroom Assistants

$620,970 8.5 FTE

*Maintain courtroom decorum
*Organize people and files for each court

Judicial

$2,069,238 9 FTE

*Preside over all court proceedings to ensure the fair and impartial administration of justice

Teen Court

$164,213 2 FTE

*Administer the Teen Court Program to divert first-time juvenile offenders from criminal activity

Wellness Court

$339,222 2 FTE

*Administer the Wellness Court Program for defendants whose criminal behavior is affected by mental illness

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**22.50**	**26.50**	**26.50**	**26.50**	**26.50**
EXPENDITURES	**3,044,973**	**3,186,604**	**3,467,243**	**3,537,765**	**3,613,676**

Judicial

DESCRIPTION

The primary objective of the Judicial Department is to administer justice in a fair and impartial manner. The functions of the Judicial Department are performed by judges, bailiffs, and court reporters. The bailiffs maintain courtroom decorum and serve as the point of contact for all participants in court proceedings. The court reporters serve as the official record-maker for the municipal court. The Judicial Department also oversees the Teen Court and the Wellness Court.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	22.50	26.50	26.50	26.50	26.50
Personal Services	2,839,079	2,934,678	3,129,664	3,115,581	3,274,041
Allocated Expenses	0	0	0	98,100	0
Supplies and Services	180,716	224,734	308,212	294,717	308,212
Interfund Charges	25,178	27,192	29,367	29,367	31,423
Expenditures Total	**$3,044,973**	**$3,186,604**	**$3,467,243**	**$3,537,765**	**$3,613,676**

DEPARTMENT NARRATIVE

Budget Developments for 2020
The Judicial Department is responsible for ensuring that every person is provided their full rights of due process within their constitutionally-protected period of speedy trial. The accomplishment of these goals is dependent on collaboration and cooperation between the Judicial Department and Court Administration, City Attorney and Public Defender.

In 2020, the department will continue supporting Council's Homeless Initiative through operation of the Wellness Court, which addresses the needs of individuals with mental health issues whose actions lead to involvement in the criminal justice system while maintaining accountability. The Court attempts to prevent criminalization and to reduce recidivism by using a collaborative problem-solving approach, providing critical mental health and intensive case management wraparound services. Additionally, Judicial has a Teen Court program to divert qualified first-time juvenile offenders into a program of peer review emphasizing education which, upon completion, allows these offenders the opportunity to learn from their mistakes without a resulting criminal record. Judicial expects a consistently increasing workload for 2020 and is positioned to provide high quality service to citizens within the court system as required.

As always, each component of Judicial will continue to incorporate efficiencies into its processes. The department is developing processes to report on new metrics which will give a better overview of department performance, including the average number of docket settings necessary to close a case (both adult defendants and juveniles), average courtroom time available for each scheduled arraignment, the average assignment time of jury trials (time of day) the average length of trial (start of trial to verdict).

2019 Current-Year Department Projection
The Judicial Department is projected to end the year over the 2019 Original Budget by $70,500 (2.0 percent). The inclusion of the DOLA 1st Appearance 2019 Grant expenditures is the primary driver of this change. A technical net-zero Gifts and Grants Fund supplemental will be required based on this projection.

2020 Department Budget
The 2020 budget for Judicial is $146,400 (4.2 percent) higher than the 2019 Original Budget primarily due to citywide compensation increases for department personnel. The 2020 budget incorporates a three percent pay increase and corresponding increases to salary-related benefits. There are no amendments for Judicial in the 2020 Budget.

Judicial

BASE ADJUSTMENTS

Base Adjustments	2020
Compensation Adjustments	144,377
Mandated Costs	2,056
Total Base Adjustments	**$146,433**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Designated Revenues Fund	227,062	358,989	480,322	432,000	496,435
General Fund	2,781,803	2,827,615	2,979,921	3,000,665	3,110,241
Gifts & Grants Fund	36,108	0	7,000	105,100	7,000
Expenditures Total	**$3,044,973**	**$3,186,604**	**$3,467,243**	**$3,537,765**	**$3,613,676**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Designated Revenues Fund	2.00	4.00	4.00	4.00	4.00
General Fund	20.50	22.50	22.50	22.50	22.50
Staffing Total	**22.50**	**26.50**	**26.50**	**26.50**	**26.50**

PROGRAM DETAIL

Court Reporting

This program serves as the official record maker for the municipal court as required by the State of Colorado for courts of record. It produces transcripts as requested and maintains court system data.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	383,421	387,859	404,062	405,347	420,033
Expenditures Total	**$383,421**	**$387,859**	**$404,062**	**$405,347**	**$420,033**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	383,173	385,848	400,284	401,569	416,255
Supplies and Services	248	2,011	3,778	3,778	3,778
Expenditures Total	**$383,421**	**$387,859**	**$404,062**	**$405,347**	**$420,033**
STAFFING SUMMARY					
General Fund	4.00	5.00	5.00	5.00	5.00
Staffing Total	**4.00**	**5.00**	**5.00**	**5.00**	**5.00**

Judicial

PROGRAM DETAIL

Courtroom Assistants

The courtroom assistant maintains courtroom decorum and serves as a contact person for jurors, defendants, attorneys, witnesses, and the public. The assistant also maintains the flow of persons and files to and from the courtroom and other areas of the courthouse.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	515,540	536,898	580,650	585,718	620,970
Expenditures Total	**$515,540**	**$536,898**	**$580,650**	**$585,718**	**$620,970**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	515,346	535,956	579,450	584,518	619,770
Supplies and Services	194	942	1,200	1,200	1,200
Expenditures Total	**$515,540**	**$536,898**	**$580,650**	**$585,718**	**$620,970**
STAFFING SUMMARY					
General Fund	7.50	8.50	8.50	8.50	8.50
Staffing Total	**7.50**	**8.50**	**8.50**	**8.50**	**8.50**

Judicial

The Judicial Division houses the judge positions and is responsible for providing due process of law to every person charged with a crime, while providing an efficient and fair administration of the law to every person who comes to court and is affected by our proceedings.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,772,501	1,902,858	1,995,209	2,009,600	2,069,238
Gifts & Grants Fund	36,108	0	0	98,100	0
Expenditures Total	**$1,808,609**	**$1,902,858**	**$1,995,209**	**$2,107,700**	**$2,069,238**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,713,457	1,783,037	1,860,707	1,875,619	1,932,777
Allocated Expenses	0	0	0	98,100	0
Supplies and Services	71,160	93,910	106,518	105,997	106,518
Interfund Charges	23,992	25,911	27,984	27,984	29,943
Expenditures Total	**$1,808,609**	**$1,902,858**	**$1,995,209**	**$2,107,700**	**$2,069,238**
STAFFING SUMMARY					
General Fund	8.00	9.00	9.00	9.00	9.00
Staffing Total	**8.00**	**9.00**	**9.00**	**9.00**	**9.00**

Judicial

PROGRAM DETAIL

Teen Court

This program educates youth on the judicial process and provides first-time juvenile offenders the opportunity to correct their mistakes without a criminal conviction through diversion.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	141,599	101,195	152,281	112,000	157,213
Gifts & Grants Fund	0	0	7,000	7,000	7,000
Expenditures Total	**$141,599**	**$101,195**	**$159,281**	**$119,000**	**$164,213**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	126,333	88,024	137,182	96,267	142,017
Supplies and Services	14,080	11,890	20,716	21,350	20,716
Interfund Charges	1,186	1,281	1,383	1,383	1,480
Expenditures Total	**$141,599**	**$101,195**	**$159,281**	**$119,000**	**$164,213**
STAFFING SUMMARY					
Designated Revenues Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
PERFORMANCE MEASURE SUMMARY					
Actual monthly average of teen court program participants	302	310	330	330	330

Wellness Court

The Wellness Court provides supervision, behavioral health treatment and an integrated continuum of care through services provided by community resources for defendants whose criminal behavior is affected by mental illness. The program seeks to increase long-term public safety, reduce recidivism, and lower the costs of first responders, hospitalization, and incarceration by holding defendants whose criminal behavior is affected by mental illness accountable and assisting them to achieve long term stability, self-sufficiency, and to become law-abiding citizens.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	85,463	257,794	328,041	320,000	339,222
General Fund	110,341	0	0	0	0
Expenditures Total	**$195,804**	**$257,794**	**$328,041**	**$320,000**	**$339,222**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	100,770	141,813	152,041	157,608	163,222
Supplies and Services	95,034	115,981	176,000	162,392	176,000
Expenditures Total	**$195,804**	**$257,794**	**$328,041**	**$320,000**	**$339,222**

Judicial

PROGRAM DETAIL

Wellness Court

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
Designated Revenues Fund	0.00	2.00	2.00	2.00	2.00
General Fund	1.00	0.00	0.00	0.00	0.00
Staffing Total	**1.00**	**2.00**	**2.00**	**2.00**	**2.00**

Library & Cultural Services

Library and Cultural Services Website

PROGRAM SUMMARY

Administration

$852,431 6 FTE

*Manages departmental personnel, financial, and public service library functions; houses all general and programming related donations

Art in Public Places

$737,267 1 FTE

*Coordinates, manages funding, selects, displays, and maintains public art per City Ordinance 93-63

Arts Programs

$1,752,002 10 FTE

*Manages Aurora Fox, music, dance and visual arts programs, Bicentennial Art Center, and Aurora Summer Concerts

Cultural Services Division Management

$328,730 2 FTE

*Manages all Cultural Services programs

Historic Services

$566,302 6 FTE

*Manages all programs and facilities of the Aurora History Museum and Historic Preservation Sites

Library Collection Management and Systems

$1,694,540 4 FTE

*Manages acquisition and cataloging of new and donated materials
*Weeds collection for obsolete items
*Provides technical/computer support

Library Facilities and Public Services

$4,125,285 60 FTE

*Provides direct customer services to library users including adult and children's programming and outreach

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**85.30**	**85.50**	**88.00**	**89.00**	**89.00**
EXPENDITURES	**8,894,421**	**8,927,684**	**9,709,227**	**10,103,257**	**10,056,557**

Library & Cultural Services

DESCRIPTION

The Library and Cultural Services Department provides educational and arts programs for all ages that enhance the quality of life of citizens and the desirability of Aurora as a place to live, work, and play. The Administration Division centrally manages internal services including finance, personnel, marketing, meeting room services, and computer systems that assist the operating divisions in providing their programs and services. The Library Facilities and Public Services Division oversees operation of multiple library branches and computer centers. The Cultural Services Division operates one museum, one visual arts center, one performing arts center, 27 city landmarks, four historic sites/districts under historic preservation, and Aurora's summer concerts.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	85.30	85.50	88.00	89.00	89.00
Personal Services	5,424,824	5,772,258	6,217,350	6,119,056	6,590,034
Supplies and Services	3,242,280	3,017,926	3,188,532	3,677,262	3,211,339
Utilities	42,160	41,790	52,600	55,590	52,100
Interfund Charges	91,091	94,339	100,745	100,597	112,084
Capital Related	25,036	1,371	150,000	150,752	91,000
Transfers Out	69,030	0	0	0	0
Expenditures Total	**$8,894,421**	**$8,927,684**	**$9,709,227**	**$10,103,257**	**$10,056,557**

DEPARTMENT NARRATIVE

Budget Developments for 2020
The primary goals of the Library and Cultural Services Department are to create a superior quality of life for residents to make Aurora a desirable place to live, and visit. Library and Cultural Services also aims to contribute to the sound financial management of the city. The priority in 2020 is to increase available library resources and enhance adult programming. Additionally, the Library and Cultural Services Department seeks to assist in effective management and activity for the Aurora Cultural Arts District (ACAD) and to interact with all metropolitan districts and transit-oriented development projects to ensure city code compliance with AIPP mandates. The department will continue to seek non-city funding including Scientific and Cultural Facilities District (SCFD) and state library grants.

2019 Current-Year Department Projection
The 2019 expenditures projection for Library and Cultural Services is greater than the 2019 Original Budget by $394,000 (4.1 percent), primarily due to the receipt of greater than expected SCFD grant monies in the Cultural Services Fund. The related spend is shown in the projected increase in supplies and services of $488,700. This is partially offset by lower projected personal services attributable to vacancy savings. An additional 1.0 FTE was granted with the Spring Supplemental process for a Production Manager at the Fox Theater.

The Cultural Services Division continues to qualify for SCFD funding which is projected to be $313,500 for 2019. This represents 8.4 percent of total projected 2019 Cultural Services revenues of $3.7 million. The department continues to qualify for state funding for materials, which represents no change in materials funding. Library outreach programs remain committed to reaching at-risk communities and continue to be funded exclusively by donations from the Friends of the Aurora Public Library.

A technical supplemental may be necessary to allocate funds received from various Cultural Services-related grants.

2020 Department Budget
The 2020 budget is $347,300 (3.6 percent) greater than the 2019 Original Budget. The department budget has increased primarily due to citywide and targeted compensation increases and one additional FTE, with a total of $372,700. This is partially offset by a decrease in capital related expenditures.

Library & Cultural Services

DEPARTMENT NARRATIVE

The Library & Cultural Services Department uses the amendment process to further strategic goals and better serve the community. The 2020 Proposed Budget includes requests for the following Amendments totaling one-time funding of $391,000: Bookmobile replacement; Envisionware credit card solution for walk-up copies; Funding for library programming; Increase for library materials budget.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-550,000
Mid Year Modifications	62,916
Compensation Adjustments	206,075
Mandated Costs	237,339
Total Base Adjustments	**($43,670)**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund / New Appropriation				
Bookmobile Replacement	0.00	70,000	0	70,000
Program affected: Library Collection Management and Systems Duration: One-time In 2019, a benefactor left $80,000 to the library. This one-time amendment of $70,000 will supplement this funding to build a new bookmobile. The current van that is used for this purpose is a 1996 model and has frequent breakdowns and rust inhibiting the effectiveness of the program.				
Envisionware Credit Card Solution for Walk Up Copies	0.00	21,000	0	21,000
Program: Library Collection Management and Systems Duration: One-time Currently customers are not able to pay for walk up copies using a credit card and must have cash for the Jamex coin op. This solution would allow for greater customer convenience as they can currently pay for prints through the print release software via credit card and would also reduce the amount of cash handling required by library staff.				
Funding for Library Programming	0.00	50,000	0	50,000
Program affected: Library Facilities and Public Services Duration: One-time Programming has increased from serving 1,534 in 2010 to serving 92,000 in 2018. This increase in citizens served has caused the library programming to outgrow the average annual support of $45,000 donated by the Friends of the Aurora Public Library. With this additional funding programming such as the Summer Reading Program, the Winter Reading Program, the Power of One Reading Program and the Brew Tour will be able to continue.				

Library & Cultural Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Increase Library Material Budget One-Time	0.00	250,000	0	250,000
Program affected: Library Collection Management and Systems Duration: One-time This amendment will fund a one-time increase in materials funding of $250,000, temporarily increasing the budget for materials to $1.1 million or $3.72 per capita.				
New Appropriation Total	**0.00**	**391,000**	**0**	**391,000**
General Fund Total	**0.00**	**391,000**	**0**	**391,000**
Amendment Request Total All Funds	**0.00**	**391,000**	**0**	**391,000**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Cultural Services Fund	2,845,284	2,979,837	3,190,379	3,592,694	3,384,301
Designated Revenues Fund	69,097	0	0	0	0
General Fund	5,768,543	5,695,547	6,376,563	6,376,563	6,526,696
Gifts & Grants Fund	211,497	252,300	142,285	134,000	145,560
Expenditures Total	**$8,894,421**	**$8,927,684**	**$9,709,227**	**$10,103,257**	**$10,056,557**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Cultural Services Fund	17.00	17.00	18.00	19.00	19.00
General Fund	68.30	68.50	70.00	70.00	70.00
Staffing Total	**85.30**	**85.50**	**88.00**	**89.00**	**89.00**

PROGRAM DETAIL

Administration

This program centrally manages Library and Cultural Services processes including materials acquisition, technical services, library courier, budget, accounting, payroll/hiring, meeting rooms, cash handling, purchasing, procurement card processing, donations, and customer service for all Library and Cultural Services facilities. It serves to collaborate with other library systems and arts groups, and various community and business groups. It also acts as liaison to the Council-appointed Aurora Library Board and Friends of the Aurora Public Library nonprofit. This program houses all general and programming-related donations and grants.

Library & Cultural Services

PROGRAM DETAIL

Administration

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	690,765	724,848	784,030	875,996	790,871
Gifts & Grants Fund	127,935	81,473	58,285	50,000	61,560
Expenditures Total	**$818,700**	**$806,321**	**$842,315**	**$925,996**	**$852,431**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	576,712	615,259	615,494	687,890	657,685
Supplies and Services	185,227	131,232	162,965	174,535	102,165
Interfund Charges	56,625	59,830	63,856	63,571	71,581
Capital Related	136	0	0	0	21,000
Expenditures Total	**$818,700**	**$806,321**	**$842,315**	**$925,996**	**$852,431**
STAFFING SUMMARY					
General Fund	6.00	6.00	6.00	6.00	6.00
Staffing Total	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**

Art in Public Places

This program is dedicated to the administration, coordination, and scheduling of art acquisition as well as maintenance of public art owned or leased by the city. It establishes procedures for the selection of artwork for the city collection, provides for the display of that collection, and provides art collection management, maintenance, and repair. The program also manages the city's metropolitan districts' required public art plans and all transit-oriented art development. The City Council appointed Art in Public Places Commission sets annual goals for community outreach and education.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Cultural Services Fund	474,613	450,749	763,396	740,167	737,267
Expenditures Total	**$474,613**	**$450,749**	**$763,396**	**$740,167**	**$737,267**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	106,373	114,654	112,057	126,359	122,484
Supplies and Services	367,452	335,184	650,126	612,736	613,541
Utilities	434	529	800	690	800
Interfund Charges	354	382	413	382	442
Expenditures Total	**$474,613**	**$450,749**	**$763,396**	**$740,167**	**$737,267**
STAFFING SUMMARY					
Cultural Services Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

Library & Cultural Services

PROGRAM DETAIL

Art in Public Places

PERFORMANCE MEASURE SUMMARY	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
100% of repairs will be completed on time	N/A	100%	100%	100%	100%
AIPP will increase citizen contacts by 5% or more over last year's quarter	13%	N/A	N/A	N/A	N/A
Calls regarding damaged art in need of repair/restoration will be responded to within 10 business days 100% of the time	N/A	100%	100%	100%	100%
Following investigation within 10 business a work plan and timeline for repair/restoration will be developed within 60 days 100% of the time.	N/A	100%	100%	100%	100%
The Art in Public Places Program will have an average monthly minimum of 50 citizen contacts regarding public art through meetings, artists' talks, presentations, tours, etc.	N/A	210	600	438	600
The Art in Public Places Program will have an average montly minimum of 500 engagements through social media	N/A	6,416	6,000	9,500	6,000

Arts Programs

The program presents a performing arts season at the Aurora Fox Arts Center, manages the Bicentennial Art Center, and provides classes and workshops in pottery, fine arts, music, dance, and theatre, and Aurora's Rhythms Summer Concerts. The program provides outreach activities for Aurora citizens of all ages. The 2019 Spring Supplemental process added 1.0 FTE to the Fox Theater for a Production Manager. The large fluctuation in YTD Fox Theater season subscriptions seen from 2017 to 2018 are due to a much later season announcement in 2017.

EXPENDITURE SUMMARY BY FUND	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Cultural Services Fund	1,395,869	1,441,847	1,528,625	1,603,666	1,752,002
Expenditures Total	**$1,395,869**	**$1,441,847**	**$1,528,625**	**$1,603,666**	**$1,752,002**

EXPENDITURE SUMMARY BY TYPE					
Personal Services	712,271	836,269	931,190	947,988	1,068,816
Supplies and Services	616,473	566,217	547,281	602,805	632,774
Utilities	39,946	39,216	50,100	52,850	49,500
Interfund Charges	2,279	145	54	23	912
Capital Related	24,900	0	0	0	0
Expenditures Total	**$1,395,869**	**$1,441,847**	**$1,528,625**	**$1,603,666**	**$1,752,002**

Library & Cultural Services

PROGRAM DETAIL

Arts Programs

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
Cultural Services Fund	8.00	8.00	9.00	10.00	10.00
Staffing Total	**8.00**	**8.00**	**9.00**	**10.00**	**10.00**

PERFORMANCE MEASURE SUMMARY					
Art Classes: Maintain 90% customer satisfaction based on feedback from customer service comment cards	99.5%	99.8%	90%	100%	90%
Aurora Fox Arts Center: Increase YTD revenue from facility rentals by 5% compared to same period in prior year	-41%	-74.4%	5%	117%	5%
Aurora Fox Arts Center: Increase YTD season subscriptions by 2% compared to same period last year	-64.1%	437%	2%	-22.6%	2%
Aurora Fox Arts Center: Increase YTD single ticket purchases by 5% compared to same period last year	6.9%	-25.9%	5%	18%	5%
Dance Arts: Maintain 90% customer satisfaction based on feedback from customer service comment cards	99%	100%	90%	100%	90%
Drama Classes: Maintain 90% customer satisfaction based on feedback from customer service comment cards	98.8%	99.5%	90%	100%	90%
Music Classes: Maintain 90% customer satisfaction based on feedback from customer service comment cards	96.5%	100%	90%	100%	90%
Pottery Classes: Maintain 90% customer satisfaction based on feedback from customer service comment cards	99.5%	100%	90%	100%	90%

Cultural Services Division Management

This function coordinates and schedules performing arts (Dance and Aurora Fox Arts Center), visual arts, music, pottery, Art in Public Places, historic services (Preservation and the Aurora History Museum), the Bicentennial Art Center, Aurora's Rhythms Concert series, and all programs and performances associated with these areas. It writes and manages numerous grants including the ACAD sub grants, as well as the Scientific and the Cultural Facilities District Tier II (SCFD) fund certification.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Cultural Services Fund	482,288	508,360	327,514	520,816	328,730
Expenditures Total	**$482,288**	**$508,360**	**$327,514**	**$520,816**	**$328,730**

Library & Cultural Services

PROGRAM DETAIL

Cultural Services Division Management

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	195,455	201,191	208,216	207,578	214,273
Supplies and Services	265,105	283,703	93,955	287,895	87,340
Interfund Charges	21,728	23,466	25,343	25,343	27,117
Expenditures Total	**$482,288**	**$508,360**	**$327,514**	**$520,816**	**$328,730**
STAFFING SUMMARY					
Cultural Services Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

Historic Services

This program identifies, preserves, protects, and provides opportunity for the appreciation of archaeological and historic resources for Aurora residents. The Historic Services responsibilities include curating and exhibiting historically significant displays, recommendation of nomination sites as local or national landmarks to the local and National Registry of Historic Places, and managing Aurora's Certified Local Government (CLG) programs. As part of these programs, approximately 40 to 50 commercial and single family home rehabilitation loan reviews with Section 106 reviews are provided annually. The program provides oversight to and assistance for 27 local landmarks, two historic districts, and two cultural heritage sites. The Aurora History Museum researches and develops educational content for tours, lectures, workshops and classes. It also designs, constructs, and installs exhibits throughout the city.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Cultural Services Fund	492,514	578,881	570,844	728,045	566,302
Gifts & Grants Fund	83,562	0	0	0	0
Expenditures Total	**$576,076**	**$578,881**	**$570,844**	**$728,045**	**$566,302**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	410,985	469,787	522,192	491,449	490,397
Supplies and Services	163,311	106,831	46,952	234,546	74,105
Utilities	1,780	2,045	1,700	2,050	1,800
Capital Related	0	218	0	0	0
Expenditures Total	**$576,076**	**$578,881**	**$570,844**	**$728,045**	**$566,302**
STAFFING SUMMARY					
Cultural Services Fund	6.00	6.00	6.00	6.00	6.00
Staffing Total	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**

Library & Cultural Services

PROGRAM DETAIL

Historic Services

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
PERFORMANCE MEASURE SUMMARY					
90% of Section 106 reviews completed within statutory requirements	90%	100%	90%	100%	90%
Aurora History Museum: Maintain 90% customer satisfaction based on feedback from customer service comment cards	99.8%	99.8%	90%	98.5%	90%
Historic Sites and Preservation Office will submit Historic Preservation Commission agendas, minutes and other required information to the City Clerk's office and the State Office of Archaeology per their respective deadlines 100% of the time	100%	100%	100%	100%	100%

Library Collection Management and Systems

This program is responsible for the management of the library materials collection and the associated database of collection and patron records. The collection includes books, periodicals, databases, interlibrary loan, electronic books, and audio visual items. The program consists of four functions: technical support of proprietary library software, materials acquisition, the cataloging and processing of those materials, and the removal of obsolete items.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,591,023	1,409,802	1,595,870	1,685,858	1,610,540
Gifts & Grants Fund	0	132,727	84,000	84,000	84,000
Expenditures Total	**$1,591,023**	**$1,542,529**	**$1,679,870**	**$1,769,858**	**$1,694,540**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	272,307	241,142	275,785	270,971	280,950
Supplies and Services	1,316,179	1,299,044	1,401,833	1,496,436	1,411,003
Interfund Charges	2,537	2,343	2,252	2,451	2,587
Expenditures Total	**$1,591,023**	**$1,542,529**	**$1,679,870**	**$1,769,858**	**$1,694,540**
STAFFING SUMMARY					
General Fund	3.00	4.00	4.00	4.00	4.00
Staffing Total	**3.00**	**4.00**	**4.00**	**4.00**	**4.00**
PERFORMANCE MEASURE SUMMARY					
Material Availability: Maintain 90% excellent or above average customer service satisfaction rating	96.1%	89.9%	90%	97%	90%

Library & Cultural Services

PROGRAM DETAIL

Library Facilities and Public Services

This program's budget includes the management of all library facilities. Public Services staff tasks include: checking out over 1.2 million items annually to over one million visitors, facilitating use of in-house materials and public use equipment such as computers, copiers, and fax, answering reference questions, and providing front line customer service to patrons. Programming is supported by donations from the Friends of the Aurora Public Library.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	69,097	0	0	0	0
General Fund	3,486,755	3,560,897	3,996,663	3,814,709	4,125,285
Gifts & Grants Fund	0	38,100	0	0	0
Expenditures Total	**$3,555,852**	**$3,598,997**	**$3,996,663**	**$3,814,709**	**$4,125,285**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	3,150,721	3,293,956	3,552,416	3,386,821	3,755,429
Supplies and Services	328,533	295,715	285,420	268,309	290,411
Interfund Charges	7,568	8,173	8,827	8,827	9,445
Capital Related	0	1,153	150,000	150,752	70,000
Transfers Out	69,030	0	0	0	0
Expenditures Total	**$3,555,852**	**$3,598,997**	**$3,996,663**	**$3,814,709**	**$4,125,285**
STAFFING SUMMARY					
General Fund	59.30	58.50	60.00	60.00	60.00
Staffing Total	**59.30**	**58.50**	**60.00**	**60.00**	**60.00**
PERFORMANCE MEASURE SUMMARY					
Actual number of items checked out per month	N/A	93,090	100,000	95,090	100,000
Computer Usability: Maintain 90% excellent or above average customer service satisfaction rating	90.7%	87.8%	90%	95%	90%
Library Appearance: Maintain 90% excellent or above average customer service satisfaction rating	94.2%	90.5%	90%	95%	90%
Library Customer Service: Maintain a 90% excellent of above average customer service satisfaction rating.	N/A	88.89%	90%	95%	90%
Library Door Count: Average .20 visits per Capita each month	.23	.28	.20	.26	.20
Library Staff Courtesy: Maintain 90% excellent or above average customer service satisfaction rating	97.6%	85.7%	90%	97%	90%
Library Wait Time for Staff: Maintain 90% excellent or above average customer service satisfaction rating	97.4%	89.8%	90%	97%	90%
Maintain annual library circulation levels above 2.2 per Capita annually	3.3	2.2	2.2	2.5	2.2

Neighborhood Services

Neighborhood Services Website

PROGRAM SUMMARY

Administration

$769,591 6.8 FTE

*Provides oversight, administration, and management of programs, budget, and personnel

Affordable Housing

$1,570,036 0 FTE

*Provides pass-through federal funds and general funds to create/retain affordable housing units in Aurora

Animal Services

$2,374,269 28.5 FTE

*Provides shelter, veterinary care, placement through adoption, transfer, or other means; pet licensing and education, and enforcement

Code Enforcement

$2,450,059 26 FTE

*Promotes a well-maintained city and housing stock
*Provides education and enforcement of city ordinances

Community Development Program Management

$1,562,428 18.2 FTE

*Provides oversight, administration, and management of CDBG, HOME, and ESG programs and projects

Community Relations

$697,488 5 FTE

*Resource for human, community, social and cultural services
*Includes Neighborhood Liaison Program

Emergency Solutions Grants

$227,949 0 FTE

*Pass-through federal funds for grants to nonprofit emergency shelter and rapid rehousing /homelessness prevention providers

Home Ownership Assistance Program

$45,500 0 FTE

*Funding for direct financial assistance to qualified first-time homebuyers

Homelessness Initiative

$2,716,096 2 FTE

*Supports services along the homelessness crisis response system continuum

Neighborhood Stabilization Program

$20,000 0 FTE

*Funding to purchase foreclosed, vacant or abandoned residential properties for rehabilitation and sale through NSP

Public Facilities

$300,000 0 FTE

*CDBG funding for area-specific benefits such as Northwest Alley Paving

Rehabilitation

$2,062,365 0 FTE

*Provides a wide range of housing and commercial rehabilitation programs

Transfers and Other Requirements

$414,999 0 FTE

*Anticipated/unprogrammed gifts and grants to be transferred to programs
*Other one-time grants or programs

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**83.00**	**82.50**	**83.50**	**84.50**	**86.50**
EXPENDITURES	**14,032,950**	**10,134,216**	**12,399,603**	**17,013,756**	**15,210,780**

Neighborhood Services

DESCRIPTION

Neighborhood Services consists of five divisions: Code Enforcement, Animal Services, Community Development, Community Relations, and the Homelessness Program. The mission of the Neighborhood Services Department is to maintain community appearance and enhance the quality of life in Aurora's neighborhoods. This is accomplished through a combination of community outreach, education, code enforcement, and numerous neighborhood improvement programs and services. The staff is dedicated to forming partnerships with neighborhoods, residents, and community groups to strengthen and enhance both the social fabric and physical aspects of Aurora neighborhoods.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	83.00	82.50	83.50	84.50	86.50
Personal Services	5,680,305	5,873,581	6,401,562	6,359,866	6,923,398
Allocated Expenses	-17,943	98,210	0	3,697	0
Supplies and Services	8,012,298	3,912,135	5,700,947	10,353,099	8,013,034
Interfund Charges	222,860	241,269	264,594	264,594	274,348
Capital Related	84,110	9,021	32,500	32,500	0
Transfers Out	51,320	0	0	0	0
Expenditures Total	**$14,032,950**	**$10,134,216**	**$12,399,603**	**$17,013,756**	**$15,210,780**

DEPARTMENT NARRATIVE

Budget Developments for 2020
In 2020, the department will maintain its focus on improving the quality of life and promoting safe and healthy neighborhoods while continuing to provide key internal services. Meaningful public engagement and timely and efficient service delivery will be a continued priority. Significant 2020 budget developments will occur in the Community Relations, Animal Services, and Homelessness Program divisions.

In 2019, the Community Relations Division incorporated the neighborhood liaison function as part of the division with a focus on developing strategies to increase community engagement. The Community Relations Division will implement a strategic plan in 2020 to provide representation for all Aurora residents and to address areas of opportunity that will increase engagement with local government. Community Relations will lead the development of the Neighborhood Wellness Plan to promote quality neighborhoods citywide, secure equity in community assets, get ahead of areas of private disinvestment before they become significant and direct public resources where they will have a strong and lasting impact.

In 2020, the Animal Services Division will continue to implement cost effective solutions to address current needs at the animal shelter as well as in the community, including the conversion of 1.0 FTE Field Supervisor to 1.0 FTE Animal Protection Officer and 1.0 FTE Shelter Assistant. This amendment was preceded by a 2019 budget increase which allowed animal control-related calls to be handled by the Public Safety Communications Department and also freed an additional Animal Protection Officer to return to daily duties in the community. The newly adopted ordinance related to animal court holds mandates a 7-day stay of execution for any animal that is court ordered to be surrendered and also offers a 30-day appeal to the surrender. This ordinance is expected to impact certain animals' length of stay at the shelter and shelter capacity. The additional Shelter Assistant will assist in lowering any impact from the new ordinance.

Current homeless service provider contracts funded with marijuana tax revenue will expire at the end of 2020. The Homelessness Program will implement a Request for Proposal (RFP) process for future funding agreements which will allow for data and outcome-driven funding recommendations to City Council as current agreements come to a close.

2019 Current-Year Department Projection
The total 2019 expenditure projection for the Neighborhood Services Department is $4.6 million (37.2 percent) higher than the 2019 Original Budget. This variance is entirely due to a reorganization moving the city's Homelessness Program from the General Management Department to the Neighborhood Services Department where the initiative is more functionally aligned. The realignment was approved in the 2019 spring supplemental.

Neighborhood Services

DEPARTMENT NARRATIVE

Housing and Urban Development (HUD) grant awards and the related General Fund Home Investment Partnerships Program (HOME) grant match decreased by $180,200 in 2019. The appropriation of these grants will be adjusted in the 2019 Fall Supplemental, followed by a 2020 Spring Supplemental to appropriate actual program income.

2020 Department Budget
The 2020 budget for Neighborhood Services is $2.8 million (22.7 percent) higher than the 2019 Original Budget. This increase is largely associated with a reorganization moving the city's Homelessness Program from the General Management Department to the Neighborhood Services Department. Excluding this realignment, the department's 2020 budget is $169,400 (1.4 percent) higher than the 2019 Original Budget.

The addition of 1.0 FTE Homelessness Program Liaison accounts for $74,300 of the budget variance. This position will support the growing Homelessness Program by working with residents on programs such as the House Aurora Partnership, helping to plan and implement trainings and events, and assisting in community outreach efforts in collaboration with nonprofit and City of Aurora partners. Additional staff will also allow for a stronger focus on strategic planning and policy development to improve the effectiveness of the program. Other amendments to the 2020 budget include the reclassification of 1.0 FTE Field Supervisor to 1.0 FTE Animal Protection Officer and 1.0 FTE Shelter Assistant as a means to address current shortages and needs at the animal shelter and in the community. This reclassification will also alleviate the need for seasonal staff during summer months. In addition, the 2020 budget includes the second year of seed funding of $1.0 million to provide Aurora residents with affordable housing opportunities.

Decreases in HUD grant awards including the decrease in the General Fund HOME grant match partially offset the budget increase as 2020 grant expectations have been aligned to the actual 2019 award amounts. The 2019 Community Development Block Grant (CDBG) funding declined by $51,300 while the HOME grant award declined by $105,200. In turn, the required General Fund match for HOME projects saw a $23,700 decrease. The Community Development division in cooperation with the Citizens' Advisory Committee for Housing and Community Development has developed a spending plan for 2020 which reflects this decrease (see Appendix 8 of this book). Final project funding may change based on actual 2020 HUD funding levels.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-1,063,500
Mid Year Modifications	4,906,499
Compensation Adjustments	280,391
Mandated Costs	45,858
Grant / Designated Revenue Adjustments	5,734
Other Adjustments	-7,227,194
Total Base Adjustments	**($3,052,212)**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Community Development Fund / New Appropriation				
Anticipated CDBG Funded Programs	0.00	2,952,955	0	2,952,955
Program affected: CDBG funded programs Duration: Ongoing This amendment provides appropriation for the total 2020 anticipated CDBG funding level of $3.0 million. This includes an anticipated grant award equal to 2019 at $2.9 million and $100,000 in program income. Please see Citizens' Advisory Committee on Housing and Community Development for the detailed plan by project in Appendix 8 of this book.				

Neighborhood Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
Community Development Fund / New Appropriation				
Anticipated HOME Funded Programs	0.00	1,788,621	0	1,788,621
Program affected: HOME funded programs Duration: Ongoing This amendment provides appropriation for the total 2020 anticipated HOME grant funding level of $1.8 million. This includes an anticipated grant award equal to 2019 at $1.1 million, $400,000 in program income, and $255,100 for the General Fund match. Please see Citizens' Advisory Committee on Housing and Community Development for the detailed plan by project in Appendix 8 of this book.				
Anticipated NSP Funded Programs	0.00	20,000	0	20,000
Program affected: Neighborhood Stabilization Program (NSP) Duration: Ongoing This amendment will appropriate the total 2020 anticipated program revenue for the NSP and NSP3 programs. NSP program income will fluctuate from year to year but will steadily decline over time as the loan portfolio is reduced by loan payoffs.				
New Appropriation Total	**0.00**	**4,761,576**	**0**	**4,761,576**
Community Development Fund Total	**0.00**	**4,761,576**	**0**	**4,761,576**
General Fund / New Appropriation				
Add 1.0 FTE Homelessness Program Liaison	1.00	74,272	0	74,272
Program affected: Homelessness Initiative Duration: Ongoing This amendment provides appropriation for 1.0 FTE Homelessness Program Liaison to support the administrative and managerial needs associated with a growing program. This position will work with residents on Council-approved homelessness programs, plan and implement community trainings and events, and support community outreach efforts in collaboration with nonprofit and City of Aurora partners.				
Affordable Housing Seed Funds - Second Year	0.00	1,000,000	0	1,000,000
Program affected: Affordable Housing Duration: One-time Council has identified the need to address affordable housing shortages in Aurora. This amendment provides the second year of a two-year seed funding initiative to implement an affordable housing program.				

Neighborhood Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Reclassify 1.0 FTE Vacant Field Supervisor to 1.0 FTE Animal Protection Officer and 1.0 FTE Shelter Assistant	1.00	27,541	0	27,541
Program affected: Animal Services Duration: $26,041 Ongoing, $1,500 One-time This amendment reclassifies 1.0 FTE vacant Field Supervisor position to 1.0 FTE Animal Protection Officer and 1.0 FTE Shelter Assistant. This is a low-cost solution to address needs at the shelter and in the community. As the city has grown in size and population, the additional animal protection officer will help alleviate increased call loads and driving distances for staff. The increase in shelter staffing will help manage a rising workload associated with the care and presentation of sheltered animals and the stay of execution ordinance.				
New Appropriation Total	**2.00**	**1,101,813**	**0**	**1,101,813**
General Fund Total	**2.00**	**1,101,813**	**0**	**1,101,813**
Amendment Request Total All Funds	**2.00**	**5,863,389**	**0**	**5,863,389**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Community Development Fund	5,966,268	5,904,735	4,921,783	4,731,576	4,761,576
General Fund	5,645,104	5,145,823	6,936,783	7,288,191	7,731,973
Gifts & Grants Fund	309,369	338,053	541,037	541,037	541,037
Marijuana Tax Revenue Fund	2,112,209	-1,254,395	0	4,452,952	2,176,194
Expenditures Total	**$14,032,950**	**$10,134,216**	**$12,399,603**	**$17,013,756**	**$15,210,780**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Community Development Fund	22.20	20.20	18.20	18.20	18.20
General Fund	60.80	62.30	64.30	65.30	67.30
Gifts & Grants Fund	0.00	0.00	1.00	1.00	1.00
Staffing Total	**83.00**	**82.50**	**83.50**	**84.50**	**86.50**

Neighborhood Services

PROGRAM DETAIL

Administration

Neighborhood Services Administration provides management of the various functions including Code Enforcement, Animal Services, Community Development, Community Relations, and the Homelessness Program. Substantial time and resources are spent towards troubleshooting, managing special projects, and resolving difficult or sensitive issues. Since 2018, this program includes an additional 4.0 FTE due to the centralization of administrative staff. These administrative positions were previously assigned to the Code Enforcement and Community Relations programs.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	610,039	702,176	718,843	783,562	769,591
Expenditures Total	**$610,039**	**$702,176**	**$718,843**	**$783,562**	**$769,591**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	427,772	593,024	608,923	655,505	652,816
Supplies and Services	98,308	18,040	11,990	30,127	11,990
Interfund Charges	83,959	90,676	97,930	97,930	104,785
Capital Related	0	436	0	0	0
Expenditures Total	**$610,039**	**$702,176**	**$718,843**	**$783,562**	**$769,591**
STAFFING SUMMARY					
General Fund	2.80	6.80	6.80	6.80	6.80
Staffing Total	**2.80**	**6.80**	**6.80**	**6.80**	**6.80**

Affordable Housing

The Affordable Housing Program provides gap funding to eligible developments for the purpose of creating and/or retaining affordable housing units within the City of Aurora. It also includes the new HOME funded Tenant-Based Rental Assistance Program and affordable housing seed funding of $1.1 million in the General Fund. In addition, HUD regulations require that a minimum of 15 percent of total HOME grants be set aside to fund Community Housing Development Organizations (CHDOs), which will provide affordable housing to Aurora citizens.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	1,486,426	2,862,742	385,822	370,036	470,036
General Fund	0	0	1,100,000	1,100,000	1,100,000
Expenditures Total	**$1,486,426**	**$2,862,742**	**$1,485,822**	**$1,470,036**	**$1,570,036**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	1,486,426	2,862,742	1,485,822	1,470,036	1,570,036
Expenditures Total	**$1,486,426**	**$2,862,742**	**$1,485,822**	**$1,470,036**	**$1,570,036**

Neighborhood Services

PROGRAM DETAIL

Animal Services

The Animal Services Division and the Aurora Animal Shelter provide lifesaving programs and services for the city. The division investigates, quarantines, reports information regarding cases involving diseases transmitted from animals to people, and collaborates with state and local health departments to ensure public health and safety are met. There are 12 animal protection officers and one field services supervisor who provide coverage of 160 square miles while impounding animals, investigating animal cruelty and neglect, educating the public on responsible pet ownership, all while enforcing the city ordinances and providing 24-hour on-call responses. There are seven shelter assistants and one shelter supervisor that make up the animal shelter staff that provide humane care and treatment seven days per week for abandoned, stray, and homeless animals, provide veterinary care, return animals to their homes, and promote adoption. The shelter has expanded veterinary services to animals whose owners may be experiencing homelessness or are categorized as at risk. The shelter is a member of the Metro Denver Animal Welfare Alliance, a consortium of metro Denver shelter and rescue organizations working together towards 100 percent placement of adoptable animals. The shelter is also a member of the Colorado Federation of Animal Welfare Agencies whose shared vision is to make Colorado a state of humane communities for all pets and people. The cost of Animal Services operations is significantly offset by revenue from licenses, permits, fees, and fines. The reclass amendment adding a net 1.0 FTE is in this program.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,813,804	1,903,566	2,116,673	2,035,198	2,205,624
Gifts & Grants Fund	120,256	72,885	149,512	134,678	168,645
Expenditures Total	**$1,934,060**	**$1,976,451**	**$2,266,185**	**$2,169,876**	**$2,374,269**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,553,924	1,633,286	1,894,066	1,761,192	2,012,440
Supplies and Services	261,401	313,444	298,013	334,578	323,995
Interfund Charges	34,625	32,219	41,606	41,606	37,834
Capital Related	84,110	-2,498	32,500	32,500	0
Expenditures Total	**$1,934,060**	**$1,976,451**	**$2,266,185**	**$2,169,876**	**$2,374,269**
STAFFING SUMMARY					
General Fund	26.00	26.50	26.50	26.50	27.50
Gifts & Grants Fund	0.00	0.00	1.00	1.00	1.00
Staffing Total	**26.00**	**26.50**	**27.50**	**27.50**	**28.50**

Neighborhood Services

PROGRAM DETAIL

Animal Services

PERFORMANCE MEASURE SUMMARY	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Maintain 600 off-site/satellite facility adoptions annually	N/A	677	600	600	600
Maintain a cat length of stay of 21 days or less	13	16	21	18	21
Maintain a dog length of stay of 14 days or less	9	12	14	13	14
Maintain a save rate of 85% or higher	89%	91%	85%	91%	85%
Provide information, outreach, and education about Aurora Animal Services programs and services and provide humane education at community meetings and on tours (100 annually)	N/A	181	100	188	100
Response time to priority one calls is under 20 minutes for 85% of all events	87%	78%	85%	94%	85%

Code Enforcement

Neighborhood Support Code Enforcement promotes and encourages a positive physical image of Aurora's neighborhoods through education, the Graffiti Off Neighborhoods Program (GON), proactive and complaint-based enforcement of the city's zoning (weeds, trash, landscape maintenance, unlawful vehicles, business signs, etc.), and housing codes. Inspection activities include site plans, multi-family rental properties, commercial properties, and land use. The cost of Code Enforcement is significantly offset by revenue from abatement fees, vacant property registration, as well as systematic housing inspection fines and fees. In 2018, three administrative support personnel formerly assigned to the Code Enforcement program were placed into the department's Administration Program to reflect an organizational restructuring. Since 2019, the General Fund has funded all 20.0 FTE Code Enforcement Officers.

EXPENDITURE SUMMARY BY FUND	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Community Development Fund	255,107	139,047	0	0	0
General Fund	1,815,385	1,969,788	2,372,934	2,241,131	2,450,059
Expenditures Total	**$2,070,492**	**$2,108,835**	**$2,372,934**	**$2,241,131**	**$2,450,059**

EXPENDITURE SUMMARY BY TYPE	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Personal Services	1,721,683	1,711,249	1,956,132	1,801,462	1,994,272
Supplies and Services	283,344	307,867	336,342	359,209	372,446
Interfund Charges	65,465	78,636	80,460	80,460	83,341
Capital Related	0	11,083	0	0	0
Expenditures Total	**$2,070,492**	**$2,108,835**	**$2,372,934**	**$2,241,131**	**$2,450,059**

Neighborhood Services

PROGRAM DETAIL

Code Enforcement

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
Community Development Fund	4.00	2.00	0.00	0.00	0.00
General Fund	25.00	24.00	26.00	26.00	26.00
Staffing Total	**29.00**	**26.00**	**26.00**	**26.00**	**26.00**
PERFORMANCE MEASURE SUMMARY					
95% of graffiti calls handled within two calendar days	80%	86%	95%	83%	95%
Maintain a voluntary compliance rate of 95%	91%	90%	95%	91%	95%
Maintain the violation rate generated by proactive inspections at greater than 55% (Nov thru Mar) and greater than 60% (Apr thru Oct)	55%	59%	57.5%	57.5%	57.5%
Respond to complaints within 48 hours 90% of time	78%	89%	90%	83%	90%

Community Development Program Management

This program includes salaries and operating expenses for the general administration of the city's Community Development Block Grant (CDBG) programs, HOME programs, Emergency Solutions Grant (ESG) programs, and other Community Development programs and grants. All staff associated with all Community Development projects are shown in Community Development Program Management. In the Community Development Fund, budget whether spent or not is shown as an expenditure as it continues to carryforward from year to year. When the carryforward is moved to a different account or eliminated, it can cause actuals to turn negative on a budgetary basis.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	1,039,834	1,443,793	1,433,728	1,293,075	1,543,946
Gifts & Grants Fund	17,680	22,396	18,078	22,179	18,482
Expenditures Total	**$1,057,514**	**$1,466,189**	**$1,451,806**	**$1,315,254**	**$1,562,428**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,439,575	1,448,553	1,457,139	1,444,914	1,512,002
Allocated Expenses	-107,943	98,210	0	3,697	0
Supplies and Services	-312,929	-120,312	-49,931	-177,955	2,038
Interfund Charges	38,811	39,738	44,598	44,598	48,388
Expenditures Total	**$1,057,514**	**$1,466,189**	**$1,451,806**	**$1,315,254**	**$1,562,428**
STAFFING SUMMARY					
Community Development Fund	18.20	18.20	18.20	18.20	18.20
Staffing Total	**18.20**	**18.20**	**18.20**	**18.20**	**18.20**

Neighborhood Services

PROGRAM DETAIL

Community Relations

The Division of Community Relations works to enhance the quality of life by engaging all Aurora residents to build an inclusive community. The division supports a wide range of volunteer-driven commissions and committees in its pursuit of this mission. These include the Human Relations and Veterans' Affairs Commission and committees such as the Aurora Community of Faith, the International Cross-Cultural Network of Aurora, and the Aurora Key Community Response Team. Additionally, the division coordinates special events and educational forums to further increase community dialogue regarding race, education, and access to city services. In 2018, 1.0 FTE Administrative Specialist was placed into the department's Administration Program to reflect an organizational restructuring. In 2019, the division restructured to include the Neighborhood Liaison Program which provides Aurora residents with a connection to their local government. Neighborhood Liaisons are visible at community meetings and work to administer a portfolio of programs and services aimed at supporting neighborhood development.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	548,162	535,490	607,123	595,808	645,587
Gifts & Grants Fund	13,255	9,322	0	61,660	51,901
Expenditures Total	**$561,417**	**$544,812**	**$607,123**	**$657,468**	**$697,488**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	366,865	443,921	485,302	471,291	523,766
Supplies and Services	194,552	100,891	121,821	186,177	173,722
Expenditures Total	**$561,417**	**$544,812**	**$607,123**	**$657,468**	**$697,488**
STAFFING SUMMARY					
General Fund	6.00	5.00	5.00	5.00	5.00
Staffing Total	**6.00**	**5.00**	**5.00**	**5.00**	**5.00**
PERFORMANCE MEASURE SUMMARY					
75% of neighborhood groups will re-register	N/A	N/A	75%	N/A	75%
Attend 120 community events/meetings to disseminate information, conduct outreach and provide information about City of Aurora resources and gain feedback from residents	N/A	N/A	N/A	N/A	120
Conduct 6 diversity trainings for City of Aurora staff	N/A	N/A	N/A	N/A	6
Plan/facilitate 2 Responding to Aurora's Critical Topics (ReACT) events that open dialogue about current community concerns	N/A	N/A	N/A	N/A	2

Neighborhood Services

PROGRAM DETAIL

Emergency Solutions Grants

The Emergency Solutions Grant (ESG) Program provides federal funding to: (1) non-profit Emergency Shelter Sub-recipients in Aurora, and (2) to nonprofit agencies to provide Rapid ReHousing funds to either place homeless persons into housing or (3) Homelessness Prevention funds to prevent households from becoming homeless during a crisis. 2019 ESG funding recipients include Mile High Behavioral Healthcare/Comitis Family Services, Gateway Battered Women's Shelter, East Metro Detox and Recovery Services (Aurora Mental Health), the PATH Program (Aurora Mental Health), and the Salvation Army.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Gifts & Grants Fund	127,147	189,352	222,974	260,528	227,949
Expenditures Total	**$127,147**	**$189,352**	**$222,974**	**$260,528**	**$227,949**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	127,147	189,352	222,974	260,528	227,949
Expenditures Total	**$127,147**	**$189,352**	**$222,974**	**$260,528**	**$227,949**

Home Ownership Assistance Program

This assistance to income eligible and qualified potential homeowners includes down payment assistance along with all allowable closing costs in the form of a deferred second mortgage loan. Other homeownership programs include foreclosure prevention counseling, first-time homebuyer counseling, and reverse mortgage counseling. Carryforward budget from prior years will be used to cover both 2019 and 2020 expenditures.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	219,035	160,000	0	0	0
Gifts & Grants Fund	30,650	44,098	200	26,220	45,500
Expenditures Total	**$249,685**	**$204,098**	**$200**	**$26,220**	**$45,500**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	23,639	43,548	0	26,020	0
Supplies and Services	226,046	160,550	200	200	45,500
Expenditures Total	**$249,685**	**$204,098**	**$200**	**$26,220**	**$45,500**
PERFORMANCE MEASURE SUMMARY					
Provide down payment and/or closing cost assistance to 3 first-time homebuyers	16	3	3	3	3

Neighborhood Services

PROGRAM DETAIL

Homelessness Initiative

The Homelessness Initiative Program provides capacity building, training, partner coordination and funding to address the needs of Aurora's homeless community. The program supports services along the homelessness crisis response system continuum, from prevention to shelter, light-touch rehousing to Aurora@Home's Rapid ReHousing programs. City Council has approved funding for Aurora@Home Landlord Recruitment and Case Management, Comitis, Colfax Community Network, Street Outreach and the Aurora Day Resource Center, as well as Aurora Mental Health Center's Outreach and Case Management. Additionally, the Homelessness Program leads the regional Point in Time Count, participates in county and regional work to end homelessness, and provides evidence-based training, otherwise unattainable to nonprofits, in order to build an utmost effective homelessness services system. Homelessness Initiative funding comes from the General Fund, the Marijuana Tax Revenue Fund, and until 2018, the Community Development Fund. City Council's 2.0 percent increase of the city's special sales tax rate on retail marijuana has created an ongoing funding source for homelessness assistance in Aurora. In 2018, the Homelessness Program was moved from the Neighborhood Services Department to the General Management Department. When the carryforward is moved to a different account or eliminated, it can cause actuals to turn negative on a budgetary basis as it did in 2018. In 2019, the Homelessness Program returned to the Neighborhood Services Department. The 2020 amendment adding the 1.0 Homelessness Program Liaison is in this program.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	46,502	115,000	0	0	0
General Fund	827,345	0	0	511,282	539,902
Marijuana Tax Revenue Fund	2,112,209	-1,254,395	0	4,452,952	2,176,194
Expenditures Total	**$2,986,056**	**($1,139,395)**	**$0**	**$4,964,234**	**$2,716,096**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	146,847	0	0	199,482	228,102
Supplies and Services	2,787,889	-1,139,395	0	4,764,752	2,487,994
Transfers Out	51,320	0	0	0	0
Expenditures Total	**$2,986,056**	**($1,139,395)**	**$0**	**$4,964,234**	**$2,716,096**
STAFFING SUMMARY					
General Fund	1.00	0.00	0.00	1.00	2.00
Staffing Total	**1.00**	**0.00**	**0.00**	**1.00**	**2.00**
PERFORMANCE MEASURE SUMMARY					
Homelessness Outreach Team responds in the field to Access Aurora/Public Stuff requests for homelessness services within 3 working days of initial report 85% of the time	N/A	N/A	N/A	N/A	85%
Prevent homelessness for 120 households through the use of House Aurora Partnership funding for eviction prevention services	N/A	N/A	N/A	N/A	120
ReHouse/end homelessness for 144 households through the use of House Aurora Partnership funding	N/A	N/A	N/A	N/A	144

Neighborhood Services

PROGRAM DETAIL

Neighborhood Stabilization Program

The Neighborhood Stabilization Program (NSP) administers funds received from the U.S. Department of Housing and Urban Development (HUD). The program provides funds to purchase foreclosed or abandoned single-family and multi-family residential properties, and to rehabilitate, resell, or redevelop these properties in order to stabilize neighborhoods and stem the decline of home values. The city receives program income from the sale of rehabilitated properties, which is reinvested into the program. Through the reinvestment of program income from NSP1 and NSP3, the program has benefited the community at a rate of over 200 percent of the original grants.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	34,910	68,683	30,000	20,000	20,000
Expenditures Total	**$34,910**	**$68,683**	**$30,000**	**$20,000**	**$20,000**

EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	34,910	68,683	30,000	20,000	20,000
Expenditures Total	**$34,910**	**$68,683**	**$30,000**	**$20,000**	**$20,000**

Public Facilities

Community Development Block Grant funds are used for area-specific benefits such as the Northwest Alley Paving Project.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	309,102	278,798	300,000	300,000	300,000
Expenditures Total	**$309,102**	**$278,798**	**$300,000**	**$300,000**	**$300,000**

EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	309,102	278,798	300,000	300,000	300,000
Expenditures Total	**$309,102**	**$278,798**	**$300,000**	**$300,000**	**$300,000**

PERFORMANCE MEASURE SUMMARY					
Pave 4 alleys in N.W. Aurora	N/A	4	4	4	4

Rehabilitation

The Rehabilitation Program funds grants and deferred payment loans for rehabilitation programs, including Single-Family Rehabilitation, Emergency Home Repair, Handicap Accessibility, Storefront Renovations, the Lead Based Paint program, and the Radon and Hazardous Tree Removal programs.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	2,374,352	2,126,254	1,865,000	2,155,000	2,062,365
Expenditures Total	**$2,374,352**	**$2,126,254**	**$1,865,000**	**$2,155,000**	**$2,062,365**

Neighborhood Services

PROGRAM DETAIL

Rehabilitation

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	2,374,352	2,126,254	1,865,000	2,155,000	2,062,365
Expenditures Total	**$2,374,352**	**$2,126,254**	**$1,865,000**	**$2,155,000**	**$2,062,365**

PERFORMANCE MEASURE SUMMARY					
95% customer satisfaction scores for city employees dealing with home rehabilitations	97%	97%	95%	95%	95%
Complete 80 rehab projects	100	102	80	60	80

Transfers and Other Requirements

This program houses anticipated and unprogrammed gifts and grants that are subsequently transferred to the applicable program when awarded as well as other one-time projects. In the Community Development Fund, budget whether spent or not is shown as an expenditure as it continues to carry forward from year to year. When the carryforward is moved to a different account or eliminated, it can cause actuals to turn negative on a budgetary basis.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	201,000	-1,289,582	907,233	593,465	365,229
General Fund	30,369	34,803	21,210	21,210	21,210
Gifts & Grants Fund	381	0	150,273	35,772	28,560
Expenditures Total	**$231,750**	**($1,254,779)**	**$1,078,716**	**$650,447**	**$414,999**

EXPENDITURE SUMMARY BY TYPE					
Allocated Expenses	90,000	0	0	0	0
Supplies and Services	141,750	-1,254,779	1,078,716	650,447	414,999
Expenditures Total	**$231,750**	**($1,254,779)**	**$1,078,716**	**$650,447**	**$414,999**

Non-Departmental

PROGRAM SUMMARY

Building Leases

$7,723,500 — 0 FTE

*Leases for city buildings

Compensation Reserve and Pension Costs

$1,028,917 — 5 FTE

*Funding for compensation-related increases and vacancy savings assumptions, Development Review Fund overhires

Developer Incentives

$2,111,404 — 0 FTE

*Incentives and revenue cost-sharing agreements

Snow Removal

$2,751,047 — 0 FTE

*Overtime, equipment, and supplies for snow removal

Special Improvement Districts

$148,431 — 0 FTE

*Expenditures related to Special Improvement Districts

Transfers and Other Requirements

$65,820,798 — 0 FTE

*Transfers to other funds

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**13.00**	**10.00**	**10.00**	**10.00**	**5.00**
EXPENDITURES	**71,089,231**	**79,378,408**	**74,264,126**	**83,606,774**	**79,584,097**

Non-Departmental

DESCRIPTION

The Non-Departmental budget was established to centralize non-specific costs. Areas covered include: building lease payments; other debt service payments; operating transfers, including transfers to the Capital Projects Fund; snow removal; incentive payments; the compensation reserve; and other charges. This portion of the budget is managed by the Office of Budget and Financial Planning.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	13.00	10.00	10.00	10.00	5.00
Personal Services	1,170,131	1,583,872	2,736,661	2,257,760	2,326,039
Supplies and Services	9,497,325	7,376,796	8,124,523	10,122,303	10,370,765
Utilities	4,501,793	2,115	800	800	800
Interfund Charges	823,221	164,965	214,188	214,188	198,728
Debt Related	264,414	117,217	174,600	124,604	147,259
Capital Related	38,753	281,466	50,000	50,000	50,000
Transfers Out	54,793,594	69,851,977	62,963,354	70,837,119	66,490,506
Expenditures Total	**$71,089,231**	**$79,378,408**	**$74,264,126**	**$83,606,774**	**$79,584,097**

DEPARTMENT NARRATIVE

Budget Developments for 2020
Non-Departmental is the home for citywide compensation adjustments, transfers, and other expenditures not specifically tied to one department. It is also home to the compensation reserve and pension costs program, which is used to house partial funding for employee compensation, as well as the $1.2 million in anticipated vacancy savings in the General Fund. During the year, the $1.2 million is allocated to non-public safety departments that experience turnover.

There are 5.0 unfunded FTE in the Development Review Fund to allow for acceleration of hiring positions if need be in that fund. Initially there were 15, but five were previously activated over the past couple of years and moved to Public Works. Another 5.0 FTE are being activated in the 2020 budget and moved to Public Works, Planning, and General Management (Office of Development Assistance).

2019 Current-Year Department Projections
For all funds, the 2019 projection is $9.3 million (12.6 percent) higher than the original budget. Most of the increase is associated with an additional transfer of $7.2 million from the General Fund to the Capital Projects Fund, mostly involving sending over $6.2 million in funds for a Transportation Improvement Program (TIP) grant. The inclusion of a $2.3 million payment associated with the Visit Aurora destination marketing revenue increase approved in 2018 in the Designated Revenues Fund adds to the variance, as does the movement of the anticipated vacancy savings to other departments in the General Fund. Technical supplementals will be required for these purposes.

2020 Department Budget
For all funds, the 2020 budget is $5.3 million (7.2 percent) more than the 2019 Original Budget, with $3.2 million added as part of the 2020 Proposed Budget and $2.1 million added by Council at the September 28 Budget Workshop.

The majority of the 2020 Proposed Budget increase is for one-time and ongoing amendments totaling $2.7 million. The largest amendment is $2.5 million for the second year of the payment associated with the Visit Aurora destination marketing revenue in the Designated Revenues Fund. There is also $261,600 for the second year of a Fleet Apprenticeship Pilot program, two Photo Red Light amendments, and funds related to a seasonal wage increase in the Recreation Fund. There is also a zero-dollar amendment moving 5.0 FTE in the Development Review Fund to other departments as noted above. Base adjustments account for $497,100 of the increase included in the budget, as one-time expenses not recurring are almost totally offset by adjustments such as the Capital Projects Fund transfer and subsidy adjustments.

During the September 28 Budget Workshop, Council added several amendments, including a one-time $1.7 million transfer

Non-Departmental

DEPARTMENT NARRATIVE

from the General Fund to the Capital Projects Fund for transportation-related projects such as arterial overlay and street maintenance. Council also added $75,000 one-time for an assessment of recent legislation on the Aurora court system and $300,000 on-going as a set-aside to fund necessary changes if warranted. Finally, Council added a one-time $55,000 transfer from the General Fund to the Recreation Fund for a purchase of a replacement van for the Aurora Center for Active Adults.

The Budget Amendment Request section has additional detail on these amendments.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-4,375,675
Compensation Adjustments	612,389
Mandated Costs	-6,865
Grant / Designated Revenue Adjustments	-6,821
Other Adjustments	4,274,029
Total Base Adjustments	**$497,057**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Designated Revenues Fund / New Appropriation				
Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination)	0.00	-264,180	0	-264,180

Program affected: Multiple
Duration: Ongoing
The City of Aurora's photo red light program ceased operation at the end of 2018. As a result, appropriations must be adjusted for five city programs funded through court surcharges and (former) photo red light (PRL) funds. The five programs are in the Designated Revenues Fund and include: Court Technology, Problem Solving Courts, Aurora for Youth (AFY), Nexus, and Victim Assistance/Police Training (VALET).

Immediate changes were made in the 2019 Spring Supplemental process while further changes to 2019 will be put forth in the 2019 Fall Supplemental. This 2020 amendment includes several adjustments, all with the intent of working towards balancing each program expenditure to annual funding for that program.

This amendment will reduce agency award funding in the AFY, Nexus and VALET programs, eliminate 1.0 vacant FTE in AFY, and make several general expenditure reductions across programs. It will also transfer 0.15 Civil FTE and the Police conference and training budget out of VALET to the General Fund.

More detailed information can be found in the commentary and back-up included in the 04/01/19 study session item titled Photo Red Light/Surcharge/Nexus Program Funding Plan.

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
Designated Revenues Fund / New Appropriation				
Visit Aurora Destination Marketing Improvement Fee Transfer	0.00	2,500,000	2,500,000	0
Program affected: Transfers and Other Requirements Duration: Ongoing In Mid 2018, Council approved an additional Destination Marketing Improvement fee, with the funds going to Visit Aurora. This fee is received as city revenue and then is sent to Visit Aurora. This net-zero amendment formalizes the revenue and budget for the recipt and movement of funds.				
New Appropriation Total	**0.00**	**2,235,820**	**2,500,000**	**-264,180**
Designated Revenues Fund Total	**0.00**	**2,235,820**	**2,500,000**	**-264,180**
Development Review Fund / New Appropriation				
Activate and Fund 5.0 FTE Across Various Departments in the Development Review Fund	-5.00	0	0	0
Program affected: Various Duration: Ongoing Management requests the activation of five of the designated Non-Departmental FTE positions to meet the workload demands across the Development Review divisions, including 1.0 FTE in Office of Development Assistance, 1.0 FTE in Planning, and 3.0 FTE in Public Works / Engineering Division and Building Division. The current workload numbers indicate that an increase over historic averages will be seen in these divisions. When projections were being done for 2019, staff was anticipating a leveling or even a slight decline in development activity. However, based on the first two quarters of 2019, there has been an increase in most areas over 2018. This request was approved at the July 10, 2019 Planning & Economic Development Policy Committee Meeting.				
New Appropriation Total	**-5.00**	**0**	**0**	**0**
Development Review Fund Total	**-5.00**	**0**	**0**	**0**

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination)	0.00	139,128	0	139,128
Program affected: Multiple Duration: Ongoing The City of Aurora's photo red light program ceased operation at the end of 2018. As a result, appropriations must be adjusted for five city programs funded through court surcharges and (former) photo red light (PRL) funds. The five programs are in the Designated Revenues Fund and include: Court Technology, Problem Solving Courts, Aurora for Youth (AFY), Nexus, and Victim Assistance/Police Training (VALET). Immediate changes were made in the 2019 Spring Supplemental process while further changes to 2019 will be put forth in the 2019 Fall Supplemental. This 2020 amendment includes several adjustments, all with the intent of working towards balancing each program expenditure to annual funding for that program. This amendment will reduce agency award funding in the AFY, Nexus and VALET programs, eliminate 1.0 vacant FTE in AFY, and make several general expenditure reductions across programs. It will also transfer 0.15 Civil FTE and the Police conference and training budget out of VALET to the General Fund. More detailed information can be found in the commentary and back-up included in the 04/01/19 study session item titled Photo Red Light/Surcharge/Nexus Program Funding Plan.				
Fleet Apprenticeship Pilot Program - Second Year	0.00	261,620	0	261,620
Programs affected: Transfers and Other Requirements and Fleet Management Administration Duration: One-time In an effort to address the loss of staff due to retirement and turnover, the Fleet Management Division is piloting a two-year apprenticeship program. This program works with local educational institutions to train future mechanics for the city. Once the apprentices are fully trained, they will be qualified to be hired by the city in the event of turnover. This is the second year of the two-year pilot program.				
One Time Transfer from General Fund to Recreation Fund for Aurora Center for Active Adults Replacement Van	0.00	55,000	0	55,000
Program affected: Transfers and Other Requirements Durations: One-Time At the September 28 Budget Workshop, Council added a $55,000 one-time transfer from the General Fund to the Recreation Fund to purchase a replacement van for the Aurora Center for Active Adults.				

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
One-Time Transfer from General Fund to Capital Projects Fund for Arterial Overlay	0.00	1,100,000	0	1,100,000
Program affected: Transfers and Other Requirements Durations: One-Time At the September 28 Budget Workshop, Council added a $1.1 million one-time transfer from the General Fund to the Capital Projects Fund for arterial overlay.				
One-Time Transfer from General Fund to Capital Projects Fund for Flashing Speed Signs (Traffic Calming)	0.00	80,000	0	80,000
Program affected: Transfers and Other Requirements Durations: One-Time At the September 28 Budget Workshop, Council added an $80,000 one-time transfer from the General Fund to the Capital Projects Fund for flashing speed signs.				
One-Time Transfer from General Fund to Capital Projects Fund for Regis Traffic Signs	0.00	10,000	0	10,000
Program affected: Transfers and Other Requirements Durations: One-Time At the September 28 Budget Workshop, Council added a $10,000 one-time transfer from the General Fund to the Capital Projects Fund for Regis School traffic signs.				
One-Time Transfer from General Fund to Capital Projects Fund for Residential Street Maintenance	0.00	500,000	0	500,000
Program affected: Transfers and Other Requirements Durations: One-Time At the September 28 Budget Workshop, Council added a $500,000 one-time transfer from the General Fund to the Capital Projects Fund for residential street maintenance.				
Strategic Court System Assessment and Set-Aside	0.00	375,000	0	375,000
Program affected: Transfers and Other Requirements Durations: $300,000 Ongoing, $75,000 One-time At the September 28 Budget Workshop, Council added $75,000 to assess the impacts of recent legislation on the Aurora court system. It also added $300,000 as on ongoing set-aside to fund necessary changes if warranted. This budget will be lapsed if it is not required.				
Wage Increase for Seasonal Positions	0.00	66,346	0	66,346
Program affected: Multiple Duration: Ongoing The Parks, Recreation and Open Space Department has difficulty attracting and retaining employees without offering a competitive wage. Resulting turnover generally leads to negative impacts on parks quality and increases costs as more time is spent with employees in the training phase. These seasonal wage increases affect the General Fund, Golf Courses Fund, Open Space Fund and Recreation Fund.				
New Appropriation Total	**0.00**	**2,587,094**	**0**	**2,587,094**

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund Total	**0.00**	**2,587,094**	**0**	**2,587,094**
Recreation Fund / New Appropriation				
Wage Increase for Seasonal Positions	0.00	0	66,346	-66,346
Program affected: Multiple Duration: Ongoing The Parks, Recreation and Open Space Department has difficulty attracting and retaining employees without offering a competitive wage. Resulting turnover generally leads to negative impacts on parks quality and increases costs as more time is spent with employees in the training phase. These seasonal wage increases affect the General Fund, Golf Courses Fund, Open Space Fund and Recreation Fund.				
New Appropriation Total	**0.00**	**0**	**66,346**	**-66,346**
Recreation Fund Total	**0.00**	**0**	**66,346**	**-66,346**
Amendment Request Total All Funds	**-5.00**	**4,822,914**	**2,566,346**	**2,256,568**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Conservation Trust Fund	150,000	150,000	150,000	150,000	250,000
Cultural Services Fund	0	0	22,812	0	22,812
Debt Service (SID) Fund	423,100	118,450	176,086	125,847	148,431
Designated Revenues Fund	872,765	1,233,085	1,679,446	3,791,955	3,908,445
Development Review Fund	4,141,205	2,961,747	2,489,064	2,471,838	2,564,274
Enhanced E-911 Fund	0	0	7,500	0	7,500
Fleet Management Fund	0	0	15,213	0	15,213
General Fund	61,122,461	66,420,141	61,074,794	68,685,790	64,156,423
Gifts & Grants Fund	0	3,309	0	0	0
Golf Courses Fund	0	0	82,969	0	22,219
Marijuana Tax Revenue Fund	4,250,000	8,347,500	8,250,000	8,250,000	8,250,000
Open Space Fund	0	0	4,904	0	4,904
Recreation Fund	0	0	137,307	0	60,223
Risk Management Fund	0	0	378	0	0
Wastewater Fund	64,850	70,749	41,240	6,721	41,240
Water Fund	64,850	73,427	132,413	124,623	132,413
Expenditures Total	**$71,089,231**	**$79,378,408**	**$74,264,126**	**$83,606,774**	**$79,584,097**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Development Review Fund	13.00	10.00	10.00	10.00	5.00
Staffing Total	**13.00**	**10.00**	**10.00**	**10.00**	**5.00**

Non-Departmental

PROGRAM DETAIL

Building Leases

This program accounts for lease payments for the Aurora Municipal Center (AMC) and other city buildings. The leases are held with the Aurora Capital Leasing Corporation (ACLC), the capital leasing arm of the city. The ACLC board members are city staff. ACLC borrows money to purchase or construct the buildings. The lease payments from the city are used by ACLC to pay debt service on the borrowings.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	7,054,231	7,254,231	7,722,525	7,722,525	7,723,500
Expenditures Total	**$7,054,231**	**$7,254,231**	**$7,722,525**	**$7,722,525**	**$7,723,500**

EXPENDITURE SUMMARY BY TYPE					
Transfers Out	7,054,231	7,254,231	7,722,525	7,722,525	7,723,500
Expenditures Total	**$7,054,231**	**$7,254,231**	**$7,722,525**	**$7,722,525**	**$7,723,500**

Compensation Reserve and Pension Costs

This program provides partial funding for employee compensation. The budget initially included 15.0 unfunded FTE in the Development Review Fund to allow for hiring flexibility for the departments in the fund, 2.0 of which were activated and moved to Public Works in 2016, another 3.0 activated and moved in 2018, and an additional 5.0 activated and moved in the 2020 Proposed Budget. The majority of the pay included in 2019 is for one-time bonuses for both career and civil FTE.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Cultural Services Fund	0	0	22,812	0	22,812
Designated Revenues Fund	0	0	6,821	0	0
Development Review Fund	40,536	30,755	17,496	270	17,496
Enhanced E-911 Fund	0	0	7,500	0	7,500
Fleet Management Fund	0	0	15,213	0	15,213
General Fund	1,524,003	458,422	1,794,211	1,594,442	704,897
Golf Courses Fund	0	0	82,969	0	22,219
Open Space Fund	0	0	4,904	0	4,904
Recreation Fund	0	0	137,307	0	60,223
Risk Management Fund	0	0	378	0	0
Wastewater Fund	64,850	70,749	41,240	6,721	41,240
Water Fund	64,850	73,427	132,413	124,623	132,413
Expenditures Total	**$1,694,239**	**$633,353**	**$2,263,264**	**$1,726,056**	**$1,028,917**

EXPENDITURE SUMMARY BY TYPE					
Personal Services	629,924	633,353	2,076,803	1,597,902	844,941
Supplies and Services	375,000	0	186,461	128,154	183,976
Interfund Charges	689,315	0	0	0	0
Expenditures Total	**$1,694,239**	**$633,353**	**$2,263,264**	**$1,726,056**	**$1,028,917**

Non-Departmental

PROGRAM DETAIL

Compensation Reserve and Pension Costs

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
Development Review Fund	13.00	10.00	10.00	10.00	5.00
Staffing Total	**13.00**	**10.00**	**10.00**	**10.00**	**5.00**

Developer Incentives

This program includes incentive payments made to developers and companies as well as payments made for revenue cost-sharing agreements.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	0	0	700,000	700,000	700,000
General Fund	1,182,196	1,335,661	1,411,404	1,461,404	1,411,404
Expenditures Total	**$1,182,196**	**$1,335,661**	**$2,111,404**	**$2,161,404**	**$2,111,404**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	1,182,196	1,335,661	2,111,404	2,161,404	2,111,404
Expenditures Total	**$1,182,196**	**$1,335,661**	**$2,111,404**	**$2,161,404**	**$2,111,404**

Snow Removal

This program covers expenditures for overtime, equipment and supplies related to snow removal efforts on designated routes, and when necessary, on all city roads. Although snow and ice control is managed by Public Works, the overtime can be incurred by any department. Because of this, the program is centralized in Non-Departmental.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,703,642	1,847,422	2,424,736	2,424,736	2,751,047
Expenditures Total	**$1,703,642**	**$1,847,422**	**$2,424,736**	**$2,424,736**	**$2,751,047**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	299,582	667,710	559,027	559,027	900,798
Supplies and Services	1,256,295	962,990	1,600,721	1,600,721	1,600,721
Utilities	619	512	800	800	800
Interfund Charges	133,246	164,787	214,188	214,188	198,728
Capital Related	13,900	51,423	50,000	50,000	50,000
Expenditures Total	**$1,703,642**	**$1,847,422**	**$2,424,736**	**$2,424,736**	**$2,751,047**

Non-Departmental

PROGRAM DETAIL

Special Improvement Districts

This program accounts for the payment of principal and interest on special assessment bonds in the Debt Service SID Fund. Revenues are from special assessments levied on properties benefiting from projects constructed by the bonds.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Debt Service (SID) Fund	423,100	118,450	176,086	125,847	148,431
Expenditures Total	**$423,100**	**$118,450**	**$176,086**	**$125,847**	**$148,431**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	2,324	1,233	1,486	1,243	1,172
Debt Related	255,164	117,217	174,600	124,604	147,259
Transfers Out	165,612	0	0	0	0
Expenditures Total	**$423,100**	**$118,450**	**$176,086**	**$125,847**	**$148,431**

Transfers and Other Requirements

This program centralizes transfers of monies to other funds and other payments. The largest transfer provides funding to the Capital Projects Fund as required by city code. Ongoing and one-time year-to-year adjustments often occur with transfers, as seen in the large variance between the 2019 Original Budget and the 2019 Projection.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Conservation Trust Fund	150,000	150,000	150,000	150,000	250,000
Designated Revenues Fund	872,765	1,233,085	972,625	3,091,955	3,208,445
Development Review Fund	4,100,669	2,930,992	2,471,568	2,471,568	2,546,778
General Fund	49,658,389	55,524,405	47,721,918	55,482,683	51,565,575
Gifts & Grants Fund	0	3,309	0	0	0
Marijuana Tax Revenue Fund	4,250,000	8,347,500	8,250,000	8,250,000	8,250,000
Expenditures Total	**$59,031,823**	**$68,189,291**	**$59,566,111**	**$69,446,206**	**$65,820,798**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	240,625	282,809	100,831	100,831	580,300
Supplies and Services	6,681,510	5,076,912	4,224,451	6,230,781	6,473,492
Utilities	4,501,174	1,603	0	0	0
Interfund Charges	660	178	0	0	0
Debt Related	9,250	0	0	0	0
Capital Related	24,853	230,043	0	0	0
Transfers Out	47,573,751	62,597,746	55,240,829	63,114,594	58,767,006
Expenditures Total	**$59,031,823**	**$68,189,291**	**$59,566,111**	**$69,446,206**	**$65,820,798**

Parks, Recreation & Open Space

PROS Website

PROGRAM SUMMARY

Administration

$1,437,630 — 5 FTE

*Oversees planning and management of the PROS department to ensure efficient and effective operations

Aquatics

$3,884,344 — 18 FTE

*Provides safe, fun, and healthy aquatic & concession facilities with activities to enhance the quality of life for the community

Forestry

$2,374,884 — 18 FTE

*Creates a healthy, natural environment by maintaining the Urban Forest and planting new trees throughout the city

Golf

$7,821,268 — 32 FTE

*Provides a superior golf experience
*Responsible fiscal management and operational efficiency
*Sound environmental principles

Open Space and Natural Resources

$3,906,656 — 29 FTE

*Creates a healthy environment by acquiring and managing open space properties, trails, reservoirs, and programming nature centers

Parks Operations & Management

$11,919,227 — 81 FTE

*Creates healthy environments and encourages active lifestyles by maintaining parks and facilities, and providing great customer service

Planning, Design and Construction

$1,719,896 — 16 FTE

*Creates healthy environments by managing the planning, design and construction processes

Recreation Centers & Fitness

$3,094,001 — 24 FTE

*Provides essential recreation and health/wellness programs, and facilities to promote active, healthy lifestyles

Recreation Division Management

$1,172,899 — 8 FTE

*Oversees planning and management of the Recreation Division to ensure efficient and effective operations fulfilling the department mission

Special Events and Marketing

$1,532,006 — 9 FTE

*Planning and production of citywide special events, and marketing events and programs which are essential to a strong & vibrant community

Special Programs

$2,366,455 — 21 FTE

*Essential programming for preschool, 50+ adults and persons with disabilities to maintain health and encourage social interaction

Sports Programs

$1,863,390 — 8 FTE

*Provides team/individual sports for youth and adults while encouraging an active and healthy lifestyle and positively impacting the economy

Transfers and Other Requirements

$1,123,250 — 0 FTE

*Transfer to ACLC from the Open Space Fund

Youth Development

$2,116,016 — 10 FTE

*Provides programming for youth to ensure a safe environment, promote active and healthy lifestyles, and encourage positive development

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**267.55**	**280.00**	**279.00**	**279.00**	**279.00**
EXPENDITURES	**39,038,459**	**40,965,027**	**44,355,070**	**44,197,082**	**46,331,922**

Parks, Recreation & Open Space

DESCRIPTION

The Parks, Recreation & Open Space Department (PROS) is responsible for encouraging active and healthy lifestyles through the acquisition, design, maintenance, programming and operation of the city's indoor and outdoor recreation facilities, natural open space areas, golf courses and management of the city's urban forest, in turn establishing quality of life for citizens. Specific services and facilities provided by the department include: urban parks, special use parks, athletic fields, park and ballfield facility management; multifaceted public golf courses; natural open space facilities including trails, water-based activity facilities, nature center operation and natural open space property management; urban forestry management; parks facility planning, design, construction, and development review; indoor recreation centers, outdoor pools, indoor pools, joint use school facilities, outdoor sports, citywide special events and programming that promote active and healthy lifestyles leading to quality of life in Aurora.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	267.55	280.00	279.00	279.00	279.00
Personal Services	22,599,085	23,693,772	27,563,651	27,094,920	28,881,528
Supplies and Services	7,728,260	7,575,521	6,939,312	7,184,582	7,578,612
Utilities	4,981,489	5,595,449	5,507,326	5,569,349	5,682,494
Interfund Charges	1,922,522	2,049,683	2,339,798	2,339,798	2,303,555
Debt Related	448,826	372,187	391,680	391,680	410,180
Capital Related	35,740	356,830	243,303	246,753	152,303
Transfers Out	1,322,537	1,321,585	1,370,000	1,370,000	1,323,250
Expenditures Total	**$39,038,459**	**$40,965,027**	**$44,355,070**	**$44,197,082**	**$46,331,922**

DEPARTMENT NARRATIVE

Budget Developments for 2020
The Parks, Recreation and Open Space Department (PROS) is responsible for encouraging active lifestyles and creating healthy environments in order to establish a better quality of life for Aurora's citizens. During 2020, the department will continue to focus on the acquisition, design, maintenance, programming, and operation of the city's parks, recreation facilities, natural open space areas, golf courses, and management of the city's urban forest.

The 2020 budget will ensure the department can continue to provide well-maintained infrastructure, attractive parks, and connectivity to new and important parts of the city. The following new funding is focused on these goals: $105,500 for selective seasonal employee wage increases to attract and retain staff; and $150,000 to fund maintenance needs for the new Traditions neighborhood park, Central Recreation Center outside grounds and parking lot, and 3.3 miles of new trail and the new Triple Creek trailhead.

PROS anticipates continued success in gift and grant acquisitions supporting a superior quality of life for the city's residents. The Morrison Nature, Senac Nature, Plains Conservation and Moorhead Recreation Centers, summer food service, child and adult day care, and after-school programming all receive grant funding that not only sustains, but grows educational and support services offered through federal, local, and private partnerships. It is also anticipated that the department will continue to successfully acquire capital grants to further park and trail construction, land acquisition, and athletic field and pool improvement efforts. Awards and anticipated capital grants are noted in the Capital Section of the budget.

2019 Current-year Department Projection
The 2019 projection for PROS is under the 2019 Original Budget by $158,000 (0.4 percent), primarily due to vacancy savings in the General and Recreation Funds offset in part by increases in supplies and services expenses in the Recreation Fund.

2020 Department Budget
The 2020 budget is increasing by $2.0 million (4.5 percent) compared to the 2019 Original Budget. Increases primarily in personal services, supplies and services, and utilities are partially offset by decreases in capital related and transfers out. Most of the increase ($1.6 million) is comprised of base adjustments, the most significant of which is associated with compensation,

Parks, Recreation & Open Space

DEPARTMENT NARRATIVE

including pay and benefit increases in accordance with city policy. Base adjustments regarding the full-year funding of the Central Recreation Center also add to the increase. The Recreation Division will have operated a full year following the opening of the Central Recreation Center in May 2019.

At the September 28 Budget Workshop, Council added two one-time amendments, including $55,000 for a replacement van for the Aurora Center for Active Adults and $25,000 as a donation to the Aurora PRIDE Festival.

The department's ability to retain and hire both full-time and seasonal staff responsible for park, pool, and open space operations and maintenance continues to be a challenge given the highly competitive metro Denver labor market. Full-time staffing in 2020 will remain unchanged from 2019 levels.

Funding for the PROS operating and capital projects comes from a diverse array of sources, including Colorado lottery proceeds (Conservation Trust Fund), dedicated county Open Space taxes (Open Space Fund – Arapahoe County and Adams County), grants (Gifts and Grants Fund) and developer contribution funding (Parks Development Fund and Designated Revenues Fund), each carrying its own set of specific uses.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-1,069,295
Compensation Adjustments	1,086,481
Mandated Costs	168,276
Grant / Designated Revenue Adjustments	425,000
Other Adjustments	1,030,923
Total Base Adjustments	**$1,641,385**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund / New Appropriation				
Aurora Pride Donation	0.00	25,000	0	25,000
Program affected: Administration Durations: One-Time At the September 28 Budget Workshop, Council added $25,000 one-time as a donation for the Aurora PRIDE Festival.				
Open Space and Natural Resources (OSNR) Maintenance Contracts	0.00	50,000	0	50,000
Program affected: OSNR Administration. Duration: Ongoing This amendment aims to ensure that the city is able to maintain quality access to public lands. This amount reflects contractor costs for maintaining 3.3 miles of new trails and trailhead parking lots.				
Parks Operations and Maintenance Contracts	0.00	100,000	0	100,000
Program affected: Parks Operations & Management. Duration: Ongoing Amounts reflect contractor costs for maintaining Central Rec Center (landscape surrounding building and parking lot), Traditions Park (park and median maintenance) and providing snow removal services for both.				

Parks, Recreation & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Wage Increase for Seasonal Positions	0.00	1,120	0	1,120
Program affected: Multiple Duration: Ongoing The Parks, Recreation and Open Space Department has difficulty attracting and retaining employees without offering a competitive wage. Resulting turnover generally leads to negative impacts on parks quality and increases costs as more time is spent with employees in the training phase. These seasonal wage increases affect the General Fund, Golf Courses Fund, Open Space Fund and Recreation Fund.				
New Appropriation Total	**0.00**	**176,120**	**0**	**176,120**
General Fund Total	**0.00**	**176,120**	**0**	**176,120**
Golf Courses Fund / New Appropriation				
Wage Increase for Seasonal Positions	0.00	37,678	0	37,678
Program affected: Multiple Duration: Ongoing The Parks, Recreation and Open Space Department has difficulty attracting and retaining employees without offering a competitive wage. Resulting turnover generally leads to negative impacts on parks quality and increases costs as more time is spent with employees in the training phase. These seasonal wage increases affect the General Fund, Golf Courses Fund, Open Space Fund and Recreation Fund.				
New Appropriation Total	**0.00**	**37,678**	**0**	**37,678**
Golf Courses Fund Total	**0.00**	**37,678**	**0**	**37,678**
Open Space Fund / New Appropriation				
Wage Increase for Seasonal Positions	0.00	323	0	323
Program affected: Multiple Duration: Ongoing The Parks, Recreation and Open Space Department has difficulty attracting and retaining employees without offering a competitive wage. Resulting turnover generally leads to negative impacts on parks quality and increases costs as more time is spent with employees in the training phase. These seasonal wage increases affect the General Fund, Golf Courses Fund, Open Space Fund and Recreation Fund.				
New Appropriation Total	**0.00**	**323**	**0**	**323**
Open Space Fund Total	**0.00**	**323**	**0**	**323**
Recreation Fund / New Appropriation				
Aurora Center for Active Adults Replacement Van	0.00	55,000	55,000	0
Program affected: Special Programs Durations: One-Time At the September 28 Budget Workshop, Council added a $55,000 one-time transfer from the General Fund to the Recreation Fund to purchase a replacement van for the Aurora Center for Active Adults.				

Parks, Recreation & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
Recreation Fund / New Appropriation				
Wage Increase for Seasonal Positions	0.00	66,346	0	66,346
Program affected: Multiple Duration: Ongoing The Parks, Recreation and Open Space Department has difficulty attracting and retaining employees without offering a competitive wage. Resulting turnover generally leads to negative impacts on parks quality and increases costs as more time is spent with employees in the training phase. These seasonal wage increases affect the General Fund, Golf Courses Fund, Open Space Fund and Recreation Fund.				
New Appropriation Total	**0.00**	**121,346**	**55,000**	**66,346**
Recreation Fund Total	**0.00**	**121,346**	**55,000**	**66,346**
Amendment Request Total All Funds	**0.00**	**335,467**	**55,000**	**280,467**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Conservation Trust Fund	857,207	1,087,164	1,163,850	1,163,850	1,176,357
Designated Revenues Fund	697,087	886,129	1,057,236	1,057,236	1,068,686
Development Review Fund	53,000	53,004	53,000	53,000	53,000
General Fund	13,275,188	13,821,528	14,750,357	14,708,011	15,088,816
Gifts & Grants Fund	511,572	506,621	619,995	619,995	1,000,182
Golf Courses Fund	7,861,983	7,616,341	7,737,277	7,696,055	8,037,153
Open Space Fund	4,486,253	4,887,830	5,162,564	5,162,564	5,342,030
Parks Development Fund	85,159	87,251	90,281	90,281	93,563
Recreation Fund	11,211,010	12,019,159	13,720,510	13,646,090	14,472,135
Expenditures Total	**$39,038,459**	**$40,965,027**	**$44,355,070**	**$44,197,082**	**$46,331,922**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Conservation Trust Fund	11.72	12.72	13.22	13.22	13.22
Designated Revenues Fund	9.46	9.46	12.96	12.96	12.96
General Fund	93.34	91.59	90.09	90.09	90.09
Golf Courses Fund	38.00	38.00	33.00	33.00	33.00
Open Space Fund	33.48	33.48	34.98	34.98	34.98
Parks Development Fund	0.75	0.75	0.75	0.75	0.75
Recreation Fund	80.80	94.00	94.00	94.00	94.00
Staffing Total	**267.55**	**280.00**	**279.00**	**279.00**	**279.00**

Parks, Recreation & Open Space

PROGRAM DETAIL

Administration

Administration includes the Business Services Division and the department director. This function offers department leadership, finance, budget, payroll, hiring, and administrative support to all PROS divisions.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,019,941	1,099,585	1,231,402	1,317,796	1,338,961
Gifts & Grants Fund	0	375	15,000	15,000	10,000
Open Space Fund	71,046	76,729	82,868	82,868	88,669
Expenditures Total	**$1,090,987**	**$1,176,689**	**$1,329,270**	**$1,415,664**	**$1,437,630**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	461,800	515,237	585,733	672,127	634,011
Supplies and Services	143,010	91,125	126,411	126,411	146,411
Interfund Charges	525,927	570,327	617,126	617,126	657,208
Capital Related	-39,750	0	0	0	0
Expenditures Total	**$1,090,987**	**$1,176,689**	**$1,329,270**	**$1,415,664**	**$1,437,630**
STAFFING SUMMARY					
General Fund	6.00	5.00	5.00	5.00	5.00
Staffing Total	**6.00**	**5.00**	**5.00**	**5.00**	**5.00**
PERFORMANCE MEASURE SUMMARY					
90% of department service level standards met	93%	89%	90%	90%	90%
Respond to 100% of Council requests regarding routine maintenance issues within the established deadline	100%	100%	100%	100%	100%

Aquatics

This program is dedicated to providing a safe, healthy aquatics environment for citizens of all ages, and to improve their quality of life through family exercise and formal swimming instruction and teams. The indoor and outdoor aquatic facilities located throughout our community provide safe, fun, and healthy activities for Aurora's youth and adults. This program also manages the city's concession stands at pool and sports facilities. The program is essential to encourage Aurora's citizens to maintain an active lifestyle. The decrease of 1.0 FTE is associated with the realignment of positions associated with the opening of the Central Recreation Center. The position was moved to Youth Development.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Recreation Fund	2,766,409	3,142,744	3,629,905	3,668,915	3,884,344
Expenditures Total	**$2,766,409**	**$3,142,744**	**$3,629,905**	**$3,668,915**	**$3,884,344**

Parks, Recreation & Open Space

PROGRAM DETAIL

Aquatics

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,078,381	2,433,394	2,994,718	2,921,395	3,196,068
Supplies and Services	439,933	458,558	323,338	432,221	364,588
Utilities	234,504	234,868	300,042	300,042	307,300
Interfund Charges	13,591	15,924	11,807	11,807	16,388
Capital Related	0	0	0	3,450	0
Expenditures Total	**$2,766,409**	**$3,142,744**	**$3,629,905**	**$3,668,915**	**$3,884,344**
STAFFING SUMMARY					
Recreation Fund	13.00	19.00	19.00	19.00	18.00
Staffing Total	**13.00**	**19.00**	**19.00**	**19.00**	**18.00**
PERFORMANCE MEASURE SUMMARY					
80% of customers will rate the cleanliness of a facility as either "excellent" or "good"	91%	87%	80%	80%	80%
80% of customers will rate their overall program/class experience as either "excellent" or "good"	90%	85%	80%	80%	80%

Forestry

The Forestry Program helps create a healthy, natural environment for the Aurora community by maintaining and planting trees throughout the city. These trees are planted on city streets, rights of way, public building grounds and on parks and open space properties. Trees provide many essential benefits to the community, such as clean air and shade for homes, which results in reduced utility bills and increased property values. The 2019 budget included a 5.0 FTE increase made up of four Forestry worker positions and one Arborist to support the health and maintenance of the 43,500 trees owned by the city.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	449,114	609,493	867,855	867,855	867,459
General Fund	1,315,292	1,297,636	1,527,753	1,517,715	1,507,425
Expenditures Total	**$1,764,406**	**$1,907,129**	**$2,395,608**	**$2,385,570**	**$2,374,884**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,035,443	1,110,038	1,468,669	1,458,631	1,493,132
Supplies and Services	541,091	497,235	647,322	647,322	647,322
Utilities	877	1,071	955	955	1,000
Interfund Charges	182,245	186,940	278,662	278,662	233,430
Capital Related	4,750	111,845	0	0	0
Expenditures Total	**$1,764,406**	**$1,907,129**	**$2,395,608**	**$2,385,570**	**$2,374,884**

Parks, Recreation & Open Space

PROGRAM DETAIL

Forestry

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
Designated Revenues Fund	6.00	6.00	11.00	11.00	11.00
General Fund	6.00	7.00	7.00	7.00	7.00
Staffing Total	**12.00**	**13.00**	**18.00**	**18.00**	**18.00**
PERFORMANCE MEASURE SUMMARY					
90% of forestry inspections to be completed within 10 business days	98%	98%	80%	98%	90%
Resolve all identified high priority tree issues at the site within 10 business days of inspection	100%	100%	100%	100%	100%
Service 480 trees per month (5,500 trees per year)	479	422	458	480	480

Golf

The Golf Program operates as an enterprise fund to enhance the quality of life for Aurora's citizens, provide a wholesome leisure activity, promote a positive image, and facilitate economic development; all essential elements to a thriving community. The City of Aurora's Golf Division is committed to a set of environmental principles that guide its management and operational activities. Due to the closure of Fitzsimons Golf Course, 5.0 FTE were eliminated from this program with the 2019 budget.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Golf Courses Fund	7,662,004	7,417,953	7,531,033	7,489,811	7,821,268
Expenditures Total	**$7,662,004**	**$7,417,953**	**$7,531,033**	**$7,489,811**	**$7,821,268**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	4,037,538	3,920,638	4,026,951	4,036,273	4,313,413
Supplies and Services	1,704,931	1,681,975	1,526,123	1,493,579	1,554,502
Utilities	1,079,037	998,413	1,042,600	1,024,600	1,023,000
Interfund Charges	191,672	200,548	210,376	210,376	222,870
Debt Related	448,826	372,187	391,680	391,680	410,180
Capital Related	0	44,192	133,303	133,303	97,303
Transfers Out	200,000	200,000	200,000	200,000	200,000
Expenditures Total	**$7,662,004**	**$7,417,953**	**$7,531,033**	**$7,489,811**	**$7,821,268**
STAFFING SUMMARY					
Golf Courses Fund	37.00	37.00	32.00	32.00	32.00
Staffing Total	**37.00**	**37.00**	**32.00**	**32.00**	**32.00**
PERFORMANCE MEASURE SUMMARY					
Year-to-date net income is greater than the 3 year average	Yes	Yes	Yes	Yes	Yes

Parks, Recreation & Open Space

PROGRAM DETAIL

Open Space and Natural Resources

The Open Space and Natural Resources (OSNR) Program creates a healthy environment for the Aurora community by programming, managing, patrolling, and enhancing open space and natural resources, including reservoirs and trail corridors. Offering outdoor recreational opportunities at these sites encourages an active lifestyle essential to a healthy Aurora. This program also seeks grant funds for the acquisition of open space properties such as Triple Creek Trail Corridor benefiting Aurora citizens. OSNR also provides educational opportunities which help get kids outdoors while fostering a greater understanding of the natural world at the Morrison Nature Center at Star K Ranch, the Senac Creek Nature Center at Aurora Reservoir and the Plains Conservation Center. The 2019 budget included an additional 2.0 FTE, comprised of one Naturalist for the Plains Conservations Center, and one conversion of a long-term seasonal position to full-time.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Conservation Trust Fund	431,352	547,749	569,641	569,641	580,502
General Fund	1,355,694	1,342,643	1,422,568	1,409,677	1,496,740
Gifts & Grants Fund	83,723	72,825	49,813	49,813	10,000
Open Space Fund	1,390,361	1,569,010	1,725,295	1,725,295	1,797,686
Recreation Fund	19,662	24,971	21,226	21,226	21,728
Expenditures Total	**$3,280,792**	**$3,557,198**	**$3,788,543**	**$3,775,652**	**$3,906,656**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,297,997	2,533,707	2,987,476	2,938,309	3,117,628
Supplies and Services	684,232	624,965	519,564	555,840	488,564
Utilities	89,341	97,459	93,649	93,649	96,300
Interfund Charges	173,550	196,095	187,854	187,854	204,164
Capital Related	35,672	104,972	0	0	0
Expenditures Total	**$3,280,792**	**$3,557,198**	**$3,788,543**	**$3,775,652**	**$3,906,656**
STAFFING SUMMARY					
Conservation Trust Fund	6.00	6.00	6.50	6.50	6.50
General Fund	8.32	7.32	7.32	7.32	7.32
Open Space Fund	13.68	13.68	15.18	15.18	15.18
Staffing Total	**28.00**	**27.00**	**29.00**	**29.00**	**29.00**
PERFORMANCE MEASURE SUMMARY					
90% of customer ratings resulting in "3" or "4" on a"1-4" scale from Environmental Education user satisfaction surveys	99%	97%	80%	95%	90%
Respond to 100% of non-emergency ranger patrol inquiries within 2 days	100%	100%	90%	100%	100%
Respond to 100% of wildlife/citizen interactions within 2 days	100%	100%	90%	100%	100%
Year-to-date monthly revenue is greater than the 3 year average	Yes	Yes	Yes	No	Yes

Parks, Recreation & Open Space

PROGRAM DETAIL

Parks Operations & Management

Parks Operations & Management ensures that the Aurora community is able to enjoy a safe and healthy environment by managing and maintaining the city's urban parks, medians, public buildings grounds, and athletic fields. Parks are essential to maintaining a healthy balance in citizen's lives. There was a net 3.0 FTE decrease in this program in 2019 due to contractual changes for maintenance services with RTD and Arapahoe County.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Conservation Trust Fund	311,614	408,362	452,283	452,283	448,402
Designated Revenues Fund	247,973	276,636	189,381	189,381	201,227
General Fund	9,033,993	9,540,415	9,931,554	9,840,547	10,096,465
Open Space Fund	932,171	1,070,610	1,118,625	1,118,625	1,173,133
Expenditures Total	**$10,525,751**	**$11,296,023**	**$11,691,843**	**$11,600,836**	**$11,919,227**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	5,464,141	5,565,357	6,252,404	6,122,697	6,470,424
Supplies and Services	1,295,781	1,265,670	1,150,316	1,189,016	1,253,944
Utilities	3,065,227	3,687,819	3,363,406	3,363,406	3,453,794
Interfund Charges	661,096	680,424	815,717	815,717	741,065
Capital Related	39,506	96,753	110,000	110,000	0
Expenditures Total	**$10,525,751**	**$11,296,023**	**$11,691,843**	**$11,600,836**	**$11,919,227**
STAFFING SUMMARY					
Conservation Trust Fund	4.58	5.58	5.58	5.58	5.58
Designated Revenues Fund	3.46	3.46	1.96	1.96	1.96
General Fund	67.39	66.39	64.89	64.89	64.89
Open Space Fund	8.57	8.57	8.57	8.57	8.57
Staffing Total	**84.00**	**84.00**	**81.00**	**81.00**	**81.00**

Planning, Design and Construction

The Planning, Design and Construction Program plans, designs, and oversees the construction of healthy outdoor environments for Aurora. All new contruction and renovations to parks, open space, trail, and recreation areas are managed by this diverse workgroup. These dynamic spaces provide essential support for Aurora citizens maintaining active and healthy lifestyles and the overall quality of life for city residents.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Conservation Trust Fund	114,241	131,053	141,926	141,926	147,453
Development Review Fund	53,000	53,004	53,000	53,000	53,000
General Fund	210,284	201,741	260,975	247,804	266,588
Open Space Fund	970,138	1,049,896	1,115,776	1,115,776	1,159,292
Parks Development Fund	85,159	87,251	90,281	90,281	93,563
Expenditures Total	**$1,432,822**	**$1,522,945**	**$1,661,958**	**$1,648,787**	**$1,719,896**

Parks, Recreation & Open Space

PROGRAM DETAIL

Planning, Design and Construction

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,402,135	1,492,352	1,624,168	1,608,952	1,679,424
Supplies and Services	16,302	16,006	21,833	23,878	21,833
Interfund Charges	14,385	14,587	15,957	15,957	18,639
Expenditures Total	**$1,432,822**	**$1,522,945**	**$1,661,958**	**$1,648,787**	**$1,719,896**
STAFFING SUMMARY					
Conservation Trust Fund	1.14	1.14	1.14	1.14	1.14
General Fund	2.63	2.88	2.88	2.88	2.88
Open Space Fund	11.23	11.23	11.23	11.23	11.23
Parks Development Fund	0.75	0.75	0.75	0.75	0.75
Staffing Total	**15.75**	**16.00**	**16.00**	**16.00**	**16.00**
PERFORMANCE MEASURE SUMMARY					
100% of Capital Grant Policies and Procedures are on track based on established due dates	100%	100%	90%	100%	100%
95% of Capital Project Schedules are accurate and on track based on predetermined timelines	98%	100%	90%	97%	95%
95% of GIS and Development Review work orders are complete by the established due date	99%	98%	90%	95%	95%

Recreation Centers & Fitness

The Recreation Centers and Fitness Program provides recreational health and wellness services that promote healthy, active lifestyles. This program also manages the larger recreation centers such as Beck, Moorhead, and Central. The engaging programs offered at these centers include cooking, dog obedience, fitness, aerobics, and yoga. Diverse programs such as these are an essential component of a well-rounded community for individual choice. In order to align concession staff, 2.0 FTE were moved into the Recreation Centers and Fitness Program from the Sports Program in 2019.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Gifts & Grants Fund	49,996	86,659	0	0	0
Recreation Fund	1,843,205	1,981,387	3,013,211	2,791,627	3,094,001
Expenditures Total	**$1,893,201**	**$2,068,046**	**$3,013,211**	**$2,791,627**	**$3,094,001**

Parks, Recreation & Open Space

PROGRAM DETAIL

Recreation Centers & Fitness

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,334,323	1,409,291	2,283,397	1,957,490	2,312,814
Supplies and Services	402,945	436,096	361,169	385,469	376,875
Utilities	160,155	219,578	314,774	394,797	402,600
Interfund Charges	986	3,081	3,871	3,871	1,712
Capital Related	-5,208	0	0	0	0
Transfers Out	0	0	50,000	50,000	0
Expenditures Total	**$1,893,201**	**$2,068,046**	**$3,013,211**	**$2,791,627**	**$3,094,001**
STAFFING SUMMARY					
Recreation Fund	17.00	22.00	24.00	24.00	24.00
Staffing Total	**17.00**	**22.00**	**24.00**	**24.00**	**24.00**
PERFORMANCE MEASURE SUMMARY					
85% of customers will rate the cleanliness of a facility as either "excellent" or "good"	88%	87%	80%	95%	85%
85% of customers will rate their overall program/class experience as either "excellent" or "good"	92%	85%	80%	87%	85%

Recreation Division Management

Recreation Division Management oversees efficient and effective planning and management of the Recreation Division operations which provides the Aurora community with essential programs to promote safe, active, and healthy lifestyles for all ages. A wide range of quality classes and positive activities are offered to citizens through the division with extensive community engagement and assessment.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Gifts & Grants Fund	0	151,197	5,000	54,000	30,000
Recreation Fund	1,036,555	1,133,210	1,041,036	1,078,393	1,142,899
Expenditures Total	**$1,036,555**	**$1,284,407**	**$1,046,036**	**$1,132,393**	**$1,172,899**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	517,832	609,118	573,956	600,313	629,468
Supplies and Services	390,093	534,780	305,961	365,961	367,722
Utilities	0	0	400	400	0
Interfund Charges	128,630	140,509	165,719	165,719	175,709
Expenditures Total	**$1,036,555**	**$1,284,407**	**$1,046,036**	**$1,132,393**	**$1,172,899**
STAFFING SUMMARY					
Recreation Fund	8.00	8.00	8.00	8.00	8.00
Staffing Total	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**

Parks, Recreation & Open Space

PROGRAM DETAIL

Recreation Division Management

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
PERFORMANCE MEASURE SUMMARY					
Year to date monthly revenue is greater than the 3 year adjusted average	Yes	Yes	Yes	Yes	Yes

Special Events and Marketing

Special Events and Marketing connects with both residents and visitors by creating dynamic special events and innovative marketing techniques reflecting a positive image of Aurora.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	339,984	339,508	376,105	374,472	382,637
Golf Courses Fund	199,979	198,388	206,244	206,244	215,885
Recreation Fund	941,553	896,711	908,108	912,290	933,484
Expenditures Total	**$1,481,516**	**$1,434,607**	**$1,490,457**	**$1,493,006**	**$1,532,006**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	765,241	693,559	781,364	790,077	826,842
Supplies and Services	712,537	738,272	702,062	695,898	702,062
Utilities	128	125	100	100	100
Interfund Charges	3,610	2,651	6,931	6,931	3,002
Expenditures Total	**$1,481,516**	**$1,434,607**	**$1,490,457**	**$1,493,006**	**$1,532,006**
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
Golf Courses Fund	1.00	1.00	1.00	1.00	1.00
Recreation Fund	4.00	5.00	5.00	5.00	5.00
Staffing Total	**8.00**	**9.00**	**9.00**	**9.00**	**9.00**

Parks, Recreation & Open Space

PROGRAM DETAIL

Special Events and Marketing

PERFORMANCE MEASURE SUMMARY	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
80% of volunteers will rate their overall volunteer experience as either "excellent" or "good"	96%	91%	80%	85%	80%
90% of event attendees of Signature Events will rate their overall experience as either "excellent" or "good"	99%	95%	90%	90%	90%
90% of event organizers will rate their overall event venue experience as either "excellent" or "good"	98%	100%	80%	100%	90%
Achieve a 20% "open rate" for Golf's monthly e-newsletter	23%	21%	20%	20%	20%
Achieve a 25% "open rate" for PROS news monthly e-newsletter	31%	25%	25%	25%	25%
Achieve a monthly average organic reach of 1,200 on PROS Facebook page	4,051	2,723	1,200	2,500	1,200
Achieve a monthly average organic reach of 275 on Golf Facebook page	518	437	275	275	275

Special Programs

Special Programs provide programs ranging from preschool to 50+ adults, as well as young adults and children with disabilities, and promote active and healthy lifestyles along with enrichment programs for the frail/elderly. These programs are an essential part of developing a sense of community.

EXPENDITURE SUMMARY BY FUND	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Gifts & Grants Fund	61,442	-31,209	20,000	20,000	30,000
Recreation Fund	2,075,104	2,282,462	2,209,612	2,172,800	2,336,455
Expenditures Total	**$2,136,546**	**$2,251,253**	**$2,229,612**	**$2,192,800**	**$2,366,455**

EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,694,876	1,815,223	1,914,826	1,877,870	1,992,375
Supplies and Services	371,939	347,725	227,477	227,621	228,577
Utilities	47,333	53,193	61,600	61,600	62,500
Interfund Charges	22,398	35,112	25,709	25,709	28,003
Capital Related	0	0	0	0	55,000
Expenditures Total	**$2,136,546**	**$2,251,253**	**$2,229,612**	**$2,192,800**	**$2,366,455**

STAFFING SUMMARY					
Recreation Fund	21.80	21.00	21.00	21.00	21.00
Staffing Total	**21.80**	**21.00**	**21.00**	**21.00**	**21.00**

Parks, Recreation & Open Space

PROGRAM DETAIL

Special Programs

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
PERFORMANCE MEASURE SUMMARY					
80% of customers will rate the cleanliness of a facility as either "excellent" or "good"	94%	87%	80%	80%	80%
80% of customers will rate their overall program/class experience as either "excellent" or "good"	96%	85%	80%	80%	80%

Sports Programs

The Sports Programs provide organized team and individual sports programs for youth and adults in a safe and structured environment to encourage an active and healthy lifestyle while learning lifelong skills for all ages. Staff also coordinates regional, state, and national sports tournaments within many community facilities. These essential programs play a vital role in the health of Aurora's economy. 2.0 FTE were moved from the Sports Program to the Recreation Centers and Fitness Program to better align concessions staff under a single program in 2019. The decrease of 1.0 FTE is associated with the realignment of positions associated with the opening of the Central Recreation Center. The position was moved to Youth Development.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Recreation Fund	1,735,077	1,777,649	1,824,049	2,027,883	1,863,390
Expenditures Total	**$1,735,077**	**$1,777,649**	**$1,824,049**	**$2,027,883**	**$1,863,390**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	935,879	983,936	1,142,926	1,147,760	1,080,561
Supplies and Services	535,775	526,891	394,404	593,404	487,764
Utilities	262,557	264,307	286,700	286,700	293,700
Interfund Charges	96	3,447	19	19	1,365
Capital Related	770	-932	0	0	0
Expenditures Total	**$1,735,077**	**$1,777,649**	**$1,824,049**	**$2,027,883**	**$1,863,390**
STAFFING SUMMARY					
Recreation Fund	11.00	11.00	9.00	9.00	8.00
Staffing Total	**11.00**	**11.00**	**9.00**	**9.00**	**8.00**
PERFORMANCE MEASURE SUMMARY					
80% of customers will rate the cleanliness of a facility as either "excellent" or "good"	86%	87%	80%	85%	80%
80% of customers will rate their overall program/class experience as either "excellent" or "good"	78%	85%	80%	80%	80%

Parks, Recreation & Open Space

PROGRAM DETAIL

Transfers and Other Requirements

This program includes the transfer out to the Aurora Capital Leasing Corporation (ACLC) for debt service on Certificates of Participation for the acquisition of and improvements to park land primarily at the Aurora Sports Park.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Open Space Fund	1,122,537	1,121,585	1,120,000	1,120,000	1,123,250
Expenditures Total	**$1,122,537**	**$1,121,585**	**$1,120,000**	**$1,120,000**	**$1,123,250**
EXPENDITURE SUMMARY BY TYPE					
Transfers Out	1,122,537	1,121,585	1,120,000	1,120,000	1,123,250
Expenditures Total	**$1,122,537**	**$1,121,585**	**$1,120,000**	**$1,120,000**	**$1,123,250**

Youth Development

The Youth Development Program provides school-age children with the intellectual, social, emotional, and physical skills necessary for an active, healthy lifestyle and successful development. This program manages smaller recreation centers such as Meadowood and Expo which are focused on youth activities. The facilities, located throughout the community, operated by and through this program are essential in providing a safe environment for youth in the Aurora community. The increase of 2.0 FTE is associated with the realignment of positions associated with the opening of the Central Recreation Center. The positions were moved from Aquatics and Sports Programs.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Gifts & Grants Fund	316,411	226,774	530,182	481,182	920,182
Recreation Fund	793,445	780,025	1,073,363	972,956	1,195,834
Expenditures Total	**$1,109,856**	**$1,006,799**	**$1,603,545**	**$1,454,138**	**$2,116,016**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	573,499	611,922	927,063	963,026	1,135,368
Supplies and Services	489,691	356,223	633,332	447,962	938,448
Utilities	42,330	38,616	43,100	43,100	42,200
Interfund Charges	4,336	38	50	50	0
Expenditures Total	**$1,109,856**	**$1,006,799**	**$1,603,545**	**$1,454,138**	**$2,116,016**
STAFFING SUMMARY					
Recreation Fund	6.00	8.00	8.00	8.00	10.00
Staffing Total	**6.00**	**8.00**	**8.00**	**8.00**	**10.00**

Parks, Recreation & Open Space

PROGRAM DETAIL

Youth Development

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
PERFORMANCE MEASURE SUMMARY					
80% of customers will rate the cleanliness of a facility as either "excellent" or "good"	88%	87%	80%	85%	80%
80% of customers will rate their overall program/class experience as either "excellent" or "good"	94%	85%	80%	85%	80%

Planning & Development Services

Planning and Dev Svcs Website

PROGRAM SUMMARY

Administration

$415,675 — 3 FTE

*Department administration and special projects

Aurora Urban Renewal

$456,678 — 3.25 FTE

*Promote and manage 21 urban renewal project areas

Business Services

$679,014 — 5 FTE

*Assist Aurora businesses and coordinate business programs
*Business Advisory Board
*Small Business Dev. Center (Host)

Development Services

$1,478,642 — 5.75 FTE

*Economic development incentives
*Contracts with AEDC and ACED
*Retail analysis and assistance

Multimodal Transportation Team

$519,939 — 4 FTE

*Transportation planning
*Liaison with regional transportation partners & RTD
*Bike/Ped program

Planning

$2,915,531 — 26 FTE

*Customer service/data services
*Amend and update zoning code
*Process land use applications
*Update Comprehensive Plan

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**42.00**	**42.50**	**46.00**	**46.00**	**47.00**
EXPENDITURES	**5,407,077**	**5,426,200**	**6,206,156**	**5,866,935**	**6,465,479**

Planning & Development Services

DESCRIPTION

The Planning and Development Services Department strives to facilitate an environment for creative planning, and to provide efficient and helpful customer service. The Planning Administration program is responsible for oversight of the department's work program and for developing and maintaining a quality-driven organization. The Development Services Division promotes private investment, development, and job creation in Aurora by implementing and coordinating components of the city's economic development strategy through urban renewal, economic development, and the Aurora and South Metro Denver Small Business Development Centers. The division coordinates major economic development and retail initiatives, provides small business and retail development assistance, coordinates public/private economic development, and manages urban renewal and redevelopment. The Multimodal Transportation Team focuses on a range of transportation planning activities including transit, bicycles, pedestrians, and parking. The Planning program has four major functions: it facilitates the efficient processing of land use applications with an emphasis on achieving quality development, creative solutions to land use issues, quality customer service, and an adequate balance between development and neighborhood interests; it provides comprehensive planning services to identify long range planning and development goals for the city and strives to foster great places; it provides environmental planning to address city regulatory requirements and assist customers with evaluating compatible land uses where environmental issues are present; and the Data Services section provides internal and external customers with socio-economic data, as well as addressing and map products.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	42.00	42.50	46.00	46.00	47.00
Personal Services	4,089,827	4,069,260	4,809,397	4,394,467	5,133,093
Allocated Expenses	0	0	400	0	0
Supplies and Services	1,029,190	1,069,880	1,295,191	1,186,300	1,224,391
Utilities	2,711	11,984	2,900	2,900	3,900
Interfund Charges	84,349	90,076	98,268	98,268	104,095
Transfers Out	201,000	185,000	0	185,000	0
Expenditures Total	**$5,407,077**	**$5,426,200**	**$6,206,156**	**$5,866,935**	**$6,465,479**

DEPARTMENT NARRATIVE

Budget Developments for 2020
The Planning and Development Services Department's primary goal is to ensure Aurora is a city comprised of great places to locate, expand and operate a business, and provide for well-planned residential growth and development. In 2020, the department will continue to provide and improve its high-quality level of services in development review, redevelopment, economic and business development, and planning. The department will also focus on implementing the zoning code. Planning and Development Services uses the budget amendment process to advance the work of the department, provide excellent customer service, and expand planning efforts to other areas of the city. To this end, the 2020 Adopted Budget requested the activation and transfer of 1.0 FTE for a Senior Planner from Non-Departmental. This position is part of 5.0 FTE activated in the Development Review Fund to aid in development-related activities as peak workload is anticipated to carry into 2020. A different amendment requested to procure services that will assist the Aurora Small Business Development Center reach a larger percentage of qualified minority clients.

2019 Current-Year Department Projection
The 2019 projection for Planning and Development Services is under the 2019 Original Budget by $339,200 (5.5 percent). The majority of savings comes from personnel vacancies due to attrition and difficulty recruiting highly qualified staff in a competitive labor market. The Gifts and Grants Fund is projected to be over budget due to spending of grant revenue received but not yet budgeted. A technical supplemental will be required based on this projection.

2020 Department Budget
The 2020 budget will increase $259,300 (4.2 percent) compared to the 2019 Original Budget. This increase is associated with an additional 1.0 FTE for a Senior Planner and a 1.0 FTE reclassification of a Project Engineer to a Planning Manager. The

Planning & Development Services

DEPARTMENT NARRATIVE

Planning Manager funding will also be changed from General Fund to the Development Review Fund. The budget also includes a $40,000 amendment for the Aurora Small Business Development Center to procure services to assist in increasing their outreach to minority communities. Another driver of the budget increase are the base adjustments for citywide compensation increases.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-135,000
Compensation Adjustments	189,126
Mandated Costs	7,027
Grant / Designated Revenue Adjustments	-2,000
Total Base Adjustments	**$59,153**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Development Review Fund / New Appropriation				
Activate and Fund 5.0 FTE Across Various Departments in the Development Review Fund	1.00	109,535	0	109,535
Program affected: Various Duration: Ongoing Management requests the activation of five of the designated Non-Departmental FTE positions to meet the workload demands across the Development Review divisions, including 1.0 FTE in Office of Development Assistance, 1.0 FTE in Planning, and 3.0 FTE in Public Works / Engineering Division and Building Division. The current workload numbers indicate that an increase over historic averages will be seen in these divisions. When projections were being done for 2019, staff was anticipating a leveling or even a slight decline in development activity. However, based on the first two quarters of 2019, there has been an increase in most areas over 2018. This request was approved at the July 10, 2019 Planning & Economic Development Policy Committee Meeting.				
Move Project Engineer to Development Review Fund and Reclassify to Planning Manager	1.00	158,977	0	158,977
Program affected: Planning Duration: Ongoing As part of a reorganization in the Planning and Development Services to incorporate long range planning, a division manager is needed. The Planning Manager will supervise activities to ensure that the long range planning work program is strategic, focused and efficient in guiding the future growth of the city.				
New Appropriation Total	**2.00**	**268,512**	**0**	**268,512**
Development Review Fund Total	**2.00**	**268,512**	**0**	**268,512**

Planning & Development Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Move Project Engineer to Development Review Fund and Reclassify to Planning Manager	-1.00	-108,342	0	-108,342
Program affected: Planning Duration: Ongoing As part of a reorganization in the Planning and Development Services to incorporate long range planning, a division manager is needed. The Planning Manager will supervise activities to ensure that the long range planning work program is strategic, focused and efficient in guiding the future growth of the city.				
Procure Vendor for Minority Business Program	0.00	40,000	0	40,000
Program affected: Business Services Duration: Ongoing The Aurora Small Business Development Center (SBDC) has recorded in our CenterIC data base, 49% qualified minority clients (including Asian, Black, Native American and Pacific) and the goal is to increase this in our minority-majority community to 59%. Those identifying as Hispanic are 17% and the goal is to increase this to 27%. This funding will allow the city to procure services from a third party vendor to manage these goals.				
New Appropriation Total	**-1.00**	**-68,342**	**0**	**-68,342**
General Fund Total	**-1.00**	**-68,342**	**0**	**-68,342**
Amendment Request Total All Funds	**1.00**	**200,170**	**0**	**200,170**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Designated Revenues Fund	388,417	377,672	443,863	407,567	456,678
Development Review Fund	1,898,425	1,802,508	2,101,631	1,934,798	2,444,027
General Fund	2,850,477	2,958,436	3,299,083	3,144,129	3,196,877
Gifts & Grants Fund	269,758	287,584	361,579	380,441	367,897
Expenditures Total	**$5,407,077**	**$5,426,200**	**$6,206,156**	**$5,866,935**	**$6,465,479**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Designated Revenues Fund	3.00	3.25	3.25	3.25	3.25
Development Review Fund	17.00	17.00	20.00	20.00	22.00
General Fund	20.00	20.25	20.75	20.75	19.75
Gifts & Grants Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	**42.00**	**42.50**	**46.00**	**46.00**	**47.00**

Planning & Development Services

PROGRAM DETAIL

Administration

This function is responsible for oversight of the department's work program, and for developing and maintaining a quality-driven organization through improved customer service, departmental administration, and city-planning policies. The function consists of the Planning and Development Services Director, the Office Coordinator and the Budget Coordinator. Most staff time is spent overseeing special projects and supervising department issues.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	330,113	377,798	475,712	479,975	415,675
Expenditures Total	**$330,113**	**$377,798**	**$475,712**	**$479,975**	**$415,675**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	308,946	361,191	371,480	375,743	385,955
Supplies and Services	8,075	2,501	88,895	88,895	13,895
Interfund Charges	13,092	14,106	15,337	15,337	15,825
Expenditures Total	**$330,113**	**$377,798**	**$475,712**	**$479,975**	**$415,675**
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

Aurora Urban Renewal

Funding in this program will implement plans and strategies, promote redevelopment opportunities, solicit private investment and projects for 21 urban renewal areas, and other city redevelopment areas. Some of the responsibilities of the staff in this program are as follows: evaluate and implement Tax Increment Financing (TIF) areas and associated projects within each identified area; research urban renewal area project opportunities; and negotiate and manage incentives for infrastructure, public improvements, and private developments for enhancements to all redevelopment areas. In addition, Aurora Urban Renewal also provides and manages Environmental Protection Agency revolving loan funds through the Aurora Urban Renewal Authority.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	388,417	377,672	443,863	407,567	456,678
Expenditures Total	**$388,417**	**$377,672**	**$443,863**	**$407,567**	**$456,678**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	388,417	377,622	440,534	404,238	453,349
Supplies and Services	0	50	3,329	3,329	3,329
Expenditures Total	**$388,417**	**$377,672**	**$443,863**	**$407,567**	**$456,678**
STAFFING SUMMARY					
Designated Revenues Fund	3.00	3.25	3.25	3.25	3.25
Staffing Total	**3.00**	**3.25**	**3.25**	**3.25**	**3.25**

Planning & Development Services

PROGRAM DETAIL

Aurora Urban Renewal

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
PERFORMANCE MEASURE SUMMARY					
98% of all disbursements and district questions resolved with agreed upon time frames	100%	100%	98%	98%	98%

Business Services

This program provides one-on-one business advising, low-cost training, technical assistance, and access to financial assistance and programs provided by banks and other agencies. Business Services develop programs and targeted seminars for local partners and other audiences with an emphasis in urban renewal and targeted development areas. They serve as a liaison for business input and recognition through the Business Advisory Board. This program also provides support for culturally, ethnically and/or racially diverse entrepreneurs through bilingual counseling and seminars, international and cultural programming and other business assistance. Aurora is the official host of the Aurora-South Metro Small Business Development Center, serving Aurora and the southern suburbs.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	221,534	206,415	252,695	235,317	311,117
Gifts & Grants Fund	269,758	287,584	361,579	380,441	367,897
Expenditures Total	**$491,292**	**$493,999**	**$614,274**	**$615,758**	**$679,014**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	390,397	380,041	452,014	434,143	509,954
Allocated Expenses	0	0	400	0	0
Supplies and Services	100,895	113,958	161,860	181,615	169,060
Expenditures Total	**$491,292**	**$493,999**	**$614,274**	**$615,758**	**$679,014**
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
Gifts & Grants Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
PERFORMANCE MEASURE SUMMARY					
95% of cliens satisfied	95%	97%	95%	95%	95%

Planning & Development Services

PROGRAM DETAIL

Development Services

Resources in this program provide incentives and programs to support economic development and primary job creation, including participating in and facilitating as appropriate workforce development and training programs. Focused emphasis on retail development is provided by the Retail Specialist and the Retail Project Manager. The program completes special projects, analyzes and supports retail development, negotiates economic development and incentive agreements, and handles realtor, broker and developer inquiries. Economic development assistance and contract management and coordination for the city is provided with respect to the following public/private economic development organizations: Aurora Economic Development Council (AEDC) and the Adams County Economic Development Council (ACED). In addition, the program recruits new and supports existing businesses, in conjunction with existing economic development organizations.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,330,757	1,444,923	1,485,797	1,467,020	1,478,642
Expenditures Total	**$1,330,757**	**$1,444,923**	**$1,485,797**	**$1,467,020**	**$1,478,642**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	485,687	474,207	611,631	542,904	603,476
Supplies and Services	641,359	773,732	871,266	736,216	871,266
Utilities	2,711	11,984	2,900	2,900	3,900
Transfers Out	201,000	185,000	0	185,000	0
Expenditures Total	**$1,330,757**	**$1,444,923**	**$1,485,797**	**$1,467,020**	**$1,478,642**
STAFFING SUMMARY					
General Fund	5.00	5.25	5.75	5.75	5.75
Staffing Total	**5.00**	**5.25**	**5.75**	**5.75**	**5.75**
PERFORMANCE MEASURE SUMMARY					
98% of all disbursements and client questions resolved within agreed upon timeframes	100%	100%	98%	98%	98%

Multimodal Transportation Team

The Multimodal Transportation Team focuses on a range of transportation planning activities including transit, connectivity, bicycles, pedestrians, and parking. Specific interests include "last mile" transportation infrastructure (streets, bike/ped), urban design, parking program development, and transit programs. Team members also undertake strategic transportation planning and liaison responsibilities with agencies such as the Denver Regional Council of Governments (DRCOG), the Colorado Department of Transportation (CDOT), and the Regional Transportation District (RTD).

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	455,628	436,182	490,077	504,002	519,939
Expenditures Total	**$455,628**	**$436,182**	**$490,077**	**$504,002**	**$519,939**

Planning & Development Services

PROGRAM DETAIL

Multimodal Transportation Team

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	446,204	426,649	479,897	492,122	509,759
Supplies and Services	9,424	9,533	10,180	11,880	10,180
Expenditures Total	**$455,628**	**$436,182**	**$490,077**	**$504,002**	**$519,939**
STAFFING SUMMARY					
General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**

Planning

Planning facilitates the efficient processing of land use applications with an emphasis on achieving quality development, creative solutions to land use issues, and an adequate balance between development and neighborhood interests. The program includes an environmental planning section that addresses city regulatory requirements, and assists customers with evaluating compatible land uses where environmental issues are present. Data Services provides internal and external customers with socio-economic data, addressing, and map products. The program also provides long-range planning solutions, including land use and urban design plans for specific areas of the city, and amendments to the zoning code and comprehensive plan. The 2020 Budget includes the activation of 1.0 FTE for a Senior Planner that will be funded by the Development Review Fund and a 1.0 FTE reclassification of a Project Engineer to a Planning Manager. The Planning Manager fundng will be changed from General Fund to the Development Review Fund.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Development Review Fund	1,898,425	1,802,508	2,101,631	1,934,798	2,444,027
General Fund	512,445	493,118	594,802	457,815	471,504
Expenditures Total	**$2,410,870**	**$2,295,626**	**$2,696,433**	**$2,392,613**	**$2,915,531**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,070,176	2,049,550	2,453,841	2,145,317	2,670,600
Supplies and Services	269,437	170,106	159,661	164,365	156,661
Interfund Charges	71,257	75,970	82,931	82,931	88,270
Expenditures Total	**$2,410,870**	**$2,295,626**	**$2,696,433**	**$2,392,613**	**$2,915,531**
STAFFING SUMMARY					
Development Review Fund	17.00	17.00	20.00	20.00	22.00
General Fund	5.00	5.00	5.00	5.00	4.00
Staffing Total	**22.00**	**22.00**	**25.00**	**25.00**	**26.00**

Planning & Development Services

PROGRAM DETAIL

Planning

PERFORMANCE MEASURE SUMMARY	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Bucket List: 98% of "bucket list" building permit applications will be checked for compliance with the zoning code in 7 days or less	95%	97%	98%	98%	98%
Data Services: 95% of respondents will rate their experience with Data Services as 5 on a scale of 1 to 5	95%	99%	95%	95%	95%
Data Services: 95% of the work products will be provided by the customer's due date	99%	96%	95%	95%	95%
Development Review: Meet stated review timeframes for 98% of all submittals	96%	91%	98%	98%	98%

Police

Police Website

PROGRAM SUMMARY

Administration-Chief

$12,828,981 23 FTE

*Leads and directs Police services for the community
*Includes Internal Affairs, Wellness, & Media Relations

Business Services Division

$8,433,253 87.5 FTE

*Provide financial support; manage grants, facilities, equipment and IT systems; maintain records, property, evidence and vehicle impound

Community Resources Section

$3,469,486 25 FTE

*Provide School Resource Officers (SROs) in neighborhood high schools
*Engage and educate youth
* Host the Citizens Police Academy

Compliance & Professional Standard Division

$2,384,583 13 FTE

*Investigates officer candidates, manages recruiting, conducts field training and manages policy and accreditation

District 1

$21,662,290 170 FTE

*Provides patrol and investigative services within the District 1 area
*Applies specialized resources to solve quality of life issues

District 2

$16,224,052 127 FTE

*Provides patrol and investigative services within the District 2 area
*Applies specialized resources to solve quality of life issues

District 3

$15,074,707 118 FTE

*Provides patrol and investigative services within the District 3 area
*Applies specialized resources to solve quality of life issues

Investigations Bureau

$14,063,909 93 FTE

*Conducts criminal investigations, collects evidence, assists victims of crimes and responds to persons in mental health crisis

Investigative Support Section

$4,555,520 33 FTE

*Provides investigative and operations resources in support of specialized tasks

Narcotics Section

$4,325,905 24 FTE

*Detects and investigates crimes related to drugs, prostitution and organized crime

Operations Support Section

$5,017,373 35 FTE

*Plans, directs and controls highly specialized investigative and tactical teams

Regional Crime Lab

$3,350,915 28 FTE

*Processes, preserves and analyzes physical evidence

Special Operations Bureau

$1,826,012 6 FTE

*Leads special operations sections, including Investigative Support, Narcotics, RAVEN, and the Traffic Section

Traffic Section

$6,394,833 43 FTE

*Promotes transportation safety through directed enforcement of traffic laws and supports special events

Training Section

$9,160,317 65 FTE

*Conducts recruit academies and annual in-service training

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
CIVIL - FTE	**696.00**	**714.00**	**729.00**	**729.00**	**744.00**
REGULAR - FTE	**141.50**	**142.50**	**148.50**	**147.50**	**146.50**
EXPENDITURES	**107,770,019**	**113,304,955**	**121,770,453**	**120,577,378**	**128,772,136**

Police

DESCRIPTION

The Aurora Police Department is a full-service law enforcement agency serving the citizens of the City of Aurora. The department is committed to maintaining and improving peace, order, and safety through excellence in law enforcement and community service. The department has both sworn police officers and civilian personnel assigned to operating and support programs in four divisions. The Operations Division manages the District and Operations Support functions. The Metro Division programs and services include the Investigations Bureau and Special Operations functions including the Major Investigations Section, Community Resources Section, Crime Lab, Electronics Support Section, Traffic Section, Investigation Support Section, Narcotics Section, Crisis Response Team and the Regional Anti-Violence Enforcement Network (RAVEN). The Compliance and Professional Standards Division programs include the Professional Standards Section, Background & Field Training Section, and the Training Section. The Business Services Division programs include the Records Section, Property and Technical Services Section, Vehicle Impound Section, Technical Services Section and Administrative Services Section. Other support programs and functions include the Internal Affairs Bureau, Recruiting Unit, Employee Support (wellness) Unit and Media Relations Unit.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	837.50	856.50	877.50	876.50	890.50
Personal Services	95,137,447	100,048,431	106,314,420	106,661,158	113,523,760
Supplies and Services	6,514,838	6,671,995	8,411,338	6,207,373	7,527,316
Utilities	646	661	415	389	400
Interfund Charges	5,906,244	6,263,546	6,685,536	6,643,685	7,144,156
Capital Related	210,844	270,322	308,744	1,014,773	525,111
Transfers Out	0	50,000	50,000	50,000	51,393
Expenditures Total	**$107,770,019**	**$113,304,955**	**$121,770,453**	**$120,577,378**	**$128,772,136**

DEPARTMENT NARRATIVE

Budget Developments for 2020
The Aurora Police Department (APD) remains focused on maintaining public safety and a high quality of life for residents as the city grows. In accordance with the staffing mandate, 15.0 FTE Patrol Officers will be added to the department's authorized strength in 2020. In order to facilitate the timely hiring of quality candidates, budget will be increased for the Recruiting Unit and the contracts of four contingent background investigators will be extended. APD expects to host two lateral recruit and two basic recruit academies in 2020.

In 2020, the department will create a dedicated domestic violence investigative unit, consisting of one investigative sergeant and five detectives. The unit will follow up on cases that are severe, recurring or increasing in severity with the goal of preventing domestic violence incidents from escalating.

The Unified Metropolitan Forensic Crime Laboratory, a facility built in partnership with Douglas County and Arapahoe County, was operational for its first full year in 2019. The lab provides full crime lab services including DNA analysis, previously only available through the Colorado Bureau of Investigation. With DNA analysis becoming available in late 2019, the department will add funding for DNA equipment maintenance and other related expenses in 2020. The city will continue to hold all financial fiduciary responsibilities for the new laboratory going forward.

2019 Current-Year Department Projection
The Police Department expects to end the current year $1.2 million (1.0 percent) lower than the 2019 Original Budget. This variance is largely driven by the voters repealing the Photo Red Light Program in 2018. In anticipation of the reduced revenues from the program shutting down, the department significantly reduced expenditures by reassigning the civilian photo red light reviewers to other vacant positions (and eliminating the photo red-light positions), reducing funding for community partners in Aurora for Youth, and eliminating a civilian position in Aurora for Youth. Grant expenditures are also projected less than budget due to some awards being delayed by the Federal government shutdown and special grant conditions.

Police

DEPARTMENT NARRATIVE

Due to reduced funding associated with the elimination of the Photo Red Light Program, Police training expenditures and the cost for 0.15 FTE Police Commander were moved from the Designated Revenues Fund to the General Fund in 2019. The appropriation of these movements will be adjusted in the 2019 fall supplemental. Other overages requiring a supplemental are projected primarily due to an increase in the usage of psychological services.

2020 Department Budget
The Police Department's 2020 budget will increase by $7.0 million (5.7 percent) over the 2019 Original Budget. The budget increase is driven primarily by personal services increases. The department is adding 15.0 FTE patrol officers and equipment to meet the required number of officers for 2020, a 3.0 percent increase for overtime, and compensation adjustments according to the 2019-2020 police collective bargaining contract. In addition, the department is removing the education requirement when determining the rank of lateral recruits and changing the timing of the step increase for lateral officers completing the academy in order to make the lateral compensation package more competitive with surrounding agencies.

Other amendments to the 2020 budget include an increase in the appropriation for the Recruiting Unit, funding for equipment maintenance in the Unified Metropolitan Regional Crime Lab, four contingent background investigators, the creation of a dedicated domestic violence unit (discussed in the budget developments section), and adjustments to the surcharge programs due to the elimination of the Photo Red Light Program.

Mandated cost increases for the department total an additional $527,400. These include expected increases in fuel and vehicle maintenance costs, increased payments for self-insurance to the city's Risk Fund and costs associated with Occupational Safety and Health Administration (OSHA) mandated increases in safety equipment testing.

At the September 28 Budget Workshop, Council added $1.0 million for a one-time 1.5 percent contribution to the Police Money Purchase Plan, $180,000 for firing range improvements, and $100,000 for the 2020 portion of a three-year body-worn camera grant.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-1,780,425
Mid Year Modifications	-1,177,975
Compensation Adjustments	5,455,524
Mandated Costs	527,401
Other Adjustments	1,393
Total Base Adjustments	**$3,025,918**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Designated Revenues Fund / New Appropriation				
Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination)	-1.15	-756,670	151,128	-907,798
Program affected: Multiple Duration: Ongoing The City of Aurora's photo red light program ceased operation at the end of 2018. As a result, appropriations must be adjusted for five city programs funded through court surcharges and (former) photo red light (PRL) funds. The five programs are in the Designated Revenues Fund and include: Court Technology, Problem Solving Courts, Aurora for Youth (AFY), Nexus, and Victim Assistance/Police Training (VALET).				

Police

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
Designated Revenues Fund / New Appropriation				
Immediate changes were made in the 2019 Spring Supplemental process while further changes to 2019 will be put forth in the 2019 Fall Supplemental. This 2020 amendment includes several adjustments, all with the intent of working towards balancing each program expenditure to annual funding for that program. This amendment will reduce agency award funding in the AFY, Nexus and VALET programs, eliminate 1.0 vacant FTE in AFY, and make several general expenditure reductions across programs. It will also transfer 0.15 Civil FTE and the Police conference and training budget out of VALET to the General Fund. More detailed information can be found in the commentary and back-up included in the 04/01/19 study session item titled Photo Red Light/Surcharge/Nexus Program Funding Plan.				
New Appropriation Total	**-1.15**	**-756,670**	**151,128**	**-907,798**
Designated Revenues Fund Total	**-1.15**	**-756,670**	**151,128**	**-907,798**
General Fund / New Appropriation				
Add 15.0 FTE Police Officers and Equipment	15.00	2,004,626	0	2,004,626
Program affected: Training Section Duration: $1,485,904 Ongoing, $518,722 One-time The Police Department will add 15.0 FTE Patrol Officers to its authorized strength in 2020 to meet the long-term staffing mandate. This amendment provides appropriation for personal services, five fully-marked patrol vehicles, five Mobile Data Computers (MDCs), five mobile radios, 15 portable radios, 15 Microsoft Office software licenses, 15 tasers, 15 body-worn cameras, and uniform costs for the officers.				

Police

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Adjust Appropriation for Surcharge Programs Due to Reduced Funding (Photo Red Light Elimination)	0.15	220,562	0	220,562
Program affected: Multiple Duration: Ongoing The City of Aurora's photo red light program ceased operation at the end of 2018. As a result, appropriations must be adjusted for five city programs funded through court surcharges and (former) photo red light (PRL) funds. The five programs are in the Designated Revenues Fund and include: Court Technology, Problem Solving Courts, Aurora for Youth (AFY), Nexus, and Victim Assistance/Police Training (VALET). Immediate changes were made in the 2019 Spring Supplemental process while further changes to 2019 will be put forth in the 2019 Fall Supplemental. This 2020 amendment includes several adjustments, all with the intent of working towards balancing each program expenditure to annual funding for that program. This amendment will reduce agency award funding in the AFY, Nexus and VALET programs, eliminate 1.0 vacant FTE in AFY, and make several general expenditure reductions across programs. It will also transfer 0.15 Civil FTE and the Police conference and training budget out of VALET to the General Fund. More detailed information can be found in the commentary and back-up included in the 04/01/19 study session item titled Photo Red Light/Surcharge/Nexus Program Funding Plan.				
Continue Funding for Contingent Background Investigators for 2020	0.00	327,448	0	327,448
Program affected: Investigations Bureau Duration: One-time This amendment will extend the funding for four Contingent Background Investigators that have allowed the unit to keep up with an increased workload since 2018. The workload has not decreased as anticipated as the department is now running multiple basic recruit and lateral academies per year and the Police background investigators have taken on responsibility for Public Safety Communications new-hires.				
Create a Domestic Violence Investigative Unit	0.00	282,999	0	282,999
Program affected: Investigations Bureau Duration: $30,863 Ongoing, $252,136 One-time This amendment will provide funding for the creation of a Domestic Violence Investigative Unit that will follow up on cases that are severe, recurring or increasing in severity in order to prevent domestic violence from escalating. Costs include upgrading six police officers to one sergeant and five agents, four unmarked cars and five computers.				

Police

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Equipment Maintenance for the Regional Crime Lab	0.00	100,000	0	100,000
Program affected: Investigations Bureau Duration: Ongoing This amendment will add an ongoing $100,000 to account for the city's portion of maintenance costs for equipment in the regional crime lab, as well unanticipated maintenance and/or other costs.				
Lateral Academy Step Change	0.00	438,000	0	438,000
Program affected: Training Section Duration: Ongoing This amendment will provide ongoing funding to change the step structure for lateral recruits. The current program ranks lateral recruits by experience and education. Changes include the removal of the two-tiered pay structure based on education while all laterals will start at the higher level based on years of experience.				
Police Firing Range Improvements	0.00	180,000	0	180,000
Program affected: Training Section Duration: One-time At the September 28 Budget Workshop, Council added $180,000 for Police firing range improvements including a target turning system and measures to address erosion and flooding on the range.				
Police Money Purchase Plan 1.5 Percent Employer Contribution with Employee Match (One-Time)	0.00	1,048,800	0	1,048,800
Program affected: Multiple Duration: One-time At the September 28 Budget Workshop, Council added $1.0 million for a one-time 1.5 percent contribution to the Police Money Purchase Plan. This 1.5 percent contribution will also have an employee match.				
Transfer 0.3 FTE to General Fund to Account for Match Increase Required by C-MATT Grant	0.30	40,761	0	40,761
Program affected: Investigative Support / Special Operations Bureau Duration: Ongoing Through the Colorado Auto Theft Prevention Authority (CATPA), the Aurora Police Department participates in the CATPA Metropolitan Auto Theft Task Force (C-MATT)). In past years, the CATPA required a 20% match for the salary and benefits of the three APD positions (2 agents and 1 sergeant) it funds for C-MATT. Beginning July 1, 2019, the match will increase to 30%. This amendment will cover the 10% difference for Jan 1-Dec 31, 2020.				
Travel and Advertising for the Recruiting Unit	0.00	30,000	0	30,000
Program affected: Compliance and Professional Standard Division Duration: One-time This one-time amendment adds $30,000 for the Police Recruitment budget for advertising and recruitment trips. Advertising would include digital advertising (social media, targeted advertising) and print (Police related magazines and other publications).				

Police

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
New Appropriation Total	**15.45**	**4,673,196**	**0**	**4,673,196**
General Fund Total	**15.45**	**4,673,196**	**0**	**4,673,196**
Gifts & Grants Fund / New Appropriation				
Body-Worn Camera Grant	0.00	100,000	852,580	-752,580
Program affected: Investigations Bureau Duration: Ongoing At the September 28 Budget Workshop, Council added $100,000 for the 2020 portion of a three-year body-worn camera grant totaling $852,580. The grant will help alleviate significant cost increases which are expected with the expiration of the current contract at the end of 2020.				
Transfer 0.3 FTE to General Fund to Account for Match Increase Required by C-MATT Grant	-0.30	-40,761	0	-40,761
Program affected: Investigative Support / Special Operations Bureau Duration: Ongoing Through the Colorado Auto Theft Prevention Authority (CATPA), the Aurora Police Department participates in the CATPA Metropolitan Auto Theft Task Force (C-MATT)). In past years, the CATPA required a 20% match for the salary and benefits of the three APD positions (2 agents and 1 sergeant) it funds for C-MATT. Beginning July 1, 2019, the match will increase to 30%. This amendment will cover the 10% difference for Jan 1-Dec 31, 2020.				
New Appropriation Total	**-0.30**	**59,239**	**852,580**	**-793,341**
Gifts & Grants Fund Total	**-0.30**	**59,239**	**852,580**	**-793,341**
Amendment Request Total All Funds	**14.00**	**3,975,765**	**1,003,708**	**2,972,057**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Designated Revenues Fund	3,235,827	3,102,491	3,936,498	1,537,988	1,533,509
General Fund	102,296,743	108,093,693	114,224,673	115,660,997	123,434,276
Gifts & Grants Fund	2,237,449	2,108,771	3,609,282	3,378,393	3,804,351
Expenditures Total	**$107,770,019**	**$113,304,955**	**$121,770,453**	**$120,577,378**	**$128,772,136**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Designated Revenues Fund	11.00	11.00	11.00	9.00	8.00
Designated Revenues Fund Civil FTE	5.15	5.15	5.15	1.15	1.00
General Fund	130.50	131.50	137.50	137.50	137.50
General Fund Civil FTE	688.45	706.45	721.45	725.45	740.90
Gifts & Grants Fund	0.00	0.00	0.00	1.00	1.00

Police

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Gifts & Grants Fund Civil FTE	2.40	2.40	2.40	2.40	2.10
Staffing Total	**837.50**	**856.50**	**877.50**	**876.50**	**890.50**

PROGRAM DETAIL

Administration-Chief

The Chief of Police and executive staff lead and direct the planning, organization and operations of the department's law enforcement resources, including all uniformed officers and civilian employees, dedicated to the pursuit of a safer Aurora. This program includes the Internal Affairs Section, Media Relations staff, and Police Recruiting personnel. It also includes the Employee Support Unit, which manages the wellness program, and the Chaplains. Some department-wide related costs, such as risk charges and Old Hire pension costs, are charged here. In 2020, there is a net reduction of 1.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	11,055,776	11,510,729	12,536,502	12,255,723	12,828,981
Expenditures Total	**$11,055,776**	**$11,510,729**	**$12,536,502**	**$12,255,723**	**$12,828,981**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	6,801,757	6,938,151	7,764,611	7,396,403	7,751,973
Supplies and Services	565,622	577,756	443,517	541,510	473,939
Interfund Charges	3,688,397	3,994,822	4,328,374	4,317,810	4,603,069
Expenditures Total	**$11,055,776**	**$11,510,729**	**$12,536,502**	**$12,255,723**	**$12,828,981**
STAFFING SUMMARY					
General Fund	5.00	5.00	6.00	6.00	6.00
General Fund Civil FTE	17.00	17.00	18.00	18.00	17.00
Staffing Total	**22.00**	**22.00**	**24.00**	**24.00**	**23.00**
PERFORMANCE MEASURE SUMMARY					
Female applications for employment will be at least 15% of the application pool.	NA	17%	15%	22%	15%
Under-represented minority applications for employment will be at least 54% of the application pool.	NA	44%	54%	45%	54%

Police

PROGRAM DETAIL

Business Services Division

The Business Services Division provides oversight for budget, accounting, payroll, purchasing and accounts payable and receivable services. It performs analytical studies for Police Administration, pursues grant opportunities, administers awarded grants and provides technical support for the agency. The Records Unit receives and processes all criminal justice records and serves citizens with walk-in requests for police reports. The Property and Evidence Unit receives, preserves, safeguards, releases, and disposes of property placed in their custody. The Vehicle Impound Detail processes impounded vehicles, including storage, release and disposal. Additional services include court and secondary employment scheduling, quartermaster support, equipment maintenance and distribution and police fleet and facilities management. In 2020, there is a net addition of 5.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	6,912,680	7,441,077	7,623,357	7,983,961	8,201,726
Gifts & Grants Fund	212,932	123,266	1,477,512	248,677	231,527
Expenditures Total	**$7,125,612**	**$7,564,343**	**$9,100,869**	**$8,232,638**	**$8,433,253**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	5,725,622	6,016,744	6,364,530	6,654,514	7,019,995
Supplies and Services	1,347,215	1,465,545	2,715,114	1,228,554	1,394,130
Interfund Charges	14,136	16,712	21,225	16,866	19,128
Capital Related	38,639	65,342	0	332,704	0
Expenditures Total	**$7,125,612**	**$7,564,343**	**$9,100,869**	**$8,232,638**	**$8,433,253**
STAFFING SUMMARY					
General Fund	72.50	75.50	75.50	75.50	80.50
General Fund Civil FTE	9.00	7.00	7.00	7.00	7.00
Staffing Total	**81.50**	**82.50**	**82.50**	**82.50**	**87.50**
PERFORMANCE MEASURE SUMMARY					
Error rate on National Incident-Based Reporting System (NIBRS) submissions is less than 5%	2.4%	2.1%	<5.0%	1.0%	<5.0%
The Property and Evidence Unit will dispose of 3,600 items per month, or 43,200 per year.	18,124	35,811	43,200	41,715	43,200

Police

PROGRAM DETAIL

Community Resources Section

The Community Resources Section houses programs to connect with youth, educate the public and accommodate citizen volunteers. School Resource Officers (SRO) are placed in high schools to provide a police liaison for students, administration and the surrounding community. SROs work closely with staff to address student issues that come up in school and in their neighborhoods using counseling, education and enforcement. Aurora for Youth offers the Explorers Program, Aurora Police Activities Club, Teen Academy, and education programs. Adults can learn about the operations of the department through the Citizens Police Academy. Finally, the Volunteer Program provides thousands of hours of support services annually. In 2020, there is a net addition of 2.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	317,171	301,566	363,816	333,816	344,037
General Fund	2,550,391	2,644,073	2,614,958	2,653,449	2,945,249
Gifts & Grants Fund	88,710	169,469	137,050	201,589	180,200
Expenditures Total	**$2,956,272**	**$3,115,108**	**$3,115,824**	**$3,188,854**	**$3,469,486**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,773,842	2,842,160	2,845,042	2,871,928	3,227,211
Supplies and Services	141,304	236,497	225,869	181,444	203,574
Interfund Charges	41,126	36,451	44,913	41,665	38,701
Capital Related	0	0	0	93,817	0
Expenditures Total	**$2,956,272**	**$3,115,108**	**$3,115,824**	**$3,188,854**	**$3,469,486**
STAFFING SUMMARY					
Designated Revenues Fund Civil FTE	1.00	1.00	1.00	1.00	1.00
General Fund	1.00	1.00	1.00	1.00	2.00
General Fund Civil FTE	21.00	22.00	21.00	21.00	22.00
Staffing Total	**23.00**	**24.00**	**23.00**	**23.00**	**25.00**

Compliance & Professional Standard Division

The Compliance and Professional Standards Division provides guidance to the agency on policy, training, background investigations, and recruiting. Additionally, the division is responsible for the Force Review Board (FRB), which reviews all uses of force that involve weapons or result in injury. The Professional Standards Section (PSS) conducts staff inspections, publishes department policies, and manages the department's accreditation program. The section also manages the department's Early Intervention system identifying stressors affecting department personnel, houses the Police Emergency Services Coordinator, and includes the Police portion of the city's Office of Emergency Management. The Background and Training Section administers recruit field training and conducts background investigations. In 2020, there is a net reduction of 3.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,766,321	2,460,397	2,208,291	2,202,397	2,384,583
Expenditures Total	**$1,766,321**	**$2,460,397**	**$2,208,291**	**$2,202,397**	**$2,384,583**

Police

PROGRAM DETAIL

Compliance & Professional Standard Division

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,666,995	2,303,784	2,075,266	2,048,649	2,186,373
Supplies and Services	90,515	134,213	120,380	137,919	181,185
Interfund Charges	8,811	14,600	12,645	15,829	17,025
Capital Related	0	7,800	0	0	0
Expenditures Total	**$1,766,321**	**$2,460,397**	**$2,208,291**	**$2,202,397**	**$2,384,583**
STAFFING SUMMARY					
General Fund	1.00	1.00	1.00	1.00	0.00
General Fund Civil FTE	13.00	11.00	15.00	15.00	13.00
Staffing Total	**14.00**	**12.00**	**16.00**	**16.00**	**13.00**

District 1

District 1, one of three decentralized districts, provides patrol services and specialized functions, including investigations and Police Area Representatives (PAR) officers for its designated geographic area. The goal is to safeguard the community through proactive policing, community engagement and effective resource management. In 2020, there is a net addition of 7.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	18,471,010	19,245,566	19,617,035	20,711,480	21,662,290
Expenditures Total	**$18,471,010**	**$19,245,566**	**$19,617,035**	**$20,711,480**	**$21,662,290**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	17,851,937	18,626,344	18,991,096	20,086,972	20,998,079
Supplies and Services	66,055	55,518	52,315	45,444	55,100
Interfund Charges	543,212	563,704	573,624	579,064	609,111
Capital Related	9,806	0	0	0	0
Expenditures Total	**$18,471,010**	**$19,245,566**	**$19,617,035**	**$20,711,480**	**$21,662,290**
STAFFING SUMMARY					
General Fund	5.00	4.00	4.00	4.00	3.00
General Fund Civil FTE	145.00	154.00	159.00	160.00	167.00
Staffing Total	**150.00**	**158.00**	**163.00**	**164.00**	**170.00**
PERFORMANCE MEASURE SUMMARY					
Monthly median response time to high priority calls is 5.5 minutes or less	6.5	4.1	5.5	4.0	5.5

Police

PROGRAM DETAIL

District 2

District 2, one of three decentralized districts, provides patrol services and specialized functions including investigations and Police Area Representatives (PAR) officers for its designated geographic area. The goal is to safeguard the community through proactive policing, community engagement and effective resource management. In 2020, there is a net addition of 8.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	13,639,389	14,228,238	14,696,454	14,999,949	16,224,052
Expenditures Total	**$13,639,389**	**$14,228,238**	**$14,696,454**	**$14,999,949**	**$16,224,052**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	13,105,264	13,756,451	14,161,130	14,539,445	15,646,009
Supplies and Services	63,784	54,412	54,715	48,762	53,680
Utilities	646	661	415	389	400
Interfund Charges	469,695	415,498	480,194	411,353	523,963
Capital Related	0	1,216	0	0	0
Expenditures Total	**$13,639,389**	**$14,228,238**	**$14,696,454**	**$14,999,949**	**$16,224,052**
STAFFING SUMMARY					
General Fund	6.00	3.00	3.00	3.00	3.00
General Fund Civil FTE	115.00	114.00	116.00	116.00	124.00
Staffing Total	**121.00**	**117.00**	**119.00**	**119.00**	**127.00**
PERFORMANCE MEASURE SUMMARY					
Monthly median response time to high priority calls is 5.5 minutes or less	5.5	5.3	5.5	5.0	5.5

District 3

District 3, one of three decentralized districts, provides patrol services and specialized functions including investigations and Police Area Representatives (PAR) officers for its designated geographic area. The goal is to safeguard the community through proactive policing, community engagement and effective resource management. In 2020, there is a net addition of 8.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	13,043,430	13,058,796	13,408,490	14,076,775	15,074,707
Expenditures Total	**$13,043,430**	**$13,058,796**	**$13,408,490**	**$14,076,775**	**$15,074,707**

Police

PROGRAM DETAIL

District 3

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	12,603,032	12,582,794	12,952,107	13,611,915	14,581,319
Supplies and Services	39,371	36,672	38,678	32,578	48,498
Interfund Charges	392,061	439,330	417,705	432,282	444,890
Capital Related	8,966	0	0	0	0
Expenditures Total	**$13,043,430**	**$13,058,796**	**$13,408,490**	**$14,076,775**	**$15,074,707**
STAFFING SUMMARY					
General Fund	4.00	3.00	3.00	3.00	3.00
General Fund Civil FTE	109.00	110.00	107.00	107.00	115.00
Staffing Total	**113.00**	**113.00**	**110.00**	**110.00**	**118.00**
PERFORMANCE MEASURE SUMMARY					
Monthly median response time to high priority calls is 6.5 minutes or less	6.2	6.1	6.5	6.0	6.5

Investigations Bureau

Investigations Bureau detectives conduct criminal investigations requiring expertise beyond the generalized crimes handled by the districts. The bureau consists of several units with specialties indicated by their unit titles: Major Crimes/Homicide Unit, Economic Crimes Unit, Crimes Against Children Unit, Crime Scene Investigations Unit, and the Sex Crimes Unit. The Victim Services Unit provides on-scene and follow-up crisis intervention to victims of violent crimes. The Investigations Bureau Commander also oversees the Crime Laboratory, Community Resources Section, and the Electronic Support Section. Finally, the Bureau houses the new Crisis Response Team, which consists of specially trained officers who respond with an embedded clinician to mental health related calls. In 2020, there is a net addition of 7.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	996,434	1,032,340	1,426,345	1,040,182	1,119,128
General Fund	9,339,170	10,070,424	10,404,497	11,716,258	12,120,164
Gifts & Grants Fund	49,884	173,311	305,142	240,885	824,617
Expenditures Total	**$10,385,488**	**$11,276,075**	**$12,135,984**	**$12,997,325**	**$14,063,909**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	9,353,740	10,085,902	10,450,508	11,702,248	11,875,526
Supplies and Services	878,823	1,041,978	1,483,624	1,039,758	1,746,859
Interfund Charges	146,577	148,195	165,852	185,428	212,588
Capital Related	6,348	0	36,000	69,891	228,936
Expenditures Total	**$10,385,488**	**$11,276,075**	**$12,135,984**	**$12,997,325**	**$14,063,909**

Police

PROGRAM DETAIL

Investigations Bureau

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
Designated Revenues Fund	8.00	8.00	8.00	8.00	8.00
Designated Revenues Fund Civil FTE	0.15	0.15	0.15	0.15	0.00
General Fund	7.00	7.00	7.00	7.00	8.00
General Fund Civil FTE	63.85	64.85	69.85	69.85	76.00
Gifts & Grants Fund	0.00	0.00	0.00	1.00	1.00
Staffing Total	**79.00**	**80.00**	**85.00**	**86.00**	**93.00**

PERFORMANCE MEASURE SUMMARY					
Clear 60% or more homicide cases annually	69%	82%	60%	71%	60%

Investigative Support Section

The Investigations Support Section conducts specialized investigations and maintains criminal intelligence records. The Intelligence Unit collects and manages gang and criminal intelligence information, monitors terrorist threats, investigates organized crime, and coordinates VIP protection details. The FAST Unit (Fugitive Apprehension and Surveillance Team) is responsible for apprehending fugitives wanted by the Aurora Police Department and those wanted by other agencies that are believed to be in the City of Aurora. The Gang Intervention Unit conducts criminal investigations of criminal street gangs and their members. The CATPA Metropolitan Auto Theft Team (C-MATT) participates in the multi-agency task force formed to reduce motor vehicle theft and associated criminal enterprises in the Denver/Aurora area. In 2020, there is a net addition of 4.4 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	3,490,276	3,714,241	3,627,936	4,056,684	4,175,693
Gifts & Grants Fund	284,754	272,264	96,000	428,673	379,827
Expenditures Total	**$3,775,030**	**$3,986,505**	**$3,723,936**	**$4,485,357**	**$4,555,520**

EXPENDITURE SUMMARY BY TYPE					
Personal Services	3,609,157	3,822,877	3,573,486	4,334,604	4,407,238
Supplies and Services	39,015	42,017	31,075	28,751	33,170
Interfund Charges	126,858	121,611	119,375	122,002	115,112
Expenditures Total	**$3,775,030**	**$3,986,505**	**$3,723,936**	**$4,485,357**	**$4,555,520**

STAFFING SUMMARY					
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	28.60	27.60	27.60	27.60	29.90
Gifts & Grants Fund Civil FTE	2.40	2.40	0.00	0.00	2.10
Staffing Total	**32.00**	**31.00**	**28.60**	**28.60**	**33.00**

Police

PROGRAM DETAIL

Narcotics Section

Narcotics personnel proactively detect, investigate and suppress criminal activities related to drug activity, organized crime and vice activities. Narcotics personnel file their own cases and patrol-generated cases related to these activities. Personnel conduct investigations with other local, state, and federal agencies. There are 5.0 FTE dedicated to enforcement and compliance of all local ordinances for marijuana which include personal, medical, and retail. The Narcotics Section marijuana-related enforcement is primarily focused on illegal activity while the Marijuana Enforcement Team is focused on licensed businesses and is also responsible for investigations related to synthetic cannabinoids.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	2,504,857	2,984,970	3,178,479	3,210,245	3,373,951
Gifts & Grants Fund	38,636	25,862	62,700	691,771	951,954
Expenditures Total	**$2,543,493**	**$3,010,832**	**$3,241,179**	**$3,902,016**	**$4,325,905**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,263,196	2,713,050	2,895,931	3,014,956	3,090,929
Supplies and Services	200,893	224,635	244,819	386,818	1,160,675
Interfund Charges	79,404	73,147	100,429	92,679	74,301
Capital Related	0	0	0	407,563	0
Expenditures Total	**$2,543,493**	**$3,010,832**	**$3,241,179**	**$3,902,016**	**$4,325,905**
STAFFING SUMMARY					
General Fund	2.00	2.00	2.00	2.00	2.00
General Fund Civil FTE	20.00	17.00	22.00	22.00	22.00
Staffing Total	**22.00**	**19.00**	**24.00**	**24.00**	**24.00**
PERFORMANCE MEASURE SUMMARY					
95% of marijuana reports with investigations are initiated in three business days	99%	98%	95%	100%	95%

Operations Support Section

The Operations Support Section is comprised of highly specialized tactical support teams. The Special Weapons and Tactics (SWAT) team plans and conducts high-risk operations in support of other department units and sections. Additionally, the SWAT team responds to potentially hazardous situations to contain and resolve these incidents. The K-9 Unit provides assistance to and increases the safety of officers in the detection and apprehension of suspects, building searches, drug/contraband searches, and control of crowds.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	4,463,050	4,666,527	4,761,765	5,048,041	5,017,373
Expenditures Total	**$4,463,050**	**$4,666,527**	**$4,761,765**	**$5,048,041**	**$5,017,373**

Police

PROGRAM DETAIL

Operations Support Section

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	4,276,837	4,423,836	4,579,273	4,815,659	4,779,297
Supplies and Services	50,742	73,536	42,997	75,040	65,865
Interfund Charges	135,471	169,155	139,495	154,798	172,211
Capital Related	0	0	0	2,544	0
Expenditures Total	**$4,463,050**	**$4,666,527**	**$4,761,765**	**$5,048,041**	**$5,017,373**
STAFFING SUMMARY					
General Fund Civil FTE	36.00	35.00	35.00	35.00	35.00
Staffing Total	**36.00**	**35.00**	**35.00**	**35.00**	**35.00**
PERFORMANCE MEASURE SUMMARY					
SWAT active control of scene within two hours of request 100% of the time	67%	50%	100%	88%	100%

Regional Crime Lab

The Forensic Services Detail moved to the Unified Metropolitan Forensic Crime Lab in 2019. The Detail provides chemistry services, latent print examination, questioned document analysis, such as handwriting and counterfeiting, photographic support, firearms and tool mark examinations, forensic examination of computers, cell phones and similar devices, audio forensic examination, polygraph testing, and evidentiary video enhancement. The Crime Lab is a partnership with Douglas and Arapahoe Counties. The lab maintains digital evidence for the department and provides DNA services at its new facility. In 2020, there is a net reduction of 5.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	2,578,432	2,850,911	3,973,305	3,282,817	3,350,915
Expenditures Total	**$2,578,432**	**$2,850,911**	**$3,973,305**	**$3,282,817**	**$3,350,915**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,268,274	2,545,767	3,505,554	2,657,809	2,798,648
Supplies and Services	290,714	233,946	382,429	493,914	477,554
Interfund Charges	19,444	21,198	35,322	23,960	23,320
Capital Related	0	0	0	57,134	0
Transfers Out	0	50,000	50,000	50,000	51,393
Expenditures Total	**$2,578,432**	**$2,850,911**	**$3,973,305**	**$3,282,817**	**$3,350,915**
STAFFING SUMMARY					
General Fund	22.00	25.00	30.00	30.00	25.00
General Fund Civil FTE	2.00	2.00	3.00	3.00	3.00
Staffing Total	**24.00**	**27.00**	**33.00**	**33.00**	**28.00**

Police

PROGRAM DETAIL

Special Operations Bureau

The Special Operations Bureau Captain provides unified command and control over many of the high visibility, high liability functions in the department. Major functions include the Regional Anti-Violence Enforcement Network (RAVEN), Narcotics Section, Investigative Support Section, and the Traffic Section. In 2020, there is a net reduction of 3.4 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	272,792	296,706	320,558	140,106	70,344
General Fund	1,013,055	1,010,022	895,912	1,027,725	995,182
Gifts & Grants Fund	1,060,691	860,862	1,055,128	1,063,228	760,486
Expenditures Total	**$2,346,538**	**$2,167,590**	**$2,271,598**	**$2,231,059**	**$1,826,012**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,577,133	1,376,477	1,591,930	1,188,181	1,173,977
Supplies and Services	744,852	752,016	652,486	999,526	600,245
Interfund Charges	24,553	32,097	27,182	43,352	51,790
Capital Related	0	7,000	0	0	0
Expenditures Total	**$2,346,538**	**$2,167,590**	**$2,271,598**	**$2,231,059**	**$1,826,012**
STAFFING SUMMARY					
Designated Revenues Fund	1.00	1.00	1.00	1.00	0.00
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	6.00	7.00	5.00	5.00	5.00
Gifts & Grants Fund Civil FTE	0.00	0.00	2.40	2.40	0.00
Staffing Total	**8.00**	**9.00**	**9.40**	**9.40**	**6.00**

Traffic Section

The Traffic Section provides traffic enforcement and professional crash investigations and endeavors to positively affect motorist driving habits to reduce the number and severity of motor vehicle crashes. The section also administers traffic-related grants, coordinates and supports special events and supports VIP protection and motorcades. Units include the Motorcycle Enforcement Team (MET), DUI Unit, and Day and Night Traffic Units. In 2020, there is a net reduction of 5.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	1,649,430	1,471,879	1,825,779	23,884	0
General Fund	5,097,752	5,371,250	5,537,840	5,808,641	5,919,093
Gifts & Grants Fund	494,092	483,737	475,750	503,570	475,740
Expenditures Total	**$7,241,274**	**$7,326,866**	**$7,839,369**	**$6,336,095**	**$6,394,833**

Police

PROGRAM DETAIL

Traffic Section

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	5,706,230	6,001,351	6,266,023	5,953,406	6,061,536
Supplies and Services	1,384,927	1,172,194	1,415,563	176,098	159,861
Interfund Charges	150,117	153,321	157,783	155,471	173,436
Capital Related	0	0	0	51,120	0
Expenditures Total	**$7,241,274**	**$7,326,866**	**$7,839,369**	**$6,336,095**	**$6,394,833**
STAFFING SUMMARY					
Designated Revenues Fund	2.00	2.00	2.00	0.00	0.00
Designated Revenues Fund Civil FTE	4.00	4.00	4.00	0.00	0.00
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	40.00	43.00	42.00	43.00	42.00
Staffing Total	**47.00**	**50.00**	**49.00**	**44.00**	**43.00**

Training Section

The Training Section conducts both 15-week lateral academies and 27-week basic academies between two and four times per year. Additionally, the program conducts quarterly in-service training for all commissioned officers. The Training Section operates the firearms range and facilitates weapons qualifications for officers, and other armed city employees in addition to specialized training. Expenditures vary considerably between years due to year-to-year differences in the number, size and timing of recruit classes. New recruits are initially budgeted in the program and are moved to operational programs upon completion of training. In 2020, there is a net reduction of 11.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel and budget amendment requests.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	6,371,154	6,836,472	9,139,852	6,626,852	9,160,317
Gifts & Grants Fund	7,750	0	0	0	0
Expenditures Total	**$6,378,904**	**$6,836,472**	**$9,139,852**	**$6,626,852**	**$9,160,317**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	5,554,431	6,012,743	8,297,933	5,784,469	7,925,650
Supplies and Services	611,006	571,060	507,757	791,257	872,981
Interfund Charges	66,382	63,705	61,418	51,126	65,511
Capital Related	147,085	188,964	272,744	0	296,175
Expenditures Total	**$6,378,904**	**$6,836,472**	**$9,139,852**	**$6,626,852**	**$9,160,317**
STAFFING SUMMARY					
General Fund	2.00	2.00	2.00	2.00	2.00
General Fund Civil FTE	63.00	75.00	74.00	76.00	63.00
Staffing Total	**65.00**	**77.00**	**76.00**	**78.00**	**65.00**

Public Defender

Public Defender Website

PROGRAM SUMMARY

Public Defender

$1,550,635 15.5 FTE

*Represent indigent defendants who face a jail sentence and screen all applicants for public defender services

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**10.00**	**11.50**	**15.50**	**15.50**	**15.50**
EXPENDITURES	**897,500**	**1,041,083**	**1,382,466**	**1,382,466**	**1,550,635**

Public Defender

DESCRIPTION

The Public Defender's Office provides quality legal representation to indigent defendants who are charged with municipal ordinance violations and face the possibility of a jail sentence. The department consists of 15.5 FTE positions including ten attorneys (including the Chief Public Defender), one paralegal, one investigator and three administrative staff. Two interim Chiefs share the workload while recruiting for the Chief Public Defender.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	10.00	11.50	15.50	15.50	15.50
Personal Services	767,070	936,495	1,294,578	1,214,806	1,422,015
Supplies and Services	124,538	98,225	81,016	160,788	121,267
Interfund Charges	5,892	6,363	6,872	6,872	7,353
Expenditures Total	**$897,500**	**$1,041,083**	**$1,382,466**	**$1,382,466**	**$1,550,635**

DEPARTMENT NARRATIVE

Budget Developments for 2020
The Public Defender's Office provides high quality legal representation to indigent (in-custody or financially-qualified pursuant to the guidelines of the Colorado Supreme Court) defendants. The Public Defender's Office protects clients' rights to due process of law, a fair trial, and equal protection of the law. As the first municipal public defender's office in Colorado, the department remains an industry leader. Aurora's Public Defender's Office will serve as a model to municipalities statewide especially as recent legislation mandated every municipality, where a jail sentence is possible, to implement a public defender system by 2020. The office frequently works with other public defenders at both the municipal and state level to improve the quality of representation for all defendants.

The Public Defender Commission will appoint a Chief Public Defender to provide leadership to the department. The commission is committed to appointing a new leader that will continue to focus on providing effective representation of counsel through zealous advocacy for the continuously growing number in Aurora's community who qualify for their representation. The department will strive to meet the increasing daily demands of the courthouse by continuing to seek the most efficient internal methods of handling the application process, the growing number of cases, client contacts, and court appearances.

2019 Current-Year Department Projection
The Public Defender's Office is projected to end the year at the 2019 budgeted amount. It is expected that the Chief Public Defender position will be vacant for most of the second half of 2019. The department will need to use much of the savings from this vacancy, as well as other vacancies, to cover the pay for the two part-time interim Chief Public Defenders, fees incurred for an executive search firm, and other costs associated with the departure of the Chief Public Defender mid-year. The Public Defender's Office plans to use the remaining savings to convert case records to an electronic system, contract outside attorney services to handle appointed appeal cases, upgrade and expand the Public Defender space, as well as provide wage adjustments to align pay with tenured experience for current staff and increase entry pay for attorneys to attract and retain talented staff. If all of these items prove to be too ambitious and are not able to be achieved over the remaining months of 2019, the department will seek to appropriate the resulting 2019 savings for 2020 in a supplemental budget request.

2020 Department Budget
The 2020 budget for the Public Defender's Office is $168,200 (12.2 percent) higher than the 2019 Original Budget. This budget variance accounts for three amendments and the citywide increases for pay and benefits, as well as mandated costs such as risk charges and increasing costs for existing contracted services. The 2020 amendments will appropriate funds to cover the impact of the wage adjustments planned for August 2019, ongoing contracted attorney services to handle appointed appeal cases, and the ongoing subscription cost for the legal management software that is part of the department's 2019 conversion to electronic documentation.

The Budget Amendment Request section has additional detail on the amendments.

Public Defender

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-5,825
Compensation Adjustments	53,074
Mandated Costs	2,557
Total Base Adjustments	**$49,806**

BUDGET AMENDMENT REQUESTS

	2020			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund / New Appropriation				
Contracted Attorney Services to Handle Appointed Client Appeals	0.00	20,000	0	20,000
Program affected: Public Defender Duration: Ongoing This amendment will provide ongoing appropriation for outside attorney services to handle all appeals assigned to the Public Defender's Office. Judges often appoint the Public Defender to client appeals and appeals by the City Attorneys. This will help to alleviate workload issues that often result from the number of appeals.				
Increase Pay in the Public Defender's Office	0.00	74,363	0	74,363
Program affected: Public Defender Duration: Ongoing This amendment will provide appropriation to cover the wage adjustments planned for August 2019. After a review of current staff qualifications and their placement in the pay ranges by Human Resources, it was recommended that certain staff receive wage adjustments to align pay to tenured experience. Additionally, the department has experienced difficulty retaining talented staff. This funding will raise the entry pay by 8.2 percent to attract and retain qualified attorneys. The 2019 impact of these wage adjustments will be covered by vacancy savings.				
Legal Management Software	0.00	24,000	0	24,000
Program affected: Public Defender Duration: Ongoing This amendment will provide onging appropriation for a legal management software annual subcription. The department will be converting to an electronic case file system in 2019 that will allow them to manage cases, organize contacts and automate documents. This will allow Public Defenders to easily and securely access case files anywhere using a tablet. Necessary hardware, such as tablets and scanners, will be purchased with 2019 vacancy savings.				
New Appropriation Total	**0.00**	**118,363**	**0**	**118,363**
General Fund Total	**0.00**	**118,363**	**0**	**118,363**
Amendment Request Total All Funds	**0.00**	**118,363**	**0**	**118,363**

Public Defender

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	897,500	1,041,083	1,382,466	1,382,466	1,550,635
Expenditures Total	**$897,500**	**$1,041,083**	**$1,382,466**	**$1,382,466**	**$1,550,635**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	10.00	11.50	15.50	15.50	15.50
Staffing Total	**10.00**	**11.50**	**15.50**	**15.50**	**15.50**

PROGRAM DETAIL

Public Defender

The Public Defender's Office provides efficient, quality legal representation and acts to obtain equal justice for indigent defendants who face a possible jail sentence in the Aurora Municipal Court. In addition, the department screens all applicants to determine indigency in accordance with Colorado Supreme Court guidelines.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	897,500	1,041,083	1,382,466	1,382,466	1,550,635
Expenditures Total	**$897,500**	**$1,041,083**	**$1,382,466**	**$1,382,466**	**$1,550,635**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	767,070	936,495	1,294,578	1,214,806	1,422,015
Supplies and Services	124,538	98,225	81,016	160,788	121,267
Interfund Charges	5,892	6,363	6,872	6,872	7,353
Expenditures Total	**$897,500**	**$1,041,083**	**$1,382,466**	**$1,382,466**	**$1,550,635**
STAFFING SUMMARY					
General Fund	10.00	11.50	15.50	15.50	15.50
Staffing Total	**10.00**	**11.50**	**15.50**	**15.50**	**15.50**
PERFORMANCE MEASURE SUMMARY					
Appearances in court	12,803	15,300	17,580	23,544	28,723
Case Interviews	6,243	6,356	7,574	5,832	7,115
Cases (open and in-custody arraignments)	6,841	7,409	9,630	7,336	8,949
Cost per case	$131	$140	$144	$188	$173

Public Safety Communications

Public Safety Comm Website

PROGRAM SUMMARY

Public Safety Communications

$12,548,639 91 FTE

*Provides all Fire and Police radio communications and dispatch

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**91.00**	**91.00**	**91.00**	**91.00**	**91.00**
EXPENDITURES	**11,277,114**	**11,320,199**	**11,448,963**	**11,397,324**	**12,548,639**

Public Safety Communications

DESCRIPTION

The Public Safety Communications (PSC) Department is responsible for processing administrative, non-emergency and 911 calls and for dispatching all police and fire emergency equipment.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	91.00	91.00	91.00	91.00	91.00
Personal Services	6,328,560	6,223,304	6,880,331	6,693,692	7,409,799
Supplies and Services	154,248	248,052	26,981	161,981	26,981
Interfund Charges	160,163	173,778	186,765	186,765	200,064
Capital Related	35,159	-35,737	0	0	0
Transfers Out	4,598,984	4,710,802	4,354,886	4,354,886	4,911,795
Expenditures Total	**$11,277,114**	**$11,320,199**	**$11,448,963**	**$11,397,324**	**$12,548,639**

DEPARTMENT NARRATIVE

Budget Developments for 2020
The Public Safety Communications Department's primary goal is to ensure a safe community. For 2020, the department will continue to focus on providing exceptional customer service and meeting the new industry standard of answering 90 percent of all 911 calls within 15 seconds and 95 percent of all 911 calls within 20 seconds. In an effort to improve the overall effectiveness and efficiency, as well as to strengthen the partnerships between the Aurora Police Department (APD), Aurora Fire Rescue (AFR) and PSC, the day-to-day command and oversight of the department was transferred to APD in 2018 for an 18-month pilot period. The pilot program was successful and full operations and oversight is now under the Aurora Police Department.

The Public Safety Communications Department has been working towards reducing turnover and improving organizational structures, including position re-classifications to bring wages to a competitive level with neighboring agencies, chain of command and employee shift adjustments, and the implementation of a peer support team and wellness monitoring to help with job satisfaction and employee mental health. The department will experience the benefits of these measures in 2020 while continuing to seek innovative measures to ensure excellent customer service.

2019 Current-Year Department Projection
The 2019 projection for Public Safety Communications is under the 2019 Original Budget by $51,600 (0.5 percent) across all funds as supervisor vacancies in the General Fund are projected to offset overages caused by compensation adjustments in the E-911 Fund. Appropriation for these potential overages will be requested in the 2020 spring supplemental when 2019 expenditures are final.

2020 Department Budget
The Public Safety Communications Department's 2020 budget will be $1.1 million (9.6 percent) higher than the 2019 Original Budget. This variance is primarily driven by compensation adjustments intended to reduce communications center turnover which is expected to result in more experienced and higher-level staff. These adjustments impact both the E-911 Fund, where the majority of FTEs is housed, and also the General Fund which is to offset most of the personal services increases in the E-911 Fund through a transfer.

Public Safety Communications

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-201,304
Compensation Adjustments	730,772
Mandated Costs	13,299
Other Adjustments	556,909
Total Base Adjustments	**$1,099,676**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Enhanced E-911 Fund	4,952,516	4,708,934	5,024,868	5,100,722	5,467,456
General Fund	6,324,598	6,611,265	6,424,095	6,296,602	7,081,183
Expenditures Total	**$11,277,114**	**$11,320,199**	**$11,448,963**	**$11,397,324**	**$12,548,639**

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Enhanced E-911 Fund	73.00	75.00	75.00	75.00	75.00
General Fund	18.00	16.00	16.00	16.00	16.00
Staffing Total	**91.00**	**91.00**	**91.00**	**91.00**	**91.00**

PROGRAM DETAIL

Public Safety Communications

Provides all Fire and Police radio communications, 911 call-taking, dispatch services, and records management of incoming calls for service and dispatch communications.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Enhanced E-911 Fund	4,952,516	4,708,934	5,024,868	5,100,722	5,467,456
General Fund	6,324,598	6,611,265	6,424,095	6,296,602	7,081,183
Expenditures Total	**$11,277,114**	**$11,320,199**	**$11,448,963**	**$11,397,324**	**$12,548,639**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	6,328,560	6,223,304	6,880,331	6,693,692	7,409,799
Supplies and Services	154,248	248,052	26,981	161,981	26,981
Interfund Charges	160,163	173,778	186,765	186,765	200,064
Capital Related	35,159	-35,737	0	0	0
Transfers Out	4,598,984	4,710,802	4,354,886	4,354,886	4,911,795
Expenditures Total	**$11,277,114**	**$11,320,199**	**$11,448,963**	**$11,397,324**	**$12,548,639**

Public Safety Communications

PROGRAM DETAIL

Public Safety Communications

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
STAFFING SUMMARY					
Enhanced E-911 Fund	73.00	75.00	75.00	75.00	75.00
General Fund	18.00	16.00	16.00	16.00	16.00
Staffing Total	**91.00**	**91.00**	**91.00**	**91.00**	**91.00**
PERFORMANCE MEASURE SUMMARY					
90% of all 911 calls answered within 15 seconds	N/A	N/A	N/A	N/A	90%
90% of all monthly quality assurance audits will conform to established department standards	97%	98%	90%	98%	90%
92% of all Fire and EMS events will be initiated and dispatched to appropriate apparatus within 90 seconds	42%	64%	92%	59%	92%
95% of all 911 calls answered within 20 seconds	N/A	N/A	N/A	N/A	95%
95% of all recording requests will be filled within 36 hours of receipt during the business week	100%	100%	98%	100%	95%

Public Works

Public Works Website

PROGRAM SUMMARY

Administration

$1,320,372 — 5 FTE

*Administrative, budget, and managerial duties

Building Division

$8,106,626 — 69 FTE

*Building plans review, inspections, and permitting

Engineering Services

$6,690,564 — 58 FTE

*Design and construct CIP projects
*Review and approve civil plans
*Traffic and Facilities Engineering
*City-owned street lights

Facilities Operations

$5,391,114 — 34 FTE

*Maintenance and repair of city buildings

Parking and Mobility

$1,035,405 — 3 FTE

* Manage parking facilities
* Administer parking permit program
* Parking enforcement

Public Improvements

$1,303,581 — 14 FTE

*Permit and inspect infrastructure construction
*Review and test developer and city infrastructure projects

Public Utilities

$8,061,920 — 0 FTE

*Street light/traffic signal energy bills
*Public buildings' utility bills

Real Property Services

$1,361,550 — 14 FTE

*Property transactions involving acquisition, disposal, right-of-way, development and land surveying services

Street Operations

$8,354,868 — 94 FTE

*Maintenance of city streets
*Cleaning of city streets
*Snow removal

Traffic Operations

$2,550,398 — 24 FTE

*Install, maintain, and operate traffic control devices throughout Aurora

DEPARTMENT SUMMARY

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
REGULAR - FTE	**282.00**	**285.00**	**305.00**	**310.00**	**315.00**
EXPENDITURES	**36,717,618**	**38,074,515**	**41,911,848**	**41,825,265**	**44,176,398**

Public Works

DESCRIPTION

Public Works is responsible for providing a variety of infrastructure services to the citizens. Service divisions under the management of Public Works are: Administration, Building, Engineering, Facilities, Streets, Traffic, Real Property, Park Aurora, Public Improvement Inspections, and Materials Lab. Specific responsibilities of the department include: planning, survey, design, and construction management of capital improvement projects on behalf of the city; building plan review, inspections and permits; maintenance and cleanliness of all public streets, alleys, and municipal parking areas; maintenance and repair of city buildings; design, installation, operation, and maintenance of traffic control signals, devices, and markings; support of all city land property transactions; and to ensure that all roadway and utilities infrastructure projects are constructed to meet or exceed the city standards.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Regular - FTE	282.00	285.00	305.00	310.00	315.00
Personal Services	23,945,441	25,694,426	27,423,292	27,667,403	29,667,919
Allocated Expenses	-3,436,793	-3,789,792	-3,871,136	-4,313,140	-4,508,080
Supplies and Services	6,145,763	6,210,606	5,658,701	6,530,654	5,861,474
Utilities	7,039,251	6,813,351	8,304,102	7,402,935	8,050,300
Interfund Charges	2,813,485	2,844,698	3,063,668	3,139,923	3,239,914
Capital Related	198,151	301,226	1,333,221	1,397,490	597,871
Transfers Out	12,320	0	0	0	1,267,000
Expenditures Total	**$36,717,618**	**$38,074,515**	**$41,911,848**	**$41,825,265**	**$44,176,398**

DEPARTMENT NARRATIVE

Budget Developments for 2020
The Public Works department ensures excellent infrastructure that is well maintained and operated and is dedicated to providing excellent service to its customers.

Development activity continues to exceed expectations. The workload associated with robust development impacts the entire department, particularly Building, Engineering Plans Review, Traffic Engineering and Real Property. The 2020 budget addresses some of this impact with the activation of an additional 3.0 FTE related to development review processes.

Recruitment and retention of high-quality staff has been challenging due to the competitive labor market. Vacancies in key positions, particularly in Engineering and Street Operations, compound the struggles associated with the unprecedented workload level. This challenge is expected to continue in 2020.

Development near the outer reaches of the city's boundaries makes it difficult to respond to all areas of the city during severe weather. Therefore, the 2020 budget will fund the purchase of one additional snow plow as well as equipment replacement for some items nearing end-of-life.

New development and the Aurora Line light rail have and will continue to drastically change the traffic patterns in the city. The traffic system demands significant attention throughout the year from the Traffic Engineering, Transportation Engineering, and Traffic Operations teams. The 2020 budget will allow for the purchase of traffic modeling software that will assist in the evaluation of traffic signal system interaction.

Capital projects will continue to demand a great deal of staff time in 2020. Staff will manage the multi-year Transportation Priority Projects program which has several projects expected to be under construction in 2020 including: Alameda and Airport intersection improvements; Colfax and Peoria intersection improvements; and 32nd Avenue and Airport Boulevard. Public Works will also manage design of partner projects with the Southeast Aurora Regional Improvement Authority (SARIA) such as Gun Club Road Improvements; Gartrell Road Improvements; and Aurora Parkway Extension. Lastly, several multi-year projects funded by Transportation Improvement Programs (TIP) through Denver Regional Council of Governments (DRCOG) will begin in 2020/2021.

Public Works

DEPARTMENT NARRATIVE

Additional highlights of the 2020 capital program will include: routine street maintenance and repair; city building physical security improvements; citywide Americans with Disabilities Act (ADA) needs assessment; traffic calming and roadway safety improvements; Northwest Aurora Mobility and Access Improvement project implementation; and project management for design of Southeast Recreation Center and Phase One Southeast Area Maintenance (SEAM) Facility.

2019 Current-Year Department Projection
The Public Works projection for 2019 is $86,600 (0.2 percent) less than the 2019 Original Budget. Savings in electricity and maintenance costs in the public lighting program ($1.1 million) were offset by increased expenses in the Development Review Fund ($962,400) and the Parking and Mobility Fund ($89,500). Key contributors to the overage in the Development Review Fund are related to meeting response times to citizens and the development community and include: additional staff, contracted roof inspections, overhires, and staff overtime. Expenses in the Parking and Mobility Fund are projected to end the year higher than the 2019 Original Budget due to higher costs for contracted services; however, this increase is more than offset by higher than budgeted revenues. Supplementals will be required in these funds.

2020 Department Budget
The 2020 budget is $2.3 million higher (5.4 percent) than the 2019 Original Budget. Several adjustments to the 2020 budget help ensure that the department can continue to focus on providing excellent infrastructure and a high level of service to both internal and external customers while also addressing citywide priorities around security, ADA compliance, and sustainability. These adjustments include:

• Physical Security - Funding will be provided for 1.0 FTE Physical Security Manager to manage the physical security for city-owned buildings. The position will also manage and implement projects to enhance security; the 2020 budget includes one-time funding for the first of several high priority projects recommended by the Physical Security Steering Committee.

• Winter Operations Equipment Purchase - In order to better respond to all areas of the city during severe weather events, funding will be provided to purchase one snow plow. Additionally, one-time funding will be provided for small equipment replacement for items such as inserts, tanks and spreaders.

• Development Review - To serve our development customers better, 3.0 FTE will be activated in the Development Review Fund. These positions will include: 1.0 FTE Project Coordinator to assist applicants with the transfer of their submittals from computer-aided design (CAD) to geographic information system (GIS) files; 1.0 FTE Permit Center Supervisor to oversee permit counter processes and ensure customer services performance measures are achieved; and 1.0 FTE Project Engineer to assist in the review of development applications.

• Sustainability - As recommended by a recent internal audit, the 2020 budget will add 1.0 FTE Sustainability and Energy Management Engineer to evaluate opportunities for improving resource use in our public buildings. The position's initial focus will be to evaluate energy and water usage, identify improvements, and manage projects to improve sustainability.

• Engineering - The 2020 budget provides funds for the purchase of two VISSIM software licenses. VISSIM is a traffic modeling software that will assist in the evaluation of traffic signal system interaction, particularly with the light rail system. Funding will also be appropriated for the purchase of an additional vehicle to monitor projects in the field and investigate/respond to citizen inquiries.

• ADA Assessment - The 2020 budget adds $1.0 million in funding for a study to evaluate and prioritize ADA needs throughout the city such as sidewalk, signal, and curb ramps.

The extraordinary development that is occurring throughout the city provides great opportunities for Public Works as well as some staffing and workload challenges. With the 2020 budget, the department remains dedicated to providing excellent service to its customers.

BASE ADJUSTMENTS

Base Adjustments	2020
Prior Year One Times	-1,232,350
Compensation Adjustments	1,066,642
Mandated Costs	111,417
Total Base Adjustments	**($54,291)**

Public Works

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
Development Review Fund / New Appropriation				
Activate and Fund 5.0 FTE Across Various Departments in the Development Review Fund	3.00	284,600	0	284,600
Program affected: Various Duration: Ongoing Management requests the activation of five of the designated Non-Departmental FTE positions to meet the workload demands across the Development Review divisions, including 1.0 FTE in Office of Development Assistance, 1.0 FTE in Planning, and 3.0 FTE in Public Works / Engineering Division and Building Division. The current workload numbers indicate that an increase over historic averages will be seen in these divisions. When projections were being done for 2019, staff was anticipating a leveling or even a slight decline in development activity. However, based on the first two quarters of 2019, there has been an increase in most areas over 2018. This request was approved at the July 10, 2019 Planning & Economic Development Policy Committee Meeting.				
New Appropriation Total	**3.00**	**284,600**	**0**	**284,600**
Development Review Fund Total	**3.00**	**284,600**	**0**	**284,600**
General Fund / New Appropriation				
Add 1.0 FTE Sustainability and Energy Management Engineer	1.00	128,335	0	128,335
Program affected: Engineering Services Duration: $121,335 Ongoing, $7,000 One-time A recent internal audit recommended adding a position to assist in oversight and management of energy usage in city buildings. This amendment will add 1.0 FTE Sustainability and Energy Management Engineer to evaluate usage, identify improvements, and manage projects to achieve sustainability goals.				
Add Funding for Security Projects and 1.0 FTE Physical Security Manager	1.00	424,106	0	424,106
Program affected: Engineering Services Duration: $135,106 Ongoing, $289,000 One-time Creation of a position to manage physical security for all city-owned buildings and property was rated as the top priority by the Physical Security Steering Committee (PSSC). This amendment will provide funding for 1.0 FTE Physical Security Manager and will also transfer $267,000 to the Capital Projects Fund to replace exterior locks at Aurora Municipal Center (AMC) with card readers which was a high priority recommendation of the PSSC.				
Americans with Disbilities Act (ADA) Citywide Assessment	0.00	1,000,000	0	1,000,000
Program affected: Engineering Services Duration: One-time This amendment appropriates funding for a transfer to the Capital Projects Fund to do a study to evaluate and prioritize ADA needs throughout the city, such as sidewalk, signal, and curb ramp compliance. Remaining funds will be used for design, and potentially, implementation of priority recommendations.				

Public Works

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2020 FTE	2020 Budget	2020 Revenue	2020 Net
General Fund / New Appropriation				
Traffic Modeling Software Licenses and Support Vehicle	0.00	106,800	0	106,800
Program affected: Engineering Services Duration: $8,800 Ongoing, $98,000 One-time This amendment will provide funding for the purchase of two VISSIM software licenses and the associated annual maintenance. VISSIM is a traffic modeling software that will assist in the evaluation of traffic signal system interaction, particularly with the light rail system. Funding will also be appropriated for the purchase of an additional vehicle to be shared among the Transportation Delivery, Facilities Project Delivery, and Traffic Engineering groups. There are currently not enough vehicles to monitor projects in the field and investigate/respond to citizen inquiries due to the record level of projects occurring and the expansive area of the city. City vehicles are required for these site visits due to the need for special safety equipment such as light bars.				
Winter Operations Equipment Purchase	0.00	375,000	0	375,000
Program affected: Street Operations Duration: One-time Due to the expansive nature of the city's boundaries, Public Works has difficulty responding to all areas of the city during winter operations, especially during heavier snow events. This request will add $275,000 for one snow plow to assist in responding to severe weather. This request will also add $100,000 for one-time equipment replacement for items that are not part of the fleet replacement program such as inserts, tanks, and spreaders.				
New Appropriation Total	**2.00**	**2,034,241**	**0**	**2,034,241**
General Fund Total	**2.00**	**2,034,241**	**0**	**2,034,241**
Amendment Request Total All Funds	**5.00**	**2,318,841**	**0**	**2,318,841**

EXPENDITURE SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Designated Revenues Fund	9,399	5,661	23,076	23,076	23,076
Development Review Fund	9,344,752	10,598,492	10,214,571	11,176,937	10,858,068
General Fund	26,554,207	26,552,015	30,627,436	29,489,017	32,259,849
Parking and Mobility Fund	809,260	918,347	1,046,765	1,136,235	1,035,405
Expenditures Total	**$36,717,618**	**$38,074,515**	**$41,911,848**	**$41,825,265**	**$44,176,398**

Public Works

STAFFING SUMMARY BY FUND

Fund	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Development Review Fund	73.00	76.00	88.00	88.00	91.00
General Fund	208.00	206.00	214.00	219.00	221.00
Parking and Mobility Fund	1.00	3.00	3.00	3.00	3.00
Staffing Total	**282.00**	**285.00**	**305.00**	**310.00**	**315.00**

PROGRAM DETAIL

Administration

The Administration Program prepares and manages the department budgets; prepares contract documents; processes contract payments, requisitions, and other financial transactions; and provides administrative and clerical services to divisions via a pool of three employees. Approximately half of this program's funding is Risk Management charges for the department. The Director, Business Services Manager, and Parking Magistrates are also included in this program.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,256,297	1,189,892	1,231,881	1,350,649	1,320,372
Expenditures Total	**$1,256,297**	**$1,189,892**	**$1,231,881**	**$1,350,649**	**$1,320,372**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	520,530	544,078	556,555	670,397	597,335
Allocated Expenses	0	-164,508	-172,570	-172,570	-185,707
Supplies and Services	13,286	26,318	5,084	10,051	5,084
Interfund Charges	722,481	784,004	842,812	842,771	903,660
Expenditures Total	**$1,256,297**	**$1,189,892**	**$1,231,881**	**$1,350,649**	**$1,320,372**
STAFFING SUMMARY					
General Fund	5.00	5.00	5.00	5.00	5.00
Staffing Total	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**

Building Division

The Building Division issues permits; inspects residential and commercial construction and remodel projects for compliance with adopted building codes; conducts all site development and construction plan reviews; and administers contractor and supervisor licensing. The 1.0 FTE increase in 2020 is discussed in the Budget Amendment Request section.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Development Review Fund	7,895,561	8,470,026	7,732,538	8,599,752	8,106,626
Expenditures Total	**$7,895,561**	**$8,470,026**	**$7,732,538**	**$8,599,752**	**$8,106,626**

Public Works

PROGRAM DETAIL

Building Division

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	6,729,405	7,218,804	6,827,790	7,392,581	7,183,994
Supplies and Services	987,182	1,106,473	728,867	1,009,322	728,867
Utilities	959	916	0	0	0
Interfund Charges	104,013	100,641	100,881	122,849	118,765
Capital Related	74,002	43,192	75,000	75,000	75,000
Expenditures Total	**$7,895,561**	**$8,470,026**	**$7,732,538**	**$8,599,752**	**$8,106,626**
STAFFING SUMMARY					
Development Review Fund	61.00	61.00	68.00	68.00	69.00
Staffing Total	**61.00**	**61.00**	**68.00**	**68.00**	**69.00**
PERFORMANCE MEASURE SUMMARY					
90% of calls are answered within the established standard of 30 seconds or less	85%	96%	90%	95%	90%
Complete 90% of the building inspections on the day requested	98%	98%	90%	99%	90%
Complete review of building plans within established timeframes 90% of the time	90%	99%	90%	98%	90%

Engineering Services

Engineering Services plans, designs, constructs, and manages capital improvement, utilities, intersection, Transportation Improvement Program (TIP), facilities, and fence projects for Public Works and various departments. This function also maintains record drawings and reports for infrastructure. The Development Review Fund function of Engineering Services reviews and approves the civil engineering plans. Traffic engineering requests are varied and include: evaluating need for traffic signs and signals to address hazards; reviewing signal timing to improve flow; addressing school traffic concerns; coordinating construction detours and lane closures; collecting traffic volume count data; approving oversize/overweight vehicle permits; special use permits; sign permits; addressing Council requests; and coordinating with other jurisdictions on traffic improvement projects. During the 2019 Spring Supplemental, 5.0 FTE were added to manage capital projects. The 3.0 FTE increase in 2020 is discussed in the Budget Amendment Request section.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Development Review Fund	1,449,191	2,128,466	2,482,033	2,577,185	2,751,442
General Fund	2,431,066	2,165,875	2,285,673	1,879,285	3,939,122
Expenditures Total	**$3,880,257**	**$4,294,341**	**$4,767,706**	**$4,456,470**	**$6,690,564**

Public Works

PROGRAM DETAIL

Engineering Services

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	4,504,757	5,052,603	5,852,107	5,712,895	6,908,529
Allocated Expenses	-863,460	-1,188,828	-1,277,815	-1,817,757	-1,820,877
Supplies and Services	193,442	408,086	169,005	526,697	184,525
Utilities	264	0	0	0	0
Interfund Charges	21,024	23,080	24,409	34,635	29,387
Capital Related	24,230	-600	0	0	122,000
Transfers Out	0	0	0	0	1,267,000
Expenditures Total	**$3,880,257**	**$4,294,341**	**$4,767,706**	**$4,456,470**	**$6,690,564**
STAFFING SUMMARY					
Development Review Fund	12.00	15.00	20.00	20.00	22.00
General Fund	30.00	30.00	30.00	35.00	36.00
Staffing Total	**42.00**	**45.00**	**50.00**	**55.00**	**58.00**
PERFORMANCE MEASURE SUMMARY					
Complete 90% of citizen traffic requests within the standard 2 week timeframe	93%	91%	90%	90%	90%
Complete 90% of DRCOG TIP projects within contract time and budget	87%	90%	90%	90%	90%
Complete 90% of non-DRCOG TIP projects within contract time and budget	72%	78%	90%	80%	90%
Complete 95% of Traffic Control Plan (TCP) reviews within the 5 business day working window	98%	97%	95%	98%	95%
Complete review of civil plans within established time frames 95% of the time	92%	83%	95%	75%	95%

Facilities Operations

Facilities Operations provides preventive maintenance and minor repair services for more than 130 city buildings in a full range of trade areas to include HVAC, electrical, plumbing, and carpentry needs. It also manages multiple service contracts including custodial services, waste management and specialty labor/trades services. This program is included within the Operations Division.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	5,458,284	5,113,946	5,147,868	5,097,088	5,391,114
Expenditures Total	**$5,458,284**	**$5,113,946**	**$5,147,868**	**$5,097,088**	**$5,391,114**

Public Works

PROGRAM DETAIL

Facilities Operations

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,460,248	2,485,831	2,651,409	2,585,767	2,731,739
Supplies and Services	2,946,678	2,569,697	2,443,159	2,424,353	2,603,092
Utilities	0	5,996	0	0	0
Interfund Charges	50,798	52,143	53,300	54,792	56,283
Capital Related	560	279	0	32,176	0
Expenditures Total	**$5,458,284**	**$5,113,946**	**$5,147,868**	**$5,097,088**	**$5,391,114**
STAFFING SUMMARY					
General Fund	34.00	34.00	34.00	34.00	34.00
Staffing Total	**34.00**	**34.00**	**34.00**	**34.00**	**34.00**
PERFORMANCE MEASURE SUMMARY					
Complete 80% of scheduled preventative maintenance services on all equipment within the designated period	83%	83%	80%	80%	80%
Custodial contract services meet or exceed minimum performance requirements in 90% of all facility inspections	90%	96%	90%	95%	90%
Overall customer satisfaction of 95% on surveys sent for completed work orders	98%	98%	95%	95%	95%

Parking and Mobility

The Parking and Mobility Program, known as Park Aurora, was developed in 2015. The program manages parking garages and on-street parking facilities; administers neighborhood and commuter parking permits; enforces parking rules and regulations; and helps identify and coordinate mobility enhancement opportunities throughout the city.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Parking and Mobility Fund	809,260	918,347	1,046,765	1,136,235	1,035,405
Expenditures Total	**$809,260**	**$918,347**	**$1,046,765**	**$1,136,235**	**$1,035,405**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	124,542	287,809	295,250	300,003	281,288
Supplies and Services	680,663	625,407	748,224	830,282	748,224
Interfund Charges	4,055	5,131	3,291	5,950	5,893
Expenditures Total	**$809,260**	**$918,347**	**$1,046,765**	**$1,136,235**	**$1,035,405**
STAFFING SUMMARY					
Parking and Mobility Fund	1.00	3.00	3.00	3.00	3.00
Staffing Total	**1.00**	**3.00**	**3.00**	**3.00**	**3.00**

Public Works

PROGRAM DETAIL

Parking and Mobility

PERFORMANCE MEASURE SUMMARY	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Fulfill 90% of parking permit requests within 5 business days	99%	99%	90%	99%	90%
Process 90% of administrative (initial) parking citation disputes within 3 business days	99%	99%	90%	98%	90%
Respond to citizen enforcement requests within 24 hours 90% of the time	96%	99%	90%	98%	90%
Respond to citizen inquires within 24 hours 90% of the time (excl. weekends and holidays)	N/A	N/A	90%	95%	90%

Public Improvements

The Public Improvements Program has two main functions: Public Improvements and Materials Testing Lab. The Public Improvement function permits, inspects, and warranties developer infrastructure in new construction, including asphalt and concrete roadways, curb and gutter, walks, crosspans, and curb ramps. Resources permitting, this division may also inspect the repair, replacement, maintenance and restoration operations for dry utilities, such as phone, power, cable, gas and fiber optic lines. The Materials Lab provides technical support and prepares subsurface soils investigations for city improvement projects in Public Works, PROS, Aurora Water, and Building Maintenance; provides testing and qualification of soils, concrete, and asphalt used in city repair, utility replacement, and maintenance operations; and reviews testing of and qualifies materials used in developer infrastructure improvements. This program is included within the Engineering Services Division.

EXPENDITURE SUMMARY BY FUND	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	1,160,462	1,205,360	1,321,476	1,309,620	1,303,581
Expenditures Total	**$1,160,462**	**$1,205,360**	**$1,321,476**	**$1,309,620**	**$1,303,581**

EXPENDITURE SUMMARY BY TYPE	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Personal Services	1,187,432	1,266,084	1,336,704	1,344,286	1,399,748
Allocated Expenses	-236,448	-199,368	-205,716	-205,716	-212,980
Supplies and Services	135,791	93,577	72,946	67,315	72,946
Interfund Charges	44,647	45,067	57,542	43,746	43,867
Capital Related	29,040	0	60,000	59,989	0
Expenditures Total	**$1,160,462**	**$1,205,360**	**$1,321,476**	**$1,309,620**	**$1,303,581**

STAFFING SUMMARY					
General Fund	14.00	14.00	14.00	14.00	14.00
Staffing Total	**14.00**	**14.00**	**14.00**	**14.00**	**14.00**

Public Works

PROGRAM DETAIL

Public Improvements

PERFORMANCE MEASURE SUMMARY	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Complete 95% of Certificate of Occupancy inspections within the established time frame	95%	94%	95%	92%	95%
Complete 95% of specified city requirement for materials testing on all assigned capital improvement projects	87%	90%	95%	90%	95%
Complete 95% review of development testing for extension agreements and right of way improvements within 2 business days of receiving testing results	81%	90%	95%	85%	95%
Perform 95% or more of inspections within 24 hours of request	83%	83%	95%	85%	95%

Public Utilities

This program includes both the Public Building Utilities and the Public Lighting functions. The program funds the monthly water/sewer, gas and electricity charges for all public buildings as well as the energy charges for all street lights and traffic signals. It also covers non-routine street light maintenance costs (e.g. cut underground wires, knock downs, etc.).

EXPENDITURE SUMMARY BY FUND	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
General Fund	7,133,607	6,897,910	8,296,502	7,698,585	8,061,920
Expenditures Total	**$7,133,607**	**$6,897,910**	**$8,296,502**	**$7,698,585**	**$8,061,920**

EXPENDITURE SUMMARY BY TYPE	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Supplies and Services	31,686	95,214	0	199,050	19,520
Utilities	7,035,197	6,802,696	8,296,502	7,399,535	8,042,400
Capital Related	54,404	0	0	100,000	0
Transfers Out	12,320	0	0	0	0
Expenditures Total	**$7,133,607**	**$6,897,910**	**$8,296,502**	**$7,698,585**	**$8,061,920**

Public Works

PROGRAM DETAIL

Real Property Services

The Real Property Services Program conducts transactions on land acquisition and real estate for special projects for all city departments as well as land disposal, land surveying, and leases for the city. Tasks include negotiations; condemnation support; appraisal procurement; consultant management; licenses and revocable permit processing; title work closing; environmental assessment; demolition and relocation; and technical review of land development plans that includes land records, mathematical calculations, survey data, building permits, review of subdivision plats and site plans, annexations, street vacations, easement dedications and releases, and recording of documents. The program also supports the city with development of property inventory and maintenance of property records.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	1,063,114	1,247,598	1,329,260	1,306,750	1,361,550
Expenditures Total	**$1,063,114**	**$1,247,598**	**$1,329,260**	**$1,306,750**	**$1,361,550**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,178,454	1,176,604	1,258,368	1,198,860	1,290,697
Allocated Expenses	-147,804	0	0	0	0
Supplies and Services	21,303	34,011	62,283	101,417	62,283
Interfund Charges	8,868	8,281	8,609	6,473	8,570
Capital Related	2,293	28,702	0	0	0
Expenditures Total	**$1,063,114**	**$1,247,598**	**$1,329,260**	**$1,306,750**	**$1,361,550**
STAFFING SUMMARY					
General Fund	14.00	14.00	14.00	14.00	14.00
Staffing Total	**14.00**	**14.00**	**14.00**	**14.00**	**14.00**
PERFORMANCE MEASURE SUMMARY					
Complete 80% of Building Permit Review within the assigned deadline	N/A	75%	80%	82%	80%
Complete 80% of Easement Releases within the assigned deadline	N/A	86%	80%	90%	80%
Complete 80% of Site Plan Review within the assigned deadline	N/A	66%	80%	65%	80%
Complete 80% of Subdivision Plat Review within the assigned deadline	N/A	78%	80%	80%	80%

Public Works

PROGRAM DETAIL

Street Operations

The Street Operations Program provides two key functions: Street Maintenance and Street Sweeping. The Street Maintenance function provides for maintenance of all public streets, sidewalks, alleys and municipal parking areas in the city; pavement repairs include patching, milling, and overlays; concrete infrastructure maintenance on streets, including curbs, gutters and sidewalks; installation of handicap ramps in compliance with the Americans with Disabilities Act; gravel surface and shoulder maintenance on rural roads; and routine maintenance including alley grading and pothole repair. This program also performs snow removal. The Street Sweeping function provides for cleaning of all public streets, sidewalks, paved alleys and municipal parking lots in the city. Routine street cleaning maintains the overall appearance of the city and is required for regional air and water quality. Compliance with the Regional Air Quality Management Plan requires commitment to a regular frequency of street sweeping, especially during the winter months. Street cleaning is also a requirement of the stormwater permit for the city and is reported annually as part of regulatory compliance. The 1.0 FTE increase in 2020 is discussed in the Budget Amendment Request section.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	9,399	5,661	23,076	23,076	23,076
General Fund	5,877,202	6,478,600	8,572,115	8,395,214	8,331,792
Expenditures Total	**$5,886,601**	**$6,484,261**	**$8,595,191**	**$8,418,290**	**$8,354,868**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	5,553,706	5,900,750	6,842,365	6,545,554	7,374,850
Allocated Expenses	-2,189,081	-2,237,088	-2,215,035	-2,117,097	-2,288,516
Supplies and Services	799,925	924,634	966,076	993,030	966,076
Utilities	2,831	3,743	7,600	3,400	7,900
Interfund Charges	1,719,220	1,688,440	1,821,835	1,871,053	1,919,558
Capital Related	0	203,782	1,172,350	1,122,350	375,000
Expenditures Total	**$5,886,601**	**$6,484,261**	**$8,595,191**	**$8,418,290**	**$8,354,868**
STAFFING SUMMARY					
General Fund	87.00	85.00	93.00	93.00	94.00
Staffing Total	**87.00**	**85.00**	**93.00**	**93.00**	**94.00**
PERFORMANCE MEASURE SUMMARY					
Investigate 90% of requests for concrete repairs and street rehabilitation within three days and respond to caller within four days	100%	100%	90%	95%	90%
Respond to and repair 90% of pothole requests within 24 hours	98%	100%	90%	90%	90%

Public Works

PROGRAM DETAIL

Traffic Operations

The Traffic Operations Program provides for the installation and maintenance of traffic control devices on public streets throughout Aurora. This includes traffic signs, pavement markings, traffic signals and flashing beacons for school zones. This program also provides for the operation of the central traffic signal system and associated communications equipment. This program is included within the Operations Division.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
EXPENDITURE SUMMARY BY FUND					
General Fund	2,174,175	2,252,834	2,442,661	2,451,826	2,550,398
Expenditures Total	**$2,174,175**	**$2,252,834**	**$2,442,661**	**$2,451,826**	**$2,550,398**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,686,367	1,761,863	1,802,744	1,917,060	1,899,739
Supplies and Services	335,807	327,189	463,057	369,137	470,857
Interfund Charges	138,379	137,911	150,989	157,654	153,931
Capital Related	13,622	25,871	25,871	7,975	25,871
Expenditures Total	**$2,174,175**	**$2,252,834**	**$2,442,661**	**$2,451,826**	**$2,550,398**
STAFFING SUMMARY					
General Fund	24.00	24.00	24.00	24.00	24.00
Staffing Total	**24.00**	**24.00**	**24.00**	**24.00**	**24.00**
PERFORMANCE MEASURE SUMMARY					
Respond to reported missing traffic signs within 30 minutes during regular business hours and within 60 minutes outside of business hours 90% of the time	79%	93%	90%	95%	90%
Respond to reported traffic signal malfunctions within 30 minutes during regular business hours and within 60 minutes outside of business hours 95% of the time	94%	96%	95%	96%	95%

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City of Aurora, Colorado

2020 OPERATING AND CAPITAL IMPROVEMENT BUDGET

CAPITAL IMPROVEMENT PROGRAM

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Capital Improvement Program

This section presents detailed information on the Capital Improvement Program (CIP) budget for the city and includes:

- An overview of the CIP;
- The five-year plan for the Capital Projects Fund;
- A summary of the CIP five-year budget plan for each fund;
- The Capital Improvement Program, excluding Aurora Water;
- The Aurora Water Capital Improvement Program;
- A listing of budget adjustments to capital projects in all funds (Capital Program Amendments Detail), and,
- Detailed information on non-routine project pages.

Data for the years 2018 through 2024 are presented. The 2018 data represents carryforward appropriations reconciled to the city's Comprehensive Annual Financial Report. The 2019 data represent an estimate of how the 2019 budget will end the year. The 2020 figures represent the city's capital budget. All 2021 through 2024 numbers represent planned future expenditures that are part of a balanced five-year Capital Improvement Program.

Additional information on the Capital Improvement Program is included in other sections of the 2020 Adopted Budget book. The additional information that can be found outside of the CIP section includes:

- Section B: Executive Summary
    - The CIP Summary by fund and department, 2017-2024
    - The Capital Amendments Summary by fund and department
- Section I: Appendicies
    - The Building Repair Subfund five-year project detail
    - The Parks and Open Space five-year project detail
    - The Aurora Water five-year project detail

Capital Improvement Program Overview

The City of Aurora's five-year Capital Improvement Program (CIP) identifies the capital needs of the city and allocates existing funds and projected revenues for projects of $25,000 or more. All projects must have a long-term benefit of at least five years. The CIP funds:

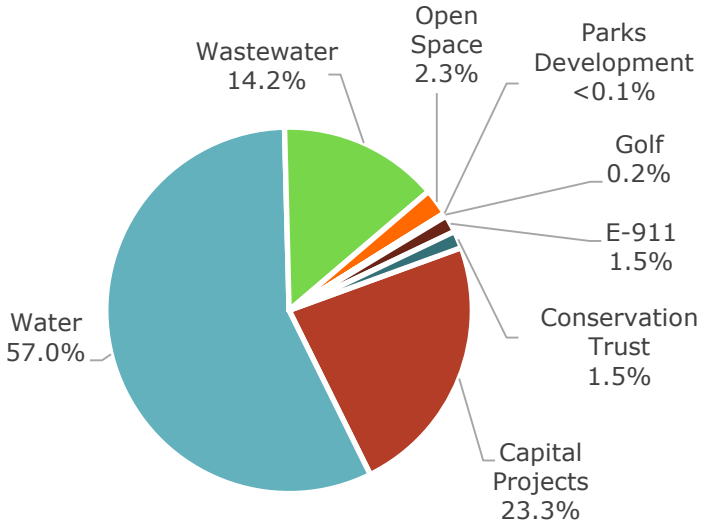
- Public facilities construction, remodeling, and renovation;
- Street overlay and reconstruction;
- Major water and wastewater infrastructure projects;
- Park land acquisition, development, and improvements;
- Major facilities repair and enhancement;
- Technology improvements and infrastructure;
- Traffic signal installation;
- Major equipment purchases; and
- Art in Public Places.

The CIP functions as a capital-spending plan for all five years. The CIP is updated annually as part of the budget process. It includes appropriations to support approved capital projects for the current budget year and reflects the input received from citizens and staff. It also contains appropriations for new projects and any requests to revise prior year appropriations, as shown in the Capital Program amendments table. Unlike the operating budget, which authorizes expenditures for only one fiscal year, capital budget appropriations are multi-year and continue until the project is completed or changed by City Council.

OVERVIEW OF FUNDS ASSOCIATED WITH THE CIP

There are multiple funds in the city that include at least some expenditures associated with the CIP. Chart 1 represents the breakdown of projects by fund over the 2020 to 2024 five-year plan. Some of these funds also include annual operating appropriations. Listed below is a brief description of the funds associated with the CIP.

Chart 1. Capital Improvement Projects by Fund – Five-Year Plan



- ***Capital Projects Fund.*** The Capital Projects Fund (CPF) provides for general government infrastructure and facilities including streets, information

systems and facilities. The broad purpose of the CPF makes it a key resource in achieving many of the city's strategies for growth and maintenance of city facilities and infrastructure. The CPF accounts for 23.3 percent of the CIP five-year plan.

- ***Conservation Trust Fund.*** Pursuant to Colorado law, the Conservation Trust Fund (CTF) is used for the acquisition, development, and maintenance of new conservation sites or for recreation-related capital improvements or maintenance to public sites. The primary source of revenue for the CTF is lottery proceeds distributed by the State of Colorado. The CTF accounts for 1.5 percent of the CIP five-year plan.

- ***Enhanced E-911 Fund.*** The Enhanced E-911 Fund provides for the acquisition, development and maintenance of emergency communication systems, including the 800-megahertz (MHz) communication system. The primary source of revenue for the Enhanced E-911 Fund is the emergency telephone surcharge. The Enhanced E-911 Fund accounts for 1.5 percent of the CIP five-year plan.

- ***Gifts and Grants Fund.*** The Gifts and Grants Fund accounts for gifts and grants to the city from other governments or from private parties where the size or duration of the funding source does not warrant establishing a separate fund. There are currently no anticipated projects in the five-year plan.

- ***Golf Courses Fund.*** The Golf Courses Fund is an enterprise fund that provides for the operation and maintenance of city-owned and/or operated golf courses. The Golf Courses Fund accounts for 0.2 percent of the CIP five-year plan.

- ***Open Space Fund.*** The Open Space Fund (OSF) was created in 2011, combining the Arapahoe County Open Space Fund (ArCo Fund) and the Adams County (AdCo) projects. It provides for the acquisition, development and maintenance of parks and open space in the city. The primary source of revenue for the Open Space Fund is a one quarter of one percent Arapahoe County Open Space sales and use tax. The OSF accounts for 2.3 percent of the CIP five-year plan.

- ***Parks Development Fund.*** The Parks Development Fund (PDF) provides for land acquisition and park construction within specific areas determined by the funding source. The primary source of funding is developer contributions. The Parks Development Fund accounts for less than 0.1 percent of the CIP five-year plan.

- ***Wastewater Fund.*** The Wastewater Fund is an enterprise fund that provides for the systems and operations used in treating and disposing of wastewater from the sanitary sewer and storm drain systems in the city. Wastewater projects account for 14.2 percent of the five-year CIP.

- ***Water Fund.*** The Water Fund is an enterprise fund that provides for the acquisition of water and water rights as well as for the operation and maintenance of water plants, distribution systems and infrastructure. Water Fund projects are 57.0 percent of the five-year CIP.

FINANCIAL OVERVIEW OF THE CAPITAL IMPROVEMENT PLAN

Annual capital appropriations from all the city funds are projected to reach $188.0 million in 2019, while a grand total of $1.0 billion in capital projects is projected or planned between 2020 and 2024. The plan for each fund and major changes are discussed in the following sections.

Capital Projects Fund (CPF)

History of the CPF

The 2020-2024 five-year plan totals $240.9 million. This is $40.4 million (20.2 percent) more than the 2019-2023 five-year plan, as shown in Chart 2.

Chart 2. CPF Five-Year Plan by Year

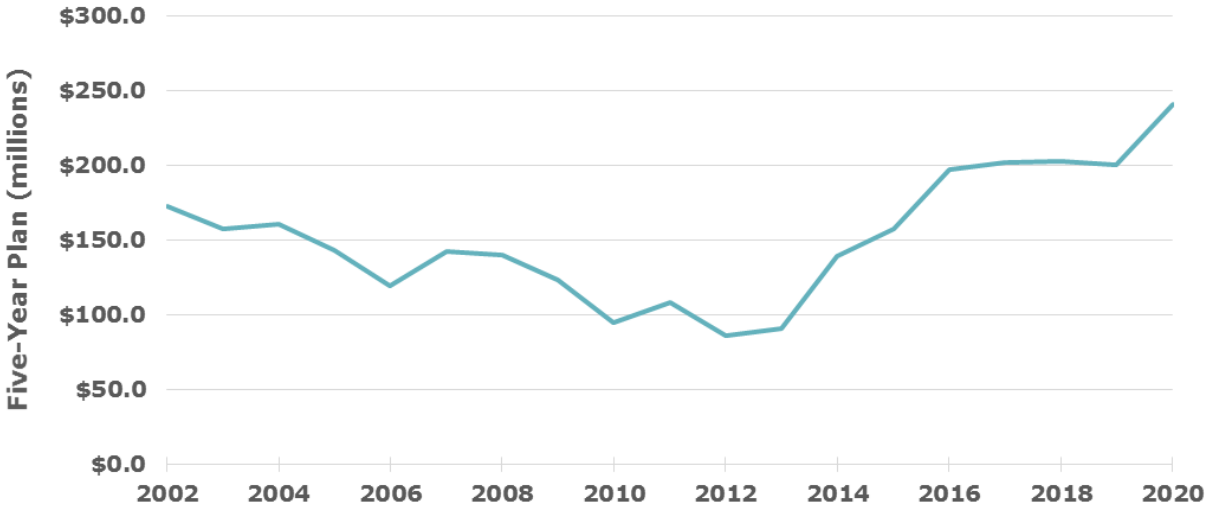


Table 1 illustrates the spending in the CPF and Building Repair Fund (BRF) by department during three recent five-year plan cycles and breaks out some of the more significant expenditure lines. The BRF costs have been added to the CPF to create an apples-to-apples comparison, since all costs are now part of the CPF. The table shows the increase in capital spending, especially compared to the relatively lean earlier five-year plans. CPF spending is $145.7 million (153.0 percent) more than the five-year plan from 2010-2014, the low point of the fund. Public Works has the majority of the increase, accounting for $102.5 million of the increase, restoring some of the cuts of prior years. The majority of the increase went into street asphalt overlay, which is up $38.0 million (103.5 percent) from the 2010 plan. This illustrates the drastic variances that can occur in recessionary times compared to growth times.

Table 1. CPF/BRF Five Year Plan History

	Five-Year plan (millions)			$ Change 2010 to 2020	% Change 2010 to 2020
	2010-2014	2015-2019	2020-2024		
Total Five-Year CPF/BRF	**$ 95.2**	**$ 157.4**	**$ 240.90**	**$ 145.70**	**153.0%**
Finance	**$ 0.6**	**$ 0.8**	**$ 1.0**	**$ 0.4**	**66.7%**
Direct Costs	0.6	0.7	1.0	0.4	66.7%
Fire	**$ 0.0**	**$ 5.5**	**$ 10.4**	**$ 10.4**	**N/A**
General Management	**$ 2.1**	**$ 2.1**	**$ 2.3**	**$ 0.2**	**9.5%**
Direct Costs	2.1	2.1	2.3	0.2	9.5%
Information Technology	**$ 9.0**	**$ 8.1**	**$ 2.1**	**$ (6.9)**	**-76.7%**
Non-Departmental	**$ 0.4**	**$ 11.3**	**$ 30.5**	**$ 30.1**	**7,525.0%**
Art in Public Places	0.4	1.4	1.5	1.1	275.0%
Transfers/Debt Service*	-	7.5	7.5	7.5	N/A
ARTA Revenue Share	-	-	18.3	18.3	N/A
Other	-	2.4	3.2	3.2	N/A
Parks, Rec, and Open Space	**$ -**	**$ 1.4**	**$ 8.5**	**$ 8.5**	**N/A**
Planning	**$ -**	**$ -**	**$ 0.5**	**$ 0.5**	**N/A**
Public Works	**$ 83.1**	**$ 128.2**	**$ 185.6**	**$ 102.5**	**123.3%**
Concrete Repair	6.4	10.2	11.1	4.7	73.4%
Street Reconstruction	5.1	5.6	5.6	0.5	9.8%
Chip Seal/Crack Seal/Overlay	8.7	11.3	13.5	4.8	55.2%
Traffic Signals - New/Replace	5.4	6.1	10.1	4.7	87.0%
Street Asphalt Overlay	36.7	53.1	74.7	38.0	103.5%
ADA Access	0.5	-	1.0	0.5	100.0%
Bridge Maintenance	0.3	0.5	3.7	3.4	1,133.3%
Misc Street Improvement	1.0	6.5	7.4	6.4	640.0%
Direct Costs*	5.4	5.8	9.1	3.7	68.5%
Police D-2 Debt Service	-	-	4.1	4.1	N/A
E-470 Loan Repayment	-	-	1.2	1.2	N/A
Bike/Ped Projects, First and Last Mile	-	0.6	3.0	3.0	N/A
Street Condition Testing, Timing Studies	-	0.2	0.2	0.2	N/A
Traffic Calming / Safety Improvements	-	-	2.6	2.6	N/A
TIP, Major Traffic Improvements, other individual projects	4.5	13.9	19.9	15.4	342.2%
Fence	0.3	-	-	(0.3)	-100.0%
Building Repair Projects*	8.8	14.4	18.4	9.6	109.1%

*The Building Repair Fund was its own fund until 2011, paid by a transfer from the CPF. It is now paid directly out of the CPF. The transfer has been taken out of the previous plans for comparative purposes.

2020 CPF Plan

Revenue

For 2020, approximately 80.5 percent of CPF revenue is from the General Fund. City ordinance requires that the CPF receives a transfer equal to 100.0 percent of all building materials and equipment use taxes plus 4.0 percent of all other General Fund revenues less revenues from the 0.25 percent sales and use tax dedicated to the police staffing mandate. Additional revenues are composed of other small transfers, intergovernmental revenue from the Adams County Transportation Tax, capital impact fees, interest income, street occupancy fees, and other miscellaneous revenues. For 2020, CPF revenue is shown in Table 2.

Table 2. 2020 Capital Projects Fund Revenue

Item	Amount
General Fund Transfer – Ordinance	$37,088,013
General Fund Transfer – One-Time	2,957,000
Marijuana Tax Revenue Fund Transfer	850,000
Golf Loan Payback Transfer	200,000
Capital Impact Fee Revenue	5,130,768
Adams Co. Transportation Sales Tax	2,236,560
Interest Earnings	860,000
Street Occupancy Fee	350,000
Other Revenues	82,325
Total Sources of Funds	**$49,754,666**

In addition to the General Fund ordinance transfer, other smaller transfers are projected, including $1.0 million one-time from the General Fund for Americans with Disabilities Act (ADA) assessments and $267,000 one-time from the General Fund for security-related projects, $850,000 from the Marijuana Tax Revenue Fund for medians and transportation priority projects, and $200,000 from the Golf Courses Fund as a repayment for a golf project completed with CPF funds. At the September 28, 2019 Budget Workshop, Council added an additional transfer of $1.7 million for funding of arterial overlay, street maintenance, flashing speed signs, and Regis Traffic Signs. In total, the General Fund one-time transfers are just under $3.0 million.

Intergovernmental revenue projections are based on the Adams County transportation sales tax. This revenue stream has benefitted from the same economic growth that has increased the ordinance transfer. The Open Space tax is expected to grow consistent with city sales tax assumptions in the future. In 2019, one-time intergovernmental revenues totaling $16.4 million are projected. The largest line items include additional highway user tax funds, and funds associated with Westerly Creek Transportation Improvement Program and Harvest/Alexander Intergovernmental Agreement (IGA). Offsetting one-time projects were also included.

Interest-related revenues have been low since the recession due to a very low rate of return. The projection assumes several years of rates hovering around 1.5 percent.

Other revenues include:

- Capital Impact Fees are expected to be $5.1 million. This is significantly higher than prior years due to a Council-approved increase in the fees in 2019. This revenue can have one-time spikes, but are difficult to predict. The fee revenue is expected to build to $8.1 million in 2024;
- $350,000 for a street occupancy fee;
- $45,000 in charge revenue associated with the Building Repair Subfund; and
- $37,300 in cell tower revenue, an annual amount tied to a lease payment for a cell tower on Aurora property.

Expenditures

Table 3 shows the breakdown of 2020 CPF expenditures by department. The $39.9 million Public Works appropriation consists of $22.8 million in road maintenance, repair, improvement and replacement projects, $6.3 million for TIP and priority transportation projects, $3.7 million of building repair-related projects, $1.8 million for traffic signals, $1.7 million for personnel costs, $1.0 million for ADA Access, $960,000 for Police Training Facility Demolition, $825,000 for Police District 2 debt service and security enhancements, $400,000 for bike/ped projects, $235,000 for a loan repayment to E-470 for 6th Avenue, and $30,000 for street testing. After Public Works, the next largest user of funds is Parks, Recreation and Open Space, with $3.4 million primarily associated with medians and a south-east parking lot and trail project, Non-Departmental, with $3.1 million primarily for public safety debt service and an Aerotropolis Regional Transportation Area (ARTA) revenue intergovernmental agreement, and Fire, with $2.4 million primarily for fire station debt service.

Table 3. 2020 Capital Projects Fund Expenditures by Department

Department	Amount
Finance	$ 178,285
Fire	2,380,000
Human Resources	434,705
Information Technology	426,000
Non-Departmental	3,094,803
Parks, Recreation and Open Space	3,354,325
Planning	537,260
Public Works	39,867,811
Total	**$50,273,189**

CPF Five-Year Plan

In any given year, Capital Projects Fund expenditures in each department are increased or decreased, depending on various factors. The adjustments are comprised of two types: calendar adjustments or amendments, as noted in Table 4 and described on the next page.

Table 4. Capital Projects Fund Expenditure Adjustments from Previous Five-Year Plan

Department	Calendar Adjustment	Amendment	Total Change	Comment
Finance	$ 26,127	$ 49,471	$ 75,598	Direct cost adjustment in accordance with city policy
Fire	(800,000)	380,000	(420,000)	One-time Cross Creek Fire Station out, EVOC track shelter and bunker ventilation system amendments
General Management	66,752	16,162	$82,914	Direct cost adjustment in accordance with city policy
Non-Dept	(2,211,688)	21,026,815	18,815,127	One-time TOD Development Support and Ward VI Site remediation out, amendments for ARTA IGA payments and SEAM fleet bay and fueling
PROS	(366,561)	2,056,631	1,690,070	Several one-time projects moving out of five year plan, including Iliff Roundabout landscape and Beck Gym floor, amendments primarily involving SE parking lot and trails, Plains Conservation improvements, and Sand Creek Park Shelter
Planning	0	537,260	537,260	One-time Dallas Street and Colfax Corridor amendments
Public Works	(3,725,265)	23,394,201	19,668,937	Many one-time budgets moving out of five-year plan, including traffic signals, Gun Club/Quincy ARCO cost share, and Westerly Creek/Tollgate TIP, among others. Includes $23.4 million in adds, primarily associated with TIP Grant matches, security-related and other building repair projects, signal construction, ADA assessments, Police training facility demolition, and street overlay. At the September 28 Budget Workshop, Council added $2.1 million for arterial overlay, street maintenance, flashing speed signs, and Regis traffic signs.
Total	**$ (7,010,634)**	**$ 47,460,540**	**$40,449,906**	

Calendar Adjustments

Calendar adjustments are typical adjustments that occur due to the move of the five-year plan from one specified span of years to the next. For example, since the previous five-year plan included projects from 2019 to 2023 and the new five-year plan includes projects from 2020 to 2024, any adjustment in budget occurring *solely* due to the elimination of 2019 and the subsequent adding of 2024 are calendar adjustments. Often times, what appears to be a large change in a specific project is due almost completely to a calendar adjustment. Adjustments of this type are mechanical in nature, not as a result of specified balancing strategy. Calendar adjustments are completed prior to amendments.

Amendments and City Council Capital Priorities

Amendments are all other changes and may include new projects, changes in expenditures due to balancing and in the case of direct cost projects, mandated pay adjustments. Amendments are summarized in Attachment 12 of the Executive Summary and detailed in the amendment section. The most significant amendments to the five-year plan include:

- In Non-Departmental, a total of $18.3 million was added for an Aerotropolis Regional Transportation Authority (ARTA) payment throughout the five-year plan. The ARTA was established on February 27, 2018 under an intergovernmental agreement between Adams County, the City of Aurora, and the Aerotropolis Area Coordinating Metropolitan District. Under the agreement, the City will collect, and remit any use tax and impact fees received within ARTA's geographic boundaries. The budget represents the ARTA impact fees and use taxed going back to ARTA. This expenditure line is consistent with the ARTA financing documents.

- Also in Non-Departmental, $2.5 million was added as the non-Aurora Water portion of the South East Area Maintenance (SEAM) building to fund a fleet bay and fueling area.

- In Parks, Recreation, and Open Space, $1.6 million was added in 2020 to appropriate revenue received to fund a parking lot addition at Red-tailed Hawk Park and construct trails in Southeast Aurora.

- In Public Works:
    - $6.2 million was added as a grant match for Adams and Arapahoe County Transportation Improvement Program (TIP) projects;
    - $2.0 million was added for bridge maintenance, specifically for Laredo over Highline and Peoria over Sand Creek;
    - $2.9 million was added for Traffic Signal Construction;
    - $2.8 million was added for security enhancement projects to improve physical security at city owned buildings; and
    - $2.3 million was added to the Street Asphalt Overlay Program for routine maintenance.

- At the September 28, 2019 Budget Workshop, Council added $2.1 million for arterial overlay, street maintenance, flashing speed signs, and Regis traffic signs.

OTHER FUNDS

Open Space Fund (OSF)

The Open Space Fund (OSF) was created for the 2011 budget, combining the Arapahoe County Open Space Fund (ArCo Fund) and the Adams County (AdCo) projects previously held in the Designated Revenues Fund. Specific to Arapahoe County projects, Arapahoe County voters approved a quarter-percent sales and use tax on the 2003 ballot for acquisition, development, and maintenance of open space, parks and trails in Arapahoe County. Funds spent on maintenance are limited to 20.0 percent of annual revenues. In Adams County, a similar AdCo tax is in place. There is no limit on the amount that can be spent on patrol and environmental education programs in either county. In 2020, the projected budget anticipates $9.6 million in OSF intergovernmental revenues.

The OSF provides the city with a valuable opportunity to increase funding for parks and trail development. In 2020, the fund will dedicate $5.4 million in funding to Parks, Recreation and Open Space construction and infrastructure improvements. The five-year capital plan for OSF anticipates $24.2 million will be appropriated between 2020 and 2024. The detailed schedule for the Open Space Fund projects is presented in the Appendix 2.

Conservation Trust Fund

In 2020, the Conservation Trust Fund (CTF) is projected to receive approximately $4.3 million in revenue from state lottery proceeds and interest income. Construction projects dominate 2020 spending, accounting for $4.5 million of the $5.6 million total for the year. During the 2020-2024 five-year plan, $15.8 million is projected to be spent. The majority of five-year plan for capital spending is attributable to numerous park and playground improvements ($4.2 million), Recreation infrastructure improvements ($2.8 million), and Moorhead debt services ($2.4 million). The detailed schedule for the CTF projects is presented in Appendix 2.

Enhanced E-911 Fund

The Enhanced E-911 Fund provides for the acquisition, development and maintenance of the equipment and communication systems related to 911 calls and the 800 MHz radio communication systems. During the period 2020-2024, $15.8 million is projected to be spent. The majority of the capital is for the debt service payment for the radio system, projected at $9.1 million of the total. In addition, $3.0 million had been added for a computer aided dispatch replacement project.

Golf Courses Fund

The Golf Courses Fund's five-year capital plan addresses numerous golf infrastructure projects with comparably higher capital spending in 2020, 2021, and 2024. There are $2.6 million in projects included in the five-year plan.

Water/Wastewater Funds

The Aurora Water capital improvement program, which includes projects in the Water Fund and the Wastewater Fund, represents 71.2 percent of the city's planned five-year capital spending. The 2020 budget includes updates to the plan to incorporate needs identified through master planning, recent development trends and updated engineering estimates. Planned capital spending for Aurora Water amounts to $736.4 million for the 2020-2024 period. The Aurora Water five-year project detail can be found in Appendix 2.

SPECIFIC PROJECTS IN THE CIP

The projects in the Capital Improvement Program can be split into two distinct categories: routine and non-routine.

Routine capital projects are those projects that tend to have one or more of the following features:

- Consistent budgets each year;
- Budget not necessarily delineated into specific and distinct projects;
- No specific start and end dates; and
- Focus on repair and maintenance.

Routine projects make up the majority of capital spending. A subset of routine programs is the project management-related appropriations. Major routine projects will be identified in more detail below.

Non-routine projects include projects that are more distinct and have specific start and end dates. The budgets for these projects tend to be one-time in nature. Non-routine projects make up a relatively small portion of the total CIP. Significant additional operating costs can be associated with the completion of some non-routine projects. Major non-routine projects are detailed at the end of this section.

Major Routine Projects

Routine projects make up a majority of the CIP. The bulk of the routine projects have to do with repair and replacement of City infrastructure. Several major routine categories include:

Public Works Projects Related to Street Maintenance, Improvement, and Street Lighting
The majority of the major routine projects in the Capital Projects Fund fall under this category. Examples of the Public Works projects include those specifically designed to repair and replace roads and sidewalks, such as asphalt overlay, chip/crack seal, concrete repair, bridge maintenance, and miscellaneous street improvements. Repairs to damaged roads and concrete are required on an on-going basis to maintain the integrity of the roadway infrastructure. No additional operating costs are projected because of these Public Works projects. General routine maintenance on City infrastructure is necessary to prevent higher future costs.

In addition to road and concrete repair, traffic signalization and street lighting are also routine projects performed by Public Works. Traffic signalization includes budget for new and component replacement of traffic signals. This project is anticipated to increase electric usage, so the costs are built into the General Fund operating proforma.

Projects Related to Information Technology
All of the projects in the E-911 Fund are considered routine projects, including 800 MHz radio system upgrade, computer aided dispatch (CAD) replacement, console replacement, mobile data computer (MDC) infrastructure replacement, and uninterruptible power system (UPS) replacement. The majority of the $15.8 million budgeted in the E-911 five-year plan is the annual debt-service payment associated with the 800 MHz communication project, totaling $9.1 million. The full debt payment started in 2016.

In the Capital Projects Fund, $326,000 per year is budgeted through the five-year plan for systems and network replacement, which will be used for life cycle replacement of network infrastructure, servers, and data storage systems. In addition, $100,000 per year is budgeted for telephone infrastructure expansion. These projects are not projected to increase operating costs.

Projects Related to Building Repair

The building repair projects, previously in the Building Repair Fund, are primarily routine in nature in order to repair and maintain city-owned buildings. A total of $18.4 million of spending is planned from 2020 through 2024. Detail behind these projects can be found in Appendix 2.

Project Management Related Appropriations in the Capital Improvement Program

The Capital Improvement Program includes appropriations for project management expenses related directly to capital projects. Table 5 details the project management expenses included in the 2020 CIP plan. These costs are capitalized into project expenditures, which are included in the capital budget and therefore are not reported in the operating section of the budget book.

Table 5. Summary of Operating-Related Appropriations in the CIP

Department	Fund	Item	2020 Amount	Description
Finance	CPF	Direct Costs Financial Services	$178,300	Funding for operating expenses to provide financial and budget oversight for the city's CPF
General Management	CPF	Direct Costs Purchasing Services	$434,700	Funding for operating related expenses associated with purchasing services benefiting the CPF
Public Works	CPF	Direct Costs Engineering and Design	$1,563,100	Funding for operating expenses associated with engineering and design of Public Works' CPF projects
Public Works	CPF	Direct Costs Facilities Management	$155,300	Funding for operating related expenses associated with building maintenance and repair projects

The direct cost appropriations primarily cover the cost of staff whose time is devoted to capital projects or programs. For example, the appropriation for direct costs engineering and design in the Public Works Department covers the salary and benefit expenses for engineering staff working on transportation projects in the Capital Projects Fund. All amounts are adjusted annually for pay and insurance adjustments.

ART IN PUBLIC PLACES

Generally, an amount equal to one percent of the construction cost of a capital project is dedicated to the Art in Public Places (AIPP) program for the acquisition and maintenance of public art. By ordinance, certain projects are not assessed the one percent fee, including underground water and sewer improvements. The amounts currently incorporated into the five-year plan reflect an estimate of the transfer for each year. Recently, due to the increase in projects, the amount of the AIPP transfer has increased significantly. For the 2020-2024 five-year plan, the AIPP transfer will be over $1.5 million.

Capital Projects Fund Five-Year Plan

	2019 Proposed	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total 2020 - 2024
Beginning Funds Available	**$ 20,171,712**	**$ 23,534,101**	**$ 23,015,578**	**$ 28,206,126**	**$ 36,397,287**	**$ 43,002,092**	**N/A**
SOURCES OF FUNDS							
Transfers In							
General Fund	**$ 34,871,190**	**$ 37,088,013**	**$ 38,887,713**	**$ 40,963,376**	**$ 42,719,742**	**$ 44,137,280**	**$ 203,796,124**
One-Time Transfers	7,735,420	2,957,000	-	-	-	-	2,957,000
Green Fund Payback	-	-	-	1,000,000	-	-	1,000,000
Total Transfer from General Fund	**$ 42,606,610**	**$ 40,045,013**	**$ 38,887,713**	**$ 41,963,376**	**$ 42,719,742**	**$ 44,137,280**	**$ 207,753,124**
Golf Loan Payback	200,000	200,000	74,000	-	-	-	274,000
Marijuana Tax Revenue Fund	850,000	850,000	250,000	1,600,000	1,600,000	1,600,000	5,900,000
Other Transfers	-	-	-	-	-	-	-
Total Transfers In	**$ 43,656,610**	**$ 41,095,013**	**$ 39,211,713**	**$ 43,563,376**	**$ 44,319,742**	**$ 45,737,280**	**$ 213,927,124**
Intergovernmental Revenues							
Adams County Transportation Sales Tax	$ 2,182,010	2,236,560	$ 2,292,474	$ 2,349,786	$ 2,408,530	$ 2,468,744	$ 11,756,094
Additional HUTF	2,470,665	-	-	-	-	-	-
Arapahoe County Portion of Crime Lab Equipment	653,429	-	-	-	-	-	-
Spring Supp - Harvest/Alexander to Archard	4,200,000	-	-	-	-	-	-
Spring Supp - Chambers Grant	214,400	-	-	-	-	-	-
Spring Supp - RTO Grant	1,190,270	-	-	-	-	-	-
Spring Supp - Westerly Creek TIP	6,792,741	-	-	-	-	-	-
Traffic Signal Bike Detection System	597,080	-	-	-	-	-	-
CCTV Expansion Grant	253,690	-	-	-	-	-	-
Total Intergovernmental Revenues	**$ 18,554,285**	**$ 2,236,560**	**$ 2,292,474**	**$ 2,349,786**	**$ 2,408,530**	**$ 2,468,744**	**$ 11,756,094**
Total Interest	**$ 660,000**	**$ 860,000**	**$ 1,060,000**	**$ 1,080,000**	**$ 1,100,000**	**$ 1,120,000**	**5,220,000**
Charges for Service / Licenses & Permits / Other							
Street Occupancy Fee	$ 850,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 1,750,000
Building Repair Subfund Charges	45,000	45,000	45,000	45,000	45,000	45,000	225,000
Cell Tower Revenue	18,325	37,325	37,325	44,790	44,790	44,790	209,020
Spring Supp - Peoria Grade and Insurance	1,315,810	-	-	-	-	-	-
SouthEast Parking Lots and Trails	1,617,000	-	-	-	-	-	-
Insurance Recoveries	22,240	-	-	-	-	-	-
Capital Impact Fee Revenue	1,730,080	5,130,768	6,423,070	7,738,719	7,893,494	8,051,363	35,237,414
Total Other Revenues	**$ 5,598,455**	**$ 5,563,093**	**$ 6,855,395**	**$ 8,178,509**	**$ 8,333,284**	**$ 8,491,153**	**$ 37,421,434**
TOTAL SOURCES OF FUNDS	**$ 68,469,350**	**$ 49,754,666**	**$ 49,419,582**	**$ 55,171,671**	**$ 56,161,556**	**$ 57,817,177**	**$ 268,324,652**

Capital Projects Fund Five-Year Plan

	2019 Proposed	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total 2020 - 2024
USES OF FUNDS							
Finance	$ 164,046	$ 178,285	$ 183,634	$ 189,143	$ 194,817	$ 200,661	$ 946,540
Fire	2,800,000	2,380,000	2,000,000	2,000,000	2,000,000	2,000,000	10,380,000
General Management	419,087	434,705	447,746	461,179	475,014	489,264	2,307,908
Information Technology	426,000	426,000	426,000	426,000	426,000	426,000	2,130,000
Non-Departmental	3,976,961	3,094,803	7,424,627	5,829,795	6,617,526	7,488,779	30,455,530
Parks & Open Space	1,268,325	3,354,325	1,287,325	1,294,790	1,294,790	1,294,790	8,526,020
Planning and Development Services	550,000	537,260	-	-	-	-	537,260
Public Works	55,502,542	39,867,811	32,459,702	36,779,604	38,548,604	37,914,370	185,570,091
TOTAL USES OF FUNDS	**$ 65,106,961**	**$ 50,273,189**	**$ 44,229,034**	**$ 46,980,511**	**$ 49,556,751**	**$ 49,813,864**	**$ 240,853,349**
Net Sources Less Uses	**$ 3,362,389**	**$ (518,523)**	**$ 5,190,548**	**$ 8,191,160**	**$ 6,604,805**	**$ 8,003,313**	**$ 27,471,303**
Funds Available for Future Projects	**$ 23,534,101**	**$ 23,015,578**	**$ 28,206,126**	**$ 36,397,287**	**$ 43,002,092**	**$ 51,005,405**	
Funds Available Breakdown							
Committed for DIA Noise, Other	$ 374,164	$ 374,164	$ 374,164	$ 374,164	$ 374,164	$ 374,164	
Committed for Green Fund	-	-	-	1,000,000	1,000,000	1,000,000	
Committed for Traffic Signal revenue received, but not built	562,740	562,740	562,740	562,740	562,740	562,740	
Committed for PW IGAs	985,000	985,000	985,000	985,000	985,000	985,000	
Committed for Major Street Improvments	1,100,000	-	-	-	-	-	
Committed for Evidence Storage	1,200,000	1,200,000	2,300,000	2,700,000	2,700,000	2,700,000	
Committed for Fence Replacement	503,808	503,808	503,808	503,808	503,808	503,808	
Committed for Rec Center Road	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	
Committed for Medians	250,000	-	-	-	-	-	
Comitted for TIP Funds	6,160,420	4,195,420	2,203,000	1,254,000	-	-	
Committed for Parking Lots and Trails	1,617,000	-	-	-	-	-	
Committed for 2021 Spending	355,634	139,685	-	-	-	-	
Restricted for Capital Impact Fees	7,993,030	13,022,456	19,245,109	26,860,464	34,614,355	42,525,433	
Assigned for 5-Year Capital Needs	$ 432,305	$ 32,305	$ 32,305	$ 157,110	$ 262,025	$ 354,260	

2020 - 2024 Capital Improvement Program
Summary by Fund

Fund	Carryforward Appropriation[1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Capital Projects Fund	63,223,827	65,106,961	50,273,189	44,229,034	46,980,511	49,556,751	49,813,864	240,853,349
Conservation Trust Fund	3,520,897	2,652,500	4,470,000	3,270,000	2,715,000	3,065,000	2,255,000	15,775,000
Enhanced E-911 Fund	1,580,119	1,295,750	6,698,000	2,297,000	1,817,250	3,220,000	1,816,500	15,848,750
Gifts & Grants Fund	3,703,705	11,523,150	0	0	0	0	0	0
Golf Courses Fund	174,981	250,000	850,000	700,000	250,000	250,000	575,000	2,625,000
Open Space Fund	9,951,862	5,281,884	5,441,450	4,902,617	4,550,583	4,785,148	4,535,000	24,214,798
Parks Development Fund	974,939	2,279,227	212,200	308,400	0	0	0	520,600
Wastewater Fund	90,896,109	10,066,112	19,995,615	81,102,246	27,344,581	8,580,750	9,628,830	146,652,022
Water Fund	117,659,015	89,556,463	117,789,893	188,677,108	114,395,156	97,866,387	71,052,005	589,780,549
Total Capital Improvement Program	**$291,685,454**	**$188,012,047**	**$205,730,347**	**$325,486,405**	**$198,053,081**	**$167,324,036**	**$139,676,199**	**$1,036,270,068**

2020 - 2024 Capital Improvement Program
Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Capital Projects Fund								
Finance								
34017 Direct Costs Financial Services	0	164,046	178,285	183,634	189,143	194,817	200,661	946,540
34026 Remodel for Check 21 Systems	29,718	0	0	0	0	0	0	0
34702 Financial Systems (Accounting, T&L, and Budget)	85,045	0	0	0	0	0	0	0
34704 Positive Timekeeping	556,645	0	0	0	0	0	0	0
Total Finance	**$671,408**	**$164,046**	**$178,285**	**$183,634**	**$189,143**	**$194,817**	**$200,661**	**$946,540**
Fire								
(New) EVOC Track Shelter at CAPSTC	0	0	280,000	0	0	0	0	280,000
(New) Forced Ventilation System for CAPSTC Bunker Gear	0	0	100,000	0	0	0	0	100,000
58085 Fire Station Debt Service	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
58732 Fire Station Remodels	42,333	0	0	0	0	0	0	0
58737 Fire Station 15 Build	451,900	0	0	0	0	0	0	0
58738 Cross Creek Fire Station	0	800,000	0	0	0	0	0	0
Total Fire	**$494,233**	**$2,800,000**	**$2,380,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,380,000**
General Management								
17061 Direct Costs-Purchasing Svcs	0	419,087	434,705	447,746	461,179	475,014	489,264	2,307,908
Total General Management	**$0**	**$419,087**	**$434,705**	**$447,746**	**$461,179**	**$475,014**	**$489,264**	**$2,307,908**
Information Technology								
37714 Systems and Network Replacement	20,505	326,000	326,000	326,000	326,000	326,000	326,000	1,630,000
37721 Telephone Infrastructure Expansion	149,287	100,000	100,000	100,000	100,000	100,000	100,000	500,000
37753 Learning Management Software	87,442	0	0	0	0	0	0	0
37754 Regional Crime Lab Technology Costs	29,829	0	0	0	0	0	0	0
Total Information Technology	**$287,063**	**$426,000**	**$426,000**	**$426,000**	**$426,000**	**$426,000**	**$426,000**	**$2,130,000**
Non-Departmental								
(New) SEAM Fleet Bay and Fueling Cost Share	0	0	0	2,500,000	0	0	0	2,500,000

2020 - 2024 Capital Improvement Program
Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Capital Projects Fund								
Non-Departmental								
25082 Art in Public Places (Transfer to Cultural Fund)	0	376,961	365,630	276,157	290,565	291,441	300,064	1,523,857
25194 Colfax Improvements	686,018	0	0	0	0	0	0	0
25195 Economic Development Infrastructure	758,603	0	0	0	0	0	0	0
25196 Facility Modifications to 1521 Dayton Street	75,000	0	0	0	0	0	0	0
25210 HW 30 Landfill Remediation	395,498	0	0	0	0	0	0	0
25407 ARTA Payment	0	0	929,173	2,848,470	4,039,230	4,826,085	5,688,715	18,331,673
25720 DIA Noise Mitigation	76,640	0	0	0	0	0	0	0
25740 DIA Court Approved Noise Plan	968,490	0	0	0	0	0	0	0
25748 TOD Development Support	100,000	1,100,000	300,000	300,000	0	0	0	600,000
25749 Public Safety Debt Service	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
25750 Xcel Street Light Study	953,194	0	0	0	0	0	0	0
25751 Ward VI Recreation Related Site Remediation	0	1,000,000	0	0	0	0	0	0
Total Non-Departmental	**$4,013,443**	**$3,976,961**	**$3,094,803**	**$7,424,627**	**$5,829,795**	**$6,617,526**	**$7,488,779**	**$30,455,530**
Parks, Recreation & Open Space								
61842 Infrastructure Trails-CPF	26,221	0	0	0	0	0	0	0
61969 Median Maintenance	119,211	18,325	37,325	37,325	44,790	44,790	44,790	209,020
62700 SE Parking Lot and Trails-CPF	0	0	1,617,000	0	0	0	0	1,617,000
62779 Morrison Center-CPF	3,550	0	0	0	0	0	0	0
62807 DeLaney Farm Site Improvements-CPF	443,647	-375,000	0	0	0	0	0	0
62808 Westerly Creek Improvements-CPF	250,000	0	0	0	0	0	0	0
62846 Median Development-CPF	1,302,232	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
62847 Triple Creek State Grant-CPF	350,000	0	0	0	0	0	0	0
62852 Tollgate Ext IGA G21086 TIP	180,003	0	0	0	0	0	0	0
62853 Tollgate Ext IGA G21199 TIP	1,494,525	0	0	0	0	0	0	0
62855 Tollgate Ext IGA M21086 TIP	272,063	0	0	0	0	0	0	0

2020 - 2024 Capital Improvement Program
Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Capital Projects Fund								
Parks, Recreation & Open Space								
62856 Tollgate Ext IGA M21199 TIP	330,675	0	0	0	0	0	0	0
62875 City Center Park Rebuild-CPF	7,939	0	0	0	0	0	0	0
62876 Buckley USAF Buffer Acq-CPF	1,000,000	0	0	0	0	0	0	0
62892 Inclusive Adult Playground Equipment	0	25,000	0	0	0	0	0	0
62918 Beck Gym Floor Replacement-CPF	0	90,000	0	0	0	0	0	0
62919 Iliff Garage Roundabout Landscape-CPF	0	160,000	0	0	0	0	0	0
62920 Aurora Reservoir Improvements-CPF	0	100,000	0	0	0	0	0	0
63740 Plains Conservation Ctr Improve-CPF	0	0	250,000	0	0	0	0	250,000
63743 Sand Creek Park Shelter-CPF	0	0	125,000	0	0	0	0	125,000
63749 Tollgate Crossing Park Curbs-CPF	0	0	75,000	0	0	0	0	75,000
Total Parks, Recreation & Open Space	**$5,780,066**	**$1,268,325**	**$3,354,325**	**$1,287,325**	**$1,294,790**	**$1,294,790**	**$1,294,790**	**$8,526,020**
Planning & Development Services								
(New) HW 30 Remediation Expense	0	550,000	0	0	0	0	0	0
67703 1400 Dallas Street Improvement	0	0	150,000	0	0	0	0	150,000
67704 Colfax Corridor Streetscapes Improvements	0	0	387,260	0	0	0	0	387,260
67803 Redevelopment Activities Prog	40,839	0	0	0	0	0	0	0
67810 People's Bldg Construction	92,569	0	0	0	0	0	0	0
Total Planning & Development Services	**$133,408**	**$550,000**	**$537,260**	**$0**	**$0**	**$0**	**$0**	**$537,260**
Police								
55716 Crime Lab DNA Equipment	98,000	0	0	0	0	0	0	0
Total Police	**$98,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Public Works								
(New) Traffic Management System	0	0	0	0	0	2,500,000	1,000,000	3,500,000
49600 Conservatory Metro District	841	0	0	0	0	0	0	0
49681 Imboden Road	0	1,500,000	0	0	0	0	0	0
49682 Picadilly -Smith to 26th Agreement	0	850,000	0	0	0	0	0	0

2020 - 2024 Capital Improvement Program
Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Capital Projects Fund								
Public Works								
49683 37th Street Agreement	0	300,000	0	0	0	0	0	0
49683 Jewell Avenue Pedestrian Crossing	0	500,000	0	0	0	0	0	0
49684 Security Enhancements	0	0	767,000	500,000	500,000	500,000	500,000	2,767,000
49685 Police Training Facility Demolition	0	0	960,000	0	0	0	0	960,000
49689 Trf Signal Bike Detection System	0	746,350	0	0	0	0	0	0
49690 CCTV Expansion Grant	0	317,113	0	0	0	0	0	0
49691 Signal System Upgrade Grant	0	1,077,432	0	0	0	0	0	0
49692 Travel Time Monitoring Grant	0	141,048	0	0	0	0	0	0
49693 ADA Accomodation Equity and Access	0	600,000	1,000,000	0	0	0	0	1,000,000
49694 Asset Management Implementation	0	250,000	0	0	0	0	0	0
49695 NW Aurora Mobility and Access Implementation	0	750,000	300,000	0	0	0	0	300,000
49696 E-470 Loan Repayment	0	235,000	235,000	235,000	235,000	235,000	235,000	1,175,000
49699 Transportation Priority Projects	20,269,245	600,000	4,100,000	0	1,600,000	1,600,000	1,600,000	8,900,000
49702 Miscellaneous Street Improvements	2,298,334	3,214,450	1,480,000	1,480,000	1,480,000	1,480,000	1,480,000	7,400,000
49710 Traffic Signal Construction	3,416,202	3,521,097	1,229,000	700,000	1,400,000	2,350,000	1,450,000	7,129,000
49711 Traffic Studies	185,014	0	0	0	0	0	0	0
49712 Street Asphalt Overlay Program	1,426,164	12,610,000	13,210,000	14,810,000	15,410,000	15,310,000	16,010,000	74,750,000
49713 Concrete Repair Program	613,533	2,224,000	2,224,000	2,224,000	2,224,000	2,224,000	2,224,000	11,120,000
49721 Street Reconstruction	0	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	5,550,000
49743 Transportation Improvement Program	3,527,530	-2,278,335	1,965,000	1,992,420	949,000	1,254,000	0	6,160,420
49775 Traffic Signal Timing Study	164,574	0	0	0	0	0	0	0
49779 Direct Costs - Design, Engineering, etc.	224,427	1,281,623	1,563,092	1,609,985	1,658,284	1,708,033	1,759,274	8,298,668
49786 Traffic Signal Component Replacement	356,124	530,000	540,000	550,000	560,000	570,000	580,000	2,800,000
49793 Street Maintenance - Asphalt Overlay In House	587,001	792,580	816,357	840,848	866,073	892,055	918,817	4,334,150
49794 Street Maintenance - Chip Seal/Crack Seal	70,350	1,650,000	2,550,000	1,650,000	1,650,000	1,650,000	1,650,000	9,150,000
49821 Bridge Maintenance	41,040	450,000	550,000	50,000	1,550,000	50,000	1,550,000	3,750,000

2020 - 2024 Capital Improvement Program
Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Capital Projects Fund								
Public Works								
49861 Signals-Insurance Recoveries	131,761	0	0	0	0	0	0	0
49872 Direct Costs - Building Repair CPF	0	150,050	155,271	159,929	164,727	169,669	174,759	824,355
49875 Building Repair Projects - CPF	3,614,844	3,475,299	2,917,520	2,917,520	2,917,520	3,417,520	3,417,520	15,587,600
49889 I225 Light Rail-Reimburse	203,491	0	0	0	0	0	0	0
49890 FasTracks Related Projects Design Costs	69,109	0	0	0	0	0	0	0
49923 FasTracks Projects	695,450	0	0	0	0	0	0	0
49937 Bicycle Aurora Phase 1 Funding	255,646	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
49940 Buckley AFB Accel-Decel Lanes	773,305	0	0	0	0	0	0	0
49945 Montview Overlay	150,026	0	0	0	0	0	0	0
49946 Streets Condition Testing	107,261	30,000	30,000	30,000	30,000	30,000	30,000	150,000
49952 Southlands Signal Orch/Arap	59,922	0	0	0	0	0	0	0
49955 Police District 2 Debt Service	774,313	825,000	825,000	825,000	825,000	825,000	825,000	4,125,000
49957 Single Point of Entry Remodel	465,795	0	0	0	0	0	0	0
49959 Traffic Signal - Quincy/Plains	58,260	0	0	0	0	0	0	0
49961 Quincy / Gun Club Intersection TIP	1,719,354	2,154,000	0	0	0	0	0	0
49962 Project Management Contract	67,773	0	0	0	0	0	0	0
49963 Geotechnical Testing Contract	51,781	0	0	0	0	0	0	0
49964 Bike/Ped Improvements - TOD first/last mile	340,508	200,000	200,000	200,000	200,000	200,000	1,200,000	2,000,000
49965 Courts MJC Roof	240,105	0	0	0	0	0	0	0
49967 Light Rail Station Restrooms	713,330	0	0	0	0	0	0	0
49969 Alameda Avenue left turn lane	237,954	0	0	0	0	0	0	0
49970 Quincy Widening	556,503	0	0	0	0	0	0	0
49973 Appraisals	260,000	0	0	0	0	0	0	0
49974 Police Security Enhancements	1,287	1,276,000	0	0	0	0	0	0
49979 Fence Design Project	374,000	0	0	0	0	0	0	0
49981 Traffic Signal Inspection and Repair	100,000	0	50,000	50,000	100,000	0	0	200,000
49982 Chambers Retaining Wall	125,231	0	0	0	0	0	0	0
49983 Traffic Calming Improvements	744,171	980,000	890,571	325,000	500,000	273,327	0	1,988,898

2020 - 2024 Capital Improvement Program
Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Capital Projects Fund								
Public Works								
49986 Heritage Eagle Bend Intersection Project	26,846	0	0	0	0	0	0	0
49987 Westerly Creek Lighting / Traffic Calming Projects	44,024	0	0	0	0	0	0	0
49991 STAMPS Grant	50,000	0	0	0	0	0	0	0
49992 Picadilly I-70 Interchange	125,446	0	0	0	0	0	0	0
49993 Roadway Safety Improvements	478,002	400,000	0	0	650,000	0	0	650,000
49994 Harvest Extension: Alexander to Orchard	4,105,265	4,200,000	0	0	0	0	0	0
49995 Westerly Creek	845,064	8,639,835	0	0	0	0	0	0
Total Public Works	**$51,746,206**	**$55,502,542**	**$39,867,811**	**$32,459,702**	**$36,779,604**	**$38,548,604**	**$37,914,370**	**$185,570,091**
Total Capital Projects Fund	**$63,223,827**	**$65,106,961**	**$50,273,189**	**$44,229,034**	**$46,980,511**	**$49,556,751**	**$49,813,864**	**$240,853,349**
Conservation Trust Fund								
Parks, Recreation & Open Space								
(New) Infrastructure Recreation-CTF	921,243	1,300,000	1,080,000	1,250,000	970,000	1,220,000	720,000	5,240,000
61703 Infrastructure Parks-CTF	555,277	147,500	635,000	575,000	620,000	970,000	520,000	3,320,000
61726 Acquisitions - CTF	234,312	0	0	0	0	0	0	0
61794 Infrastructure Trails-CTF	63,469	275,000	25,000	25,000	25,000	25,000	25,000	125,000
61847 Infrastructure Open Space-CTF	146,961	30,000	150,000	20,000	50,000	50,000	40,000	310,000
61886 Construction Open Space-CTF	1,298,770	200,000	630,000	700,000	600,000	500,000	100,000	2,530,000
61887 Construction Parks-CTF	300,865	700,000	1,950,000	700,000	450,000	300,000	850,000	4,250,000
Total Parks, Recreation & Open Space	**$3,520,897**	**$2,652,500**	**$4,470,000**	**$3,270,000**	**$2,715,000**	**$3,065,000**	**$2,255,000**	**$15,775,000**
Total Conservation Trust Fund	**$3,520,897**	**$2,652,500**	**$4,470,000**	**$3,270,000**	**$2,715,000**	**$3,065,000**	**$2,255,000**	**$15,775,000**
Enhanced E-911 Fund								
Information Technology								
37729 800 MHz Radio System Upgrade	1,106	1,815,750	1,813,000	1,817,000	1,817,250	1,813,750	1,816,500	9,077,500
37733 MDC Infrastructure Replacement	4,123	0	0	480,000	0	1,406,250	0	1,886,250

2020 - 2024 Capital Improvement Program
Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Enhanced E-911 Fund								
Information Technology								
37734 Computer Aided Dispatch System Replacement	0	0	3,000,000	0	0	0	0	3,000,000
37734 Computer Aided Dispatch Upgrade	750,814	0	0	0	0	0	0	0
37742 Uninterruptible Power System Replacement	0	0	1,000,000	0	0	0	0	1,000,000
37747 Radio System Infrastructure Upgrade	584,579	-520,000	0	0	0	0	0	0
37748 Public Safety Fiber	239,497	0	0	0	0	0	0	0
37755 PS Communications Console Replacement	0	0	885,000	0	0	0	0	885,000
Total Information Technology	**$1,580,119**	**$1,295,750**	**$6,698,000**	**$2,297,000**	**$1,817,250**	**$3,220,000**	**$1,816,500**	**$15,848,750**
Total Enhanced E-911 Fund	**$1,580,119**	**$1,295,750**	**$6,698,000**	**$2,297,000**	**$1,817,250**	**$3,220,000**	**$1,816,500**	**$15,848,750**
Gifts & Grants Fund								
Parks, Recreation & Open Space								
(New) Buckley Buffer Acq - Grants	0	10,866,000	0	0	0	0	0	0
61011 PCC Planning Grant-GOCO	75,000	0	0	0	0	0	0	0
61101 PCC Planning GOCO 2018	75,000	0	0	0	0	0	0	0
61710 Cherry Creek Bike Path-Grant	176,932	3,000	0	0	0	0	0	0
62005 Sand Creek Pk Shelter Design Grt-AdCO	0	32,000	0	0	0	0	0	0
62006 High Line Canal Signage Grant-AdCO	0	15,000	0	0	0	0	0	0
62007 Tollgate Crossing Park Grant-ArCO	0	445,000	0	0	0	0	0	0
62859 Tollgate Trail ArCo Grant	479,784	0	0	0	0	0	0	0
62866 Moorhead Park Playground-AdCO Grant	150,000	0	0	0	0	0	0	0
62879 Triple Creek Trailhead-ArCo Grant	500,000	0	0	0	0	0	0	0
62880 High Line Canal Planning-ArCo Grant	18,365	0	0	0	0	0	0	0
62887 Arrowhead School Grant GOCO	110,000	0	0	0	0	0	0	0
62888 Triple Creek Planning-ArCo Grant	100,000	0	0	0	0	0	0	0
62890 Sand Creek Park GOCO Inspire Grant	173,411	0	0	0	0	0	0	0

2020 - 2024 Capital Improvement Program
Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Gifts & Grants Fund								
Parks, Recreation & Open Space								
62903 Parklane Pool Planning Grant-AdCo	73,501	0	0	0	0	0	0	0
62904 RT Hawk Inclusive Playgrd ArCo	450,000	0	0	0	0	0	0	0
62905 Side Creek Elem Sch Yard Grt-GOCO	90,007	0	0	0	0	0	0	0
62906 Moorhead Teaching Garden-ADCO Grt	14,350	0	0	0	0	0	0	0
62907 High Line Canal OS Acq-AdCo	300,000	0	0	0	0	0	0	0
62908 High Line Canal at Interstate 70-AdCo	800,000	0	0	0	0	0	0	0
63728 Red-tailed Hawk Park Make-A-Wish	16,000	150	0	0	0	0	0	0
63729 Red-tailed Hawk Park Rotary Donation	100,000	162,000	0	0	0	0	0	0
Total Parks, Recreation & Open Space	**$3,702,350**	**$11,523,150**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Planning & Development Services								
67416 Brownfields RLF	1,355	0	0	0	0	0	0	0
Total Planning & Development Services	**$1,355**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Gifts & Grants Fund	**$3,703,705**	**$11,523,150**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Golf Courses Fund								
Parks, Recreation & Open Space								
61605 Golf-AIPP (Transfer to Cultural)	6,500	0	0	0	0	0	0	0
61606 Golf-Infra CTF Support	121,452	150,000	150,000	150,000	150,000	150,000	175,000	775,000
63733 Golf Infrastructure Capital Projects	47,029	100,000	700,000	550,000	100,000	100,000	400,000	1,850,000
Total Parks, Recreation & Open Space	**$174,981**	**$250,000**	**$850,000**	**$700,000**	**$250,000**	**$250,000**	**$575,000**	**$2,625,000**
Total Golf Courses Fund	**$174,981**	**$250,000**	**$850,000**	**$700,000**	**$250,000**	**$250,000**	**$575,000**	**$2,625,000**
Open Space Fund								
Parks, Recreation & Open Space								
(New) Infrastructure Recreation-AdCo	0	1,061,884	666,450	501,017	865,583	650,148	0	2,683,198
(New) Infrastructure Trails-AdCo	21,008	0	0	0	0	25,000	25,000	50,000
61835 Infrastructure Trails-ArCo	923,972	250,000	600,000	500,000	600,000	600,000	600,000	2,900,000

2020 - 2024 Capital Improvement Program
Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Open Space Fund								
Parks, Recreation & Open Space								
61892 Construction Open Space-ArCo	3,255,909	700,000	750,000	1,000,000	550,000	1,050,000	350,000	3,700,000
61901 Acquisitions-ArCo	0	0	200,000	0	0	0	0	200,000
61902 Construction Parks-ArCo	3,219,386	1,975,000	1,870,000	1,491,600	600,000	600,000	850,000	5,411,600
61903 Infrastructure Parks-ArCo	1,394,852	935,000	805,000	765,000	1,615,000	1,415,000	1,915,000	6,515,000
61906 Infrastructure Open Space-ArCo	637,342	140,000	200,000	220,000	220,000	220,000	200,000	1,060,000
62744 Construction Open Space-AdCo	252,000	100,000	300,000	300,000	100,000	100,000	100,000	900,000
62745 Infrastructure Open Space-AdCo	210,504	0	0	30,000	0	30,000	50,000	110,000
62771 Construction Parks-AdCo	0	0	0	0	0	50,000	350,000	400,000
62800 Infrastructure Parks-AdCo	36,889	120,000	50,000	95,000	0	45,000	95,000	285,000
Total Parks, Recreation & Open Space	**$9,951,862**	**$5,281,884**	**$5,441,450**	**$4,902,617**	**$4,550,583**	**$4,785,148**	**$4,535,000**	**$24,214,798**
Total Open Space Fund	**$9,951,862**	**$5,281,884**	**$5,441,450**	**$4,902,617**	**$4,550,583**	**$4,785,148**	**$4,535,000**	**$24,214,798**
Parks Development Fund								
Parks, Recreation & Open Space								
(New) Infrastructure Parks-PDF	0	2,034	0	0	0	0	0	0
61894 Construction Parks-PDF	974,939	2,277,193	212,200	308,400	0	0	0	520,600
Total Parks, Recreation & Open Space	**$974,939**	**$2,279,227**	**$212,200**	**$308,400**	**$0**	**$0**	**$0**	**$520,600**
Total Parks Development Fund	**$974,939**	**$2,279,227**	**$212,200**	**$308,400**	**$0**	**$0**	**$0**	**$520,600**
Total Capital Improvement Program (Excluding Aurora Water)	**$83,130,330**	**$88,389,472**	**$67,944,839**	**$55,707,051**	**$56,313,344**	**$60,876,899**	**$58,995,364**	**$299,837,497**

2020 - 2024 Capital Improvement Program
Aurora Water Projects as Adopted by City Council

Fund\Department\Project\Title	Carryforward Appropriation 2018 [1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Wastewater Fund								
Collection	19,245,968	3,700,000	6,380,004	28,855,984	18,927,608	0	3,642,751	57,806,347
Operations & General Management	20,705,905	1,500,000	1,240,000	42,200,000	0	0	0	43,440,000
Storm Water	50,944,236	4,866,112	12,375,611	10,046,262	8,416,973	8,580,750	5,986,079	45,405,675
Total Wastewater Fund	**$90,896,109**	**$10,066,112**	**$19,995,615**	**$81,102,246**	**$27,344,581**	**$8,580,750**	**$9,628,830**	**$146,652,022**
Water Fund								
Operations & General Management	25,616,092	5,690,035	6,195,736	67,001,608	4,207,656	4,213,887	220,303	81,839,190
Pumping	14,239,510	2,000,000	4,500,000	1,750,000	9,000,000	4,000,000	13,000,000	32,250,000
Source of Supply Other	10,376,088	5,390,000	20,872,500	34,659,500	33,945,500	19,571,500	15,940,000	124,989,000
Source of Supply Storage	15,990,235	15,594,824	13,612,657	15,067,000	19,918,000	19,357,000	13,817,000	81,771,657
Source of Supply Water	6,928,292	38,309,726	25,250,000	16,200,000	7,700,000	41,500,000	5,500,000	96,150,000
Transmission & Distribution	17,845,401	5,760,000	20,400,000	14,700,000	7,500,000	4,900,000	19,250,702	66,750,702
Treatment	26,663,397	16,811,878	26,959,000	39,299,000	32,124,000	4,324,000	3,324,000	106,030,000
Total Water Fund	**$117,659,015**	**$89,556,463**	**$117,789,893**	**$188,677,108**	**$114,395,156**	**$97,866,387**	**$71,052,005**	**$589,780,549**
Total Aurora Water	**$208,555,124**	**$99,622,575**	**$137,785,508**	**$269,779,354**	**$141,739,737**	**$106,447,137**	**$80,680,835**	**$736,432,571**
Total Capital Improvement Program	**$291,685,454**	**$188,012,047**	**$205,730,347**	**$325,486,405**	**$198,053,081**	**$167,324,036**	**$139,676,199**	**$1,036,270,068**

1 Figures represent previous years unspent appropriation as of December 31, 2018, as reported in the 2018 Comprehensive Annual Financial Report.

2 Figures represent an estimate of how the 2019 adopted budget will be amended by year-end 2019. This column includes the 2019 adopted budget plus budget transfers, Fall 2018 and Spring 2019 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2019. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

Capital Program Amendments Detail

Capital Projects Fund

Finance

Project: Direct Costs Financial Services (34017)

Changes reflect adjustments to direct cost projections in accordance with city policy.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	164,046	168,967	174,036	179,257	184,635	190,174
2020 Budget	164,046	178,285	183,634	189,143	194,817	200,661
Budget Change	**$0**	**$9,318**	**$9,598**	**$9,886**	**$10,182**	**$10,487**
Finance Changes Total:	**$0**	**$9,318**	**$9,598**	**$9,886**	**$10,182**	**$10,487**

Fire

Project: EVOC Track Shelter at CAPSTC (New)

The shelter would serve as both a training center/classroom as well as a shelter from the elements. The shelter should be viewed as a safety enhancement to the EVOC Track, helping to keep the staff and students safe and out of harm's way.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	280,000	0	0	0	0
Budget Change	**$0**	**$280,000**	**$0**	**$0**	**$0**	**$0**

Project: Forced Ventilation System for CAPSTC Bunker Gear (New)

This amendment improves worker safety at CAPSTC by venting harmful carcinogens from bunker gear away from rooms used by APD and AFR recruits and staff. This system is required to bring CAPSTC up to date.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	100,000	0	0	0	0
Budget Change	**$0**	**$100,000**	**$0**	**$0**	**$0**	**$0**
Fire Changes Total:	**$0**	**$380,000**	**$0**	**$0**	**$0**	**$0**

General Management

Project: Direct Costs-Purchasing Svcs (17061)

Changes reflect adjustments to direct cost projections in accordance with city policy.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	419,087	431,660	444,610	457,949	471,688	485,839
2020 Budget	419,087	434,705	447,746	461,179	475,014	489,264
Budget Change	**$0**	**$3,045**	**$3,136**	**$3,230**	**$3,326**	**$3,425**

Capital Program Amendments Detail

Capital Projects Fund

General Management						
General Management Changes Total:	**$0**	**$3,045**	**$3,136**	**$3,230**	**$3,326**	**$3,425**

Non-Departmental

Project: Art in Public Places (Transfer to Cultural Fund) (25082)

Changes are due to the annual recalculation of the Art in Public Places transfer. Recently, due to the increase in projects, especially the Transportation Priority Projects, the amount of the AIPP transfer has increased.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	376,961	271,528	247,284	279,357	265,273	265,273
2020 Budget	376,961	365,630	276,157	290,565	291,441	300,064
Budget Change	**$0**	**$94,102**	**$28,873**	**$11,208**	**$26,168**	**$34,791**

Project: ARTA Payment (25407)

The Aerotropolis Regional Transportation Authority (ARTA) was established on February 27, 2018 under an intergovernmental agreement between Adams County, the City of Aurora, and the Aerotropolis Area Coordinating Metropolitan District. Under the agreement, the City will collect, and remit any use tax and impact fees received within ARTA's geographic boundaries.

This represents the ARTA Impact Fees and Use Tax going back to ARTA. This expenditure line is consistent with the ARTA financing documents.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	929,173	2,848,470	4,039,230	4,826,085	5,688,715
Budget Change	**$0**	**$929,173**	**$2,848,470**	**$4,039,230**	**$4,826,085**	**$5,688,715**

Project: SEAM Fleet Bay and Fueling Cost Share (New)

This is the non-Aurora Water portion of the South East Area Maintenance (SEAM) Fleet Bay and fueling area. This is in addition to $0.5 million that was included in the 2019 Budget as a transfer from the General Fund.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	0	2,500,000	0	0	0
Budget Change	**$0**	**$0**	**$2,500,000**	**$0**	**$0**	**$0**

Non-Departmental Changes Total:	**$0**	**$1,023,275**	**$5,377,343**	**$4,050,438**	**$4,852,253**	**$5,723,506**

Capital Program Amendments Detail

Capital Projects Fund

Parks, Recreation & Open Space

Project: DeLaney Farm Site Improvements-CPF (62807)

This project, funded to install water and power supplies to the open space area to support potential use of area for outdoor festival grounds, is complete. Funds can be lapsed and re-appropriated to other projects.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	-375,000	0	0	0	0	0
Budget Change	**($375,000)**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Median Maintenance (61969)

Lapse $20,622 and change annual appropriation to align with current cell tower lease agreement revenues.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	38,947	40,505	42,125	43,810	45,563	47,386
2020 Budget	18,325	37,325	37,325	44,790	44,790	44,790
Budget Change	**($20,622)**	**($3,180)**	**($4,800)**	**$980**	**($773)**	**($2,596)**

Project: Plains Conservation Ctr Improve-CPF (63740)

New appropriation to use as "match" funds for potential grant for site updates in accordance with the Plains Conservation Center master plan.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	250,000	0	0	0	0
Budget Change	**$0**	**$250,000**	**$0**	**$0**	**$0**	**$0**

Project: Sand Creek Park Shelter-CPF (63743)

New appropriate to use as "match" funds for a potential grant funding for large Sand Creek Park shelter construction.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	125,000	0	0	0	0
Budget Change	**$0**	**$125,000**	**$0**	**$0**	**$0**	**$0**

Project: SE Parking Lot and Trails-CPF (62700)

Appropriate to partially fund parking lot addition at Red-tailed Hawk Park and construct trails in SE Aurora.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	1,617,000	0	0	0	0
Budget Change	**$0**	**$1,617,000**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Capital Projects Fund

Parks, Recreation & Open Space

Project: Tollgate Crossing Park Curbs-CPF (63749)

New appropriation for mandated curb ramps in the area of the new park location. PROS alternative funds are not available for street curb use.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	75,000	0	0	0	0
Budget Change	**$0**	**$75,000**	**$0**	**$0**	**$0**	**$0**

Parks, Recreation & Open Space Changes Total:	**($395,622)**	**$2,063,820**	**($4,800)**	**$980**	**($773)**	**($2,596)**

Planning & Development Services

Project: 1400 Dallas Street Improvement (67703)

The building has been leased to a non-profit arts organization who does not have the financial capability to make basic improvements and repairs that retain the asset's value and enhance it utility within the community. A market study is currently underway to determine market feasibility for continued use as an arts venue, but in the interim proposed improvements will include basic repairs and enhancements that will retain building value and generally augment the building's future use(s).

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	150,000	0	0	0	0
Budget Change	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$0**

Project: Colfax Corridor Streetscapes Improvements (67704)

Continue the streetscape improvements from Dayton to Elmira, providing a standard urban sidewalk width, adequate pedestrian street lighting, and street trees to begin to create a physical identity for the Arts District.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	387,260	0	0	0	0
Budget Change	**$0**	**$387,260**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Capital Projects Fund

Planning & Development Services

Project: HW 30 Remediation Expense (New)

The city operated the Highway 30 Landfill between 1969 and 1975. Although the landfill was closed in accordance with the regulations at the time, landfill gas continues to be detected at the property boundary above state thresholds. In 2016, the Colorado Department of Public Health and the Environment (CDPHE) issued a compliance advisory requiring the city to conduct additional investigation to further characterize subsurface conditions. Several groundwater contaminants at levels above state standards have migrated offsite to the north and beneath a parcel called the Nevin Gun Club triangle. The city is under contract to purchase the parcel. Landfill gas has migrated along utility corridors and beneath two businesses in the Murphy Creek development. To mitigate the contamination, CDPHE has required a remediation system to be installed on the landfill cap.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	550,000	0	0	0	0	0
Budget Change	**$550,000**	**$0**	**$0**	**$0**	**$0**	**$0**
Planning & Development Services Changes Total:	**$550,000**	**$537,260**	**$0**	**$0**	**$0**	**$0**

Public Works

Project: 37th Street Agreement (49683)

Funds added in 2019 for City's share of improvements to 37th Avenue from Wheeling Street to approximately 720 feet to the east to the property frontage

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	300,000	0	0	0	0	0
Budget Change	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: ADA Accomodation Equity and Access (49693)

Funds have been added in 2020 to do a study to evaluate and prioritize American with Disabilities Act (ADA) needs throughout the city such as sidewalk, signal, and curb ramp compliance. Remaining funds will be used for design, and potentially, implementation of priority recommendations.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	600,000	0	0	0	0	0
2020 Budget	600,000	1,000,000	0	0	0	0
Budget Change	**$0**	**$1,000,000**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Bike/Ped Improvements - TOD first/last mile (49964)

Added additional funds for unidentified projects in 2024. The program addresses "first and final" mile improvements near the commuter and light rail stations. The first and final mile refers to multimodal access between transit stations and surrounding destinations. Improvements could be made to bike and pedestrian trails, bike lanes, sidewalks, wayfinding signage, bike facilities and public lighting.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	200,000	200,000	200,000	200,000	200,000	200,000
2020 Budget	200,000	200,000	200,000	200,000	200,000	1,200,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**

Project: Bridge Maintenance (49821)

Added funds for Laredo over Highline (2019) and Peoria over Sand Creek Bridge initial design (2020 and 2024).

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	50,000	50,000	50,000	1,550,000	50,000	50,000
2020 Budget	450,000	550,000	50,000	1,550,000	50,000	1,550,000
Budget Change	**$400,000**	**$500,000**	**$0**	**$0**	**$0**	**$1,500,000**

Project: Building Repair Projects - CPF (49875)

Additional funding in 2023 and 2024 for routine maintenance projects associated with an inventory of aging buildings.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	3,475,299	2,917,520	2,917,520	2,917,520	2,917,520	2,917,520
2020 Budget	3,475,299	2,917,520	2,917,520	2,917,520	3,417,520	3,417,520
Budget Change	**$0**	**$0**	**$0**	**$0**	**$500,000**	**$500,000**

Project: CCTV Expansion Grant (49690)

Funds added in 2019 to reflect grant award to purchase closed circuit television cameras (CCTV) to be installed at major intersections within the City of Aurora.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	317,113	0	0	0	0	0
Budget Change	**$317,113**	**$0**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Direct Costs - Building Repair CPF (49872)

Changes reflect adjustments to direct cost projections in accordance with city policy.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	150,050	154,552	159,189	163,965	168,884	173,951
2020 Budget	150,050	155,271	159,929	164,727	169,669	174,759
Budget Change	**$0**	**$719**	**$740**	**$762**	**$785**	**$808**

Project: Direct Costs - Design, Engineering, etc. (49779)

2019 adjustment to lapse carryforward, not needed. 2020-2024 changes reflect adjustments to direct costs projections in accordance with city policy.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	1,506,050	1,551,232	1,597,769	1,645,702	1,695,073	1,745,925
2020 Budget	1,281,623	1,563,092	1,609,985	1,658,284	1,708,033	1,759,274
Budget Change	**($224,427)**	**$11,860**	**$12,216**	**$12,582**	**$12,960**	**$13,349**

Project: Imboden Road (49681)

Funds added in 2019 for a cost share with Adams County to improve Imboden Road from 56th to 64th.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	1,500,000	0	0	0	0	0
Budget Change	**$1,500,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Jewell Avenue Pedestrian Crossing (49683)

The pedestrian bridge over Jewell near Utah Park was damaged and required removal. Funds are added in 2019 for a long-term pedestrian crossing solution in the vicinity of the previous bridge.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	500,000	0	0	0	0	0
Budget Change	**$500,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Picadilly -Smith to 26th Agreement (49682)

Project is the city's obligated cost share for the improvement of Picadilly from Smith Road north to 26th.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	850,000	0	0	0	0	0
Budget Change	**$850,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Police Training Facility Demolition (49685)

Funding added for demolition of the old Police Training Facility buildings on the Fitzsimons campus to include hazardous material testing; asbestos and lead abatement; and building demolition.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	960,000	0	0	0	0
Budget Change	**$0**	**$960,000**	**$0**	**$0**	**$0**	**$0**

Project: Roadway Safety Improvements (49993)

Funding added for unidentified projects in the Roadway Safety Improvements program in 2019 and 2022. Projects in the program fix issues such as pinch points, narrow lanes, lack of guardrail, etc..

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	500,000	0	0
2020 Budget	400,000	0	0	650,000	0	0
Budget Change	**$400,000**	**$0**	**$0**	**$150,000**	**$0**	**$0**

Project: Security Enhancements (49684)

Annual funding in 2020 to establish a Security Enhancements program. This program will implement projects as identified by the Physical Security Steering Committee to improve physical security at city owned buildings. A one-time transfer of $267,000 adds an additional amount of funds for security projects.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	767,000	500,000	500,000	500,000	500,000
Budget Change	**$0**	**$767,000**	**$500,000**	**$500,000**	**$500,000**	**$500,000**

Project: Street Asphalt Overlay Program (49712)

Additional funding in 2019 and 2022-2024 for routine maintenance projects associated with an inventory of aging streets. In addition, during the September 28, 2019 Budget Workshop, Council added $1.1 million for Arterial Overlay, funded via a one-time transfer from the General Fund.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	11,410,000	12,110,000	14,810,000	14,810,000	14,810,000	14,810,000
2020 Budget	12,610,000	13,210,000	14,810,000	15,410,000	15,310,000	16,010,000
Budget Change	**$1,200,000**	**$1,100,000**	**$0**	**$600,000**	**$500,000**	**$1,200,000**

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Street Maintenance - Chip Seal/Crack Seal (49794)

During the September 28, 2019 Budget Workshop, Council added $900,000 for Residential Street Maintenance, funded via a $500,000 one-time transfer from the General Fund and $400,000 of CPF Fund Balance.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000
2020 Budget	1,650,000	2,550,000	1,650,000	1,650,000	1,650,000	1,650,000
Budget Change	**$0**	**$900,000**	**$0**	**$0**	**$0**	**$0**

Project: Traffic Calming Improvements (49983)

Additional funding for the Traffic Calming program to respond to Council and citizen inquiries. The program includes outreach, study, analysis, and improvements. At the September 28 Budget Workshop, Council added $80,000 for additional traffic calming signs and $10,000 for traffic signs for the Regis entrance.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	980,000	800,571	325,000	500,000	273,327	0
2020 Budget	980,000	890,571	325,000	500,000	273,327	0
Budget Change	**$0**	**$90,000**	**$0**	**$0**	**$0**	**$0**

Project: Traffic Management System (New)

In response to a street network that is increasing in technological complexity and growing in size, the city is setting aside funds towards improvements to the traffic signal system which could include software upgrades, technological infrastructure improvements, traffic management center; etc.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	2,500,000	0
2020 Budget	0	0	0	0	2,500,000	1,000,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**

Project: Traffic Signal Construction (49710)

Funds transferred in 2019 as match for orgs 49689 (Traffic Signal Bike Detection System) and 49690 (CCTV Expansion Grant). Funds added in 2023-2024 for additional signal construction.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	3,733,790	1,229,000	700,000	1,400,000	900,000	0
2020 Budget	3,521,097	1,229,000	700,000	1,400,000	2,350,000	1,450,000
Budget Change	**($212,693)**	**$0**	**$0**	**$0**	**$1,450,000**	**$1,450,000**

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Transportation Improvement Program (49743)

Funds are added 2020-2023 for Transportation Improvement Project (TIP) program grant matches, including High Line Canal and Nine-Mile Ped Bridge.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	-2,278,335	0	0	0	0	0
2020 Budget	-2,278,335	1,965,000	1,992,420	949,000	1,254,000	0
Budget Change	**$0**	**$1,965,000**	**$1,992,420**	**$949,000**	**$1,254,000**	**$0**

Project: Trf Signal Bike Detection System (49689)

Funds added in 2019 for a grant award to purchase new bike detectors for selected intersections within the City of Aurora.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	746,350	0	0	0	0	0
Budget Change	**$746,350**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Westerly Creek (49995)

Lapse double-counted budget

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	9,492,176	0	0	0	0	0
2020 Budget	8,639,835	0	0	0	0	0
Budget Change	**($852,341)**	**$0**	**$0**	**$0**	**$0**	**$0**

Public Works Changes Total:	**$4,924,002**	**$7,294,579**	**$2,505,376**	**$2,212,344**	**$4,217,745**	**$7,164,157**

Capital Projects Fund Amendment Totals:

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
Changes Total:	**$5,078,380**	**$11,311,297**	**$7,890,653**	**$6,276,878**	**$9,082,733**	**$12,898,979**

Capital Program Amendments Detail

Conservation Trust Fund

Parks, Recreation & Open Space

Project: Construction Open Space-CTF (61886)

Conservation Trust Fund (Colorado Lottery proceeds) are used for planning, renovations and improvements to the city's open space system, and are appropriated based on available funds and competing priorities. Most recently the annual appropriations in the Construction Open Space category were primarily for Highline Canal trail and small trail improvement projects. In 2020, $380,000 additional appropriation will be used to replacement the Aurora Reservoir Gazebo that was removed in 2019 due to rotten wood structure. New appropriation added to 2021 and 2022 ($500,000 each year) are designated for "match" funds for potential grants for Plains Conservation Center improvements. In 2023, an additional $400,000 is planned for Grandview Dog Park improvements. The additional $100,000 appropriation in 2024 completes the five-year capital plan and is for High Canal trail improvements.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	200,000	250,000	200,000	100,000	100,000	0
2020 Budget	200,000	630,000	700,000	600,000	500,000	100,000
Budget Change	**$0**	**$380,000**	**$500,000**	**$500,000**	**$400,000**	**$100,000**

Project: Construction Parks-CTF (61887)

Changes in Construction Parks-CTF category reflect changes in available funding, priorities, increasing construction costs due to inflation, and a renewed effort to establish fully funded project budgets. Increased appropriation in 2020 includes $1.7 million for Tollgate Crossing Neighborhood Park, Central Community Park surrounding the new Central Recreation Center, and additional appropriation for several smaller projects (Canterbury Park, Havana Heights Park, and Sidecreek Park). Additional appropriations in 2021 is primarily for Rocky Ridge Park and the 2022 increase includes more funding for smaller planned park and playground improvements due to rising construction costs or change in project scope based on recent site inspections. The small increase in 2023 funds miscellaneous projects. New appropriation in 2024 is planned for ongoing Red-tailed Hawk development and completes the five-year plan.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	700,000	250,000	0	250,000	250,000	0
2020 Budget	700,000	1,950,000	700,000	450,000	300,000	850,000
Budget Change	**$0**	**$1,700,000**	**$700,000**	**$200,000**	**$50,000**	**$850,000**

Project: Infrastructure Open Space-CTF (61847)

Miscellaneous small projects and restoration efforts on city open space properties are partially funded by revenue from the State's Conservation Trust (revenues from the Colorado lottery). Additional appropriation added to 2024 continues to fund these miscellaneous efforts and completes the five-year plan.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	30,000	150,000	20,000	50,000	50,000	0
2020 Budget	30,000	150,000	20,000	50,000	50,000	40,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$40,000**

Capital Program Amendments Detail

Conservation Trust Fund

Parks, Recreation & Open Space

Project: Infrastructure Parks-CTF (61703)

Park infrastructure projects include small projects to include ADA requirements, security lighting, park signage, park trees, irrigation controller renovation, playground resurfacing, and supplemental funding for various playground renovations. The additional 2020 through 2024 appropriations increase funding for turf conversion and irrigation projects, and further supplements playground resurfacing and renovation projects. The 2024 appropriation completes the five-year plan for funding small infrastructure projects.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	147,500	237,500	227,500	272,500	657,500	0
2020 Budget	147,500	635,000	575,000	620,000	970,000	520,000
Budget Change	**$0**	**$397,500**	**$347,500**	**$347,500**	**$312,500**	**$520,000**

Project: Infrastructure Recreation-CTF (New)

Conservation Trust Fund revenues (proceeds from the Colorado lottery) may be used on Recreation projects. Approximately $400,000 to $800,000 per year in combination with Adams County Open Space funds is used for the Moorhead Recreation Center debt repayment. Most of the changes in appropriations are related to shifting more of the Moorhead debt burden to the Open Space Fund and increasing the annual appropriation for smaller yet to be identified recreation and aquatics projects. Additional appropriation for fitness equipment replacement is also included over the five-year plan. The 2019 projection shows at $250,000 reduction due to a planned budget lapse for the Meadowood entry/front desk project. Initial architectural design estimates were significant higher than anticipated. Additional appropriation in 2024 completes the five-year plan. The final Moorhead debt payment is in 2023.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	1,550,000	1,200,000	1,250,000	1,250,000	1,400,000	0
2020 Budget	1,300,000	1,080,000	1,250,000	970,000	1,220,000	720,000
Budget Change	**($250,000)**	**($120,000)**	**$0**	**($280,000)**	**($180,000)**	**$720,000**

Project: Infrastructure Trails-CTF (61794)

Conservation Trust revenues also support small projects related to the city's trail systems. These projects are typically not yet identified at the time of budget preparation but include funding for projects as determined/desired by City Council, executive staff, or Aurora's citizens. Additional appropriation added in 2024 completes the five-year plan.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	275,000	25,000	25,000	25,000	25,000	0
2020 Budget	275,000	25,000	25,000	25,000	25,000	25,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$25,000**

Parks, Recreation & Open Space Changes Total:	**($250,000)**	**$2,357,500**	**$1,547,500**	**$767,500**	**$582,500**	**$2,255,000**

Conservation Trust Fund Amendment Totals:

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
Changes Total:	**($250,000)**	**$2,357,500**	**$1,547,500**	**$767,500**	**$582,500**	**$2,255,000**

Capital Program Amendments Detail

Enhanced E-911 Fund

Information Technology

Project: 800 MHz Radio System Upgrade (37729)

Added 2024 to five-year plan. The final debt payment is in 2024.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	1,815,750	1,813,000	1,817,000	1,817,250	1,813,750	0
2020 Budget	1,815,750	1,813,000	1,817,000	1,817,250	1,813,750	1,816,500
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,816,500**

Project: Computer Aided Dispatch System Replacement (37734)

The current CAD software and hardware have reached their end of life. With the innovations in this software arena a replacement CAD system (both hardware and software) is budgeted for 2020.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	3,000,000	0	0	0	0
Budget Change	**$0**	**$3,000,000**	**$0**	**$0**	**$0**	**$0**

Project: Computer Aided Dispatch Upgrade (37734)

2022 upgrade removed because of a new CAD will be implemented prior to 2022.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	625,000	0	0
2020 Budget	0	0	0	0	0	0
Budget Change	**$0**	**$0**	**$0**	**($625,000)**	**$0**	**$0**

Project: MDC Infrastructure Replacement (37733)

The method for replacing the Mobile Data Computers (MDCs) has been changed to keep the models consistent throughout the Police and Fire Departments, moving to a five-year replacement cycle to maintain the solvency of the E-911 Fund. An increase in the number of public safety vehicles that require mobile computers will change the 5 year projection. Costs of computers are expected to increase up to 25%.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	400,000	0	1,125,000	0
2020 Budget	0	0	480,000	0	1,406,250	0
Budget Change	**$0**	**$0**	**$80,000**	**$0**	**$281,250**	**$0**

Capital Program Amendments Detail

Enhanced E-911 Fund

Information Technology

Project: PS Communications Console Replacement (37755)

The current consoles in the 911 answering center have been in use for over 15 years and are starting to break down. This project will replace the 28 center consoles in the main center and also the consoles in the backup center.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	885,000	0	0	0	0
Budget Change	**$0**	**$885,000**	**$0**	**$0**	**$0**	**$0**

Project: Radio System Infrastructure Upgrade (37747)

The major system upgrade has been removed in 2019. It was decided that participating in the annual Motorola assurance plan best supports the reliability of the radio system. The assurance plan will provide regular system and software upgrades as required by the vendor.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	-520,000	0	0	0	0	0
Budget Change	**($520,000)**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Uninterruptible Power System Replacement (37742)

Replacement of the current UPS is required to mitigate risk for a single point of failure in electrical power delivery to the Public Safety Communications Center.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	1,000,000	0	0	0	0
Budget Change	**$0**	**$1,000,000**	**$0**	**$0**	**$0**	**$0**

Information Technology Changes Total:	**($520,000)**	**$4,885,000**	**$80,000**	**($625,000)**	**$281,250**	**$1,816,500**

Enhanced E-911 Fund Amendment Totals:

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
Changes Total:	**($520,000)**	**$4,885,000**	**$80,000**	**($625,000)**	**$281,250**	**$1,816,500**

Capital Program Amendments Detail

Gifts & Grants Fund

Parks, Recreation & Open Space

Project: Buckley Buffer Acq - Grants (New)

Council approved land purchases known as the Buckley AFB Buffer project. A total of five partner agencies participated in the January 2019 property acquisition and then donated the property to the City. Individual grants and agencies are shown under Parks Capital detail in the Appendix.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	10,866,000	0	0	0	0	0
Budget Change	**$10,866,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Cherry Creek Bike Path-Grant (61710)

Appropriate 2019 interest earnings on remaining grant funds.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	3,000	0	0	0	0	0
Budget Change	**$3,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: High Line Canal Signage Grant-AdCO (62006)

Adams County awarded $15,000 in 2019 for the signage along the High Line Canal segments located in Adams County. Budget for the grant award will be requested through the fall 2019 Budget Supplemental process.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	15,000	0	0	0	0	0
Budget Change	**$15,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Red-tailed Hawk Park Make-A-Wish (63728)

Make-A-Wish donation to partially fund inclusive playground project at Red-tailed Hawk Park. The inclusive park project goal is to create play and learning experiences for kids of all abilities and challenges. Additional funds currently include awarded grant from Arapahoe County Open Space grant program and donations from The Aurora Rotary. Additional funding is interest earnings.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	150	0	0	0	0	0
Budget Change	**$150**	**$0**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Gifts & Grants Fund

Parks, Recreation & Open Space

Project: Red-tailed Hawk Park Rotary Donation (63729)

The Aurora Rotary donation to partially fund inclusive playground project at Red-tailed Hawk Park exceeded expectations for a total of $262,000; an additional $162,000 to be appropriated through the 2019 Fall supplemental process. The inclusive park project goal is to create play and learning experiences for kids of all abilities and challenges. Additional funds currently include awarded grant from Arapahoe County Open Space grant program and donations from Make-A-Wish.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	162,000	0	0	0	0	0
Budget Change	**$162,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Sand Creek Pk Shelter Design Grt-AdCO (62005)

Adams County awarded $32,000 in 2019 for the design of a large picnic shelter at the Sand Creek Park. Budget for the grant award will be requested through the fall 2019 Budget Supplemental process.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	32,000	0	0	0	0	0
Budget Change	**$32,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Tollgate Crossing Park Grant-ArCO (62007)

In 2018, $300,000 in Open Space Fund and $212,769 in Parks Development Fund were appropriated as partial funding for neighborhood park construction in Tollgate Crossing subdivision in SE Aurora. The $445,000 projection in 2019 is for a recently awarded grant from Arapahoe County to add funding to the neighborhood park project. Anticipated total funding for the park is approximately $1.4 million. Additional funding is added in 2020 in Conservation Trust Fund and Open Space Fund to fully fund the park project.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	445,000	0	0	0	0	0
Budget Change	**$445,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Parks, Recreation & Open Space Changes Total:	**$11,523,150**	**$0**	**$0**	**$0**	**$0**	**$0**

Gifts & Grants Fund Amendment Totals:

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
Changes Total:	**$11,523,150**	**$0**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Golf Courses Fund

Parks, Recreation & Open Space

Project: Golf Infrastructure Capital Projects (63733)

Golf related capital projects funded through revenues from golf operations include periodic facility enhancements and other infrastructure repairs. The additional appropriation includes funding for course maintenance equipment purchases, replacing golf cart fleets, adding permanent restrooms at Murphy Creek GC, cart path improvements, and irrigation system updates.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	100,000	100,000	550,000	100,000	100,000	0
2020 Budget	100,000	700,000	550,000	100,000	100,000	400,000
Budget Change	**$0**	**$600,000**	**$0**	**$0**	**$0**	**$400,000**

Project: Golf-Infra CTF Support (61606)

This project is funded through a transfer from Conservation Trust Fund to support the Golf Program. Projects include irrigation improvements, concrete enhancements, and equipment and golf cart replacement. Changes in funding is due to changes in priorities and availability of revenues from golf operations. Additional appropriation added in 2024 completes the five-year plan.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	150,000	150,000	150,000	150,000	150,000	0
2020 Budget	150,000	150,000	150,000	150,000	150,000	175,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$175,000**

Parks, Recreation & Open Space Changes Total:	**$0**	**$600,000**	**$0**	**$0**	**$0**	**$575,000**

Golf Courses Fund Amendment Totals:

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
Changes Total:	**$0**	**$600,000**	**$0**	**$0**	**$0**	**$575,000**

Capital Program Amendments Detail

Open Space Fund

Parks, Recreation & Open Space

Project: Construction Open Space-AdCo (62744)

Adams County related Open Space Fund projects include small renovation projects and grant-related matching funds for Highline Canal improvements through 2024. A fifth-year of funding for small Open Space projects was added in 2024 to complete the five-year plan.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	100,000	300,000	300,000	100,000	100,000	0
2020 Budget	100,000	300,000	300,000	100,000	100,000	100,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$100,000**

Project: Construction Open Space-ArCo (61892)

Arapahoe County related Open Space Fund projects include planning, renovations and improvements to the city's open space system. Projects highlighted in the five-year plan include Highline Canal Improvements 2019-2023; Triple Creek Improvements in 2019-2024; Signature Park master plan amendment in 2020 and other small projects throughout the five-year plan. Additional appropriation in 2024 completes the five-year plan.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	700,000	750,000	1,000,000	550,000	1,050,000	0
2020 Budget	700,000	750,000	1,000,000	550,000	1,050,000	350,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$350,000**

Project: Construction Parks-AdCo (62771)

The new appropriations in 2023 and 2024 will be used to improve Parklane Park.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	0	0
2020 Budget	0	0	0	0	50,000	350,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$50,000**	**$350,000**

Project: Construction Parks-ArCo (61902)

The approved $350,000 2019 appropriation for Fletcher Park improvements is projected to be lapsed due to delays associated with a utility undergrounding effort. The project is now planned in 2021 resulting in an additional $400,000 in that year. New project funding in 2020 includes additional appropriation to fully fund Tollgate Crossing Park construction and Hoffman Park improvements, and to replace vault toilet at Great Plains Park. Reductions in 2022 and 2023 result from changes to project timing and priorities. Additional appropriation in 2024 completes the five-year plan and is primarily for continued Red-tailed Hawk Park development.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	2,325,000	1,100,000	1,091,600	950,000	950,000	0
2020 Budget	1,975,000	1,870,000	1,491,600	600,000	600,000	850,000
Budget Change	**($350,000)**	**$770,000**	**$400,000**	**($350,000)**	**($350,000)**	**$850,000**

Capital Program Amendments Detail

Open Space Fund

Parks, Recreation & Open Space

Project: Infrastructure Open Space-AdCo (62745)

Funds are used on renovation and/or replacement of existing facilities within the open space system to include the following: fencing and signage; vegetation restoration; noxious weed control. The appropriation reduction in 2023 eliminates funding for open space restoration programs that have yet to be identified and allows the funds to be used toward debt repayment for Moorhead Recreation Center. Additional appropriation added in 2024 completes the five-year plan.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	30,000	0	50,000	0
2020 Budget	0	0	30,000	0	30,000	50,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**($20,000)**	**$50,000**

Project: Infrastructure Open Space-ArCo (61906)

Funds are used on renovation and/or replacement of existing facilities within the open space system to include the following: fencing and signage; vegetation restoration; noxious weed control. Most projects are typically not yet identified at the time of budget preparation. Appropriation added in 2024 completes the five-year plan.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	140,000	200,000	220,000	220,000	220,000	0
2020 Budget	140,000	200,000	220,000	220,000	220,000	200,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$200,000**

Project: Infrastructure Parks-AdCo (62800)

Projects typically include park path replacement, park tree planting and signage. The reduction in 2023 is related to timing and the planned increase in AdCO Open Space funds for the Moorhead debt in another AdCO capital program. Additional appropriation in 2024 completes the five-year plan.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	120,000	50,000	95,000	0	95,000	0
2020 Budget	120,000	50,000	95,000	0	45,000	95,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**($50,000)**	**$95,000**

Project: Infrastructure Parks-ArCo (61903)

Funds are used for the renovation and/or replacement of existing facilities within the developed parks of the Parks and Open Space system. Appropriation for turf conversion and irrigation projects has been increased in all years; as well as additional budget for playground renovations. The overall decrease in funding from 2020 to 2023 results from moving specific park and playground projects to the Construction Parks-ArCo program. A fifth year of funding was added in 2024 to complete the five-year plan. The relatively large increase in 2024 is for yet to be identified court replacement and playground renovation projects.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	935,000	930,000	890,000	1,740,000	1,505,000	0
2020 Budget	935,000	805,000	765,000	1,615,000	1,415,000	1,915,000
Budget Change	**$0**	**($125,000)**	**($125,000)**	**($125,000)**	**($90,000)**	**$1,915,000**

Capital Program Amendments Detail

Open Space Fund

Parks, Recreation & Open Space

Project: Infrastructure Recreation-AdCo (New)

Adams County Open Space revenues are available for Parks, Recreation and Open Space projects. The specific annual changes to the five-year plan represent the repayment of the debt obligation for the financing associated with the Moorhead Recreation Center rebuild. The funding for the debt repayment is shared by the Conservation Trust Fund and the Open Space Fund. The change in appropriation is a result of shifting more of the debt service to the Open Space Fund.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	1,061,884	396,450	381,017	365,583	350,148	0
2020 Budget	1,061,884	666,450	501,017	865,583	650,148	0
Budget Change	**$0**	**$270,000**	**$120,000**	**$500,000**	**$300,000**	**$0**

Project: Infrastructure Trails-AdCo (New)

Adams County Open Space revenues are available for parks, recreation and open space projects. A fifth year of funding is added in 2024 to complete the five-year plan.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	0	0	0	0	25,000	0
2020 Budget	0	0	0	0	25,000	25,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$25,000**

Project: Infrastructure Trails-ArCo (61835)

Increased $100,000 in 2020, 2022 and 2023 to fund miscellaneous small trails projects. Additional funding to complete the five-year plan was added in 2024.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	250,000	500,000	500,000	500,000	500,000	0
2020 Budget	250,000	600,000	500,000	600,000	600,000	600,000
Budget Change	**$0**	**$100,000**	**$0**	**$100,000**	**$100,000**	**$600,000**

Parks, Recreation & Open Space Changes Total:	**($350,000)**	**$1,015,000**	**$395,000**	**$125,000**	**($60,000)**	**$4,535,000**

Open Space Fund Amendment Totals:

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
Changes Total:	**($350,000)**	**$1,015,000**	**$395,000**	**$125,000**	**($60,000)**	**$4,535,000**

Capital Program Amendments Detail

Wastewater Fund

Aurora Water

Collection

The current five year total is $57.8 million compared to $47.0 million for the prior five year total. Of the $10.8 million increase, $14.8 million was included for misc sewer replacement and $32.4 million was added for First Creek Interceptor. The increases are partially offset by decreases in other budgets such as $1.2 million for Misc Lift Station/Force Main Rehab, $4.7 million for Annual Sewer Rehab, $4.6 million for Interceptor Rehab, $4.0 million for First Creek Lift Station, $24.2 million for New Sewer Line Construction, and $900,000 for Manhole Lining & Rehab.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	3,700,000	3,378,622	12,067,889	13,074,553	14,810,734	0
2020 Budget	3,700,000	6,380,004	28,855,984	18,927,608	0	3,642,751
Budget Change	**$0**	**$3,001,382**	**$16,788,095**	**$5,853,055**	**($14,810,734)**	**$3,642,751**

Collection Program Changes Total:	**$0**	**$3,001,382**	**$16,788,095**	**$5,853,055**	**($14,810,734)**	**$3,642,751**

Operations & General Management

The current five year total is $43.4 million compared to $7.0 million in the prior 5-year CIP. The key driver is $40.0 million to construct the new Southeast Area Maintenance (SEAM) facility.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	1,500,000	2,600,000	810,000	400,000	1,500,000	0
2020 Budget	1,500,000	1,240,000	42,200,000	0	0	0
Budget Change	**$0**	**($1,360,000)**	**$41,390,000**	**($400,000)**	**($1,500,000)**	**$0**

Operations & General Management Program Changes Total:	**$0**	**($1,360,000)**	**$41,390,000**	**($400,000)**	**($1,500,000)**	**$0**

Storm Water

The current five year total is $45.4 million compared to $35.6 million in the prior 5-year CIP. In 2020, $1.5 million was added for Peninsula Townhomes. In 2023, there is an increase of $4.0 million for Westerly Creek Future phases. $3.9 million was added in 2024 for developing high priority master drainage plans and a future study of the High Line Canal for storm water conveyance. Another new project in 2024 is the Crossing Structure Projects in the amount of $750,000.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	4,866,112	12,128,245	9,651,981	6,495,409	2,738,223	0
2020 Budget	4,866,112	12,375,611	10,046,262	8,416,973	8,580,750	5,986,079
Budget Change	**$0**	**$247,366**	**$394,281**	**$1,921,564**	**$5,842,527**	**$5,986,079**

Storm Water Program Changes Total:	**$0**	**$247,366**	**$394,281**	**$1,921,564**	**$5,842,527**	**$5,986,079**

Capital Program Amendments Detail

Wastewater Fund

Aurora Water						
Aurora Water						
Changes Total:	**$0**	**$1,888,748**	**$58,572,376**	**$7,374,619**	**($10,468,207)**	**$9,628,830**

Wastewater Fund Amendment Totals:

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
Changes Total:	**$0**	**$1,888,748**	**$58,572,376**	**$7,374,619**	**($10,468,207)**	**$9,628,830**

Capital Program Amendments Detail

Water Fund

Aurora Water

Operations & General Management

The current five year view includes $60.0 million in construction for the SEAM project in 2021, $16.0 million for the Meter Replacement Program in 2020-2023, and a $2.8 million increase to update the new Billing System. Two new projects are Solar Projects in the amount of $1.0 million in 2020 and the Water Master Plan in the amount of $1.0 million in 2020.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	5,690,035	4,195,736	4,411,608	5,607,656	213,887	0
2020 Budget	5,690,035	6,195,736	67,001,608	4,207,656	4,213,887	220,303
Budget Change	**$0**	**$2,000,000**	**$62,590,000**	**($1,400,000)**	**$4,000,000**	**$220,303**

Operations & General Management Program Changes Total:	**$0**	**$2,000,000**	**$62,590,000**	**($1,400,000)**	**$4,000,000**	**$220,303**

Pumping

The current five year total is $32.2 million marking an increase of $23.0 million related largely to Pump Station Improvements including $4.0 million in 2020 for Gun Club Pump Station construction and the construction of the Robertsdale Improvements per WISE requirements in the amount of $8.0 million in 2024. Other changes include $5.0 million for Kings Point Pump Station for design and construction in 2023/2024.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	2,000,000	2,550,000	2,100,000	690,000	1,750,000	0
2020 Budget	2,000,000	4,500,000	1,750,000	9,000,000	4,000,000	13,000,000
Budget Change	**$0**	**$1,950,000**	**($350,000)**	**$8,310,000**	**$2,250,000**	**$13,000,000**

Pumping Program Changes Total:	**$0**	**$1,950,000**	**($350,000)**	**$8,310,000**	**$2,250,000**	**$13,000,000**

Capital Program Amendments Detail

Water Fund

Aurora Water

Source of Supply Other

The current five year total is $124.9 million compared to $40.5 million for the prior five year total. The increases include the PW North Campus Well Field Expansion project of $28.0 million for well field pipeline improvements. Well Field Land Acquisition was also added in the amount of $11.0 million. $48.3 million was added for a blended water pipeline to send South Platte treated water for additional treatment at Wemlinger WPF as well as to enable filling of Aurora Reservoir while supplying raw water to Wemlinger WPF.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	5,750,000	9,830,000	4,450,000	6,128,381	14,392,588	0
2020 Budget	5,390,000	20,872,500	34,659,500	33,945,500	19,571,500	15,940,000
Budget Change	**($360,000)**	**$11,042,500**	**$30,209,500**	**$27,817,119**	**$5,178,912**	**$15,940,000**

Source of Supply Other Program Changes Total:	**($360,000)**	**$11,042,500**	**$30,209,500**	**$27,817,119**	**$5,178,912**	**$15,940,000**

Source of Supply Storage

The current five year total is reduced from the prior five year total of $216.3 million to $81.7 million due to moving construction costs related to the Wild Horse Reservoir project beyond the current five year view due to the need to continue to work through the permitting process and refining the location of the reservoir.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	15,594,824	46,977,288	64,709,134	65,615,442	23,442,500	0
2020 Budget	15,594,824	13,612,657	15,067,000	19,918,000	19,357,000	13,817,000
Budget Change	**$0**	**($33,364,631)**	**($49,642,134)**	**($45,697,442)**	**($4,085,500)**	**$13,817,000**

Source of Supply Storage Program Changes Total:	**$0**	**($33,364,631)**	**($49,642,134)**	**($45,697,442)**	**($4,085,500)**	**$13,817,000**

Source of Supply Water

The total for the current plan for 2020 - 2024 is $96.1 million compared to $127.9 million. The key driver is Water Rights Acquisition which has a current five year total of $75.0 million compared to $100.5 million in the prior five year view. This is attributable to the reduction in 2023 due to the uncertainty of the additional London Mine water rights.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	24,500,000	10,786,000	6,700,000	6,986,000	79,000,000	0
2020 Budget	38,309,726	25,250,000	16,200,000	7,700,000	41,500,000	5,500,000
Budget Change	**$13,809,726**	**$14,464,000**	**$9,500,000**	**$714,000**	**($37,500,000)**	**$5,500,000**

Source of Supply Water Program Changes Total:	**$13,809,726**	**$14,464,000**	**$9,500,000**	**$714,000**	**($37,500,000)**	**$5,500,000**

Capital Program Amendments Detail

Water Fund

Aurora Water

Transmission & Distribution

The five year CIP total is $66.7 million including a new storage tank in the southeast area of the city to accommodate growth in the total amount of $10.8 million. This program has three ongoing rehabilitation and replacement type projects with a five year total of $29.6 million. The 2024 budget includes $14.4 million in new water mains/distribution projects.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	5,400,000	7,330,000	8,250,000	5,120,000	7,850,000	0
2020 Budget	5,760,000	20,400,000	14,700,000	7,500,000	4,900,000	19,250,702
Budget Change	**$360,000**	**$13,070,000**	**$6,450,000**	**$2,380,000**	**($2,950,000)**	**$19,250,702**

Transmission & Distribution Program Changes Total:	**$360,000**	**$13,070,000**	**$6,450,000**	**$2,380,000**	**($2,950,000)**	**$19,250,702**

Treatment

The current plan for Treatment includes the following water purification facility (WPF) improvements: $58.4 million for Griswold WPF, $13.5 million for Binney WPF, and $34.1 million for Wemlinger WPF. Adjustments to the current plan include $13.0 million in 2020 for Griswold Raw Water Vault Phase II, solids handling systems improvement at Griswold for 2021 in the amount of $26.0 million for construction, and filter rehabilitation throughout the five-year view in the amount of $6.2 million.

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
2019 Budget	16,811,878	14,125,000	24,680,000	26,865,000	4,300,000	0
2020 Budget	16,811,878	26,959,000	39,299,000	32,124,000	4,324,000	3,324,000
Budget Change	**$0**	**$12,834,000**	**$14,619,000**	**$5,259,000**	**$24,000**	**$3,324,000**

Treatment Program Changes Total:	**$0**	**$12,834,000**	**$14,619,000**	**$5,259,000**	**$24,000**	**$3,324,000**
Aurora Water Changes Total:	**$13,809,726**	**$21,995,869**	**$73,376,366**	**($2,617,323)**	**($33,082,588)**	**$71,052,005**

Water Fund Amendment Totals:

	2019 Projected	2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned
Changes Total:	**$13,809,726**	**$21,995,869**	**$73,376,366**	**($2,617,323)**	**($33,082,588)**	**$71,052,005**

AURORA WATER

Aquifer Storage and Recovery Development

PROJECT INFORMATION

Location: Various
Proj. Type: New Construction/Development/Infrastructure
Category: Utilities - Storage

Proj. Manager: Rich Vidmar
Start Date: Quarter 1, 2019
End Date: Ongoing
Bond Funded: No

Description:
This project includes geotechnical investigations, borehole drilling and analysis, water quality sampling and analysis, and porosity/transmissivity testing in both alluvial and confined aquifers under and adjacent to the city. The development of such storage could give Aurora Water additional flexibility in water resources management, help meet storage needs and allow maximum utilization of water supplies. During times of excess water supplies, water can be stored below ground reducing the amount of water loss from evaporation. During times of drought or to serve particular needs difficult to meet with existing surface water infrastructure, water can be withdrawn from these aquifers to supply different types of uses.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan					Total 2020-2024
			2020	2021	2022	2023	2024	
Aurora Water								
Water Fund	246,294	1,500,000	0	4,000,000	4,000,000	4,000,000	0	12,000,000
Total Cost	**$246,294**	**$1,500,000**	**$0**	**$4,000,000**	**$4,000,000**	**$4,000,000**	**$0**	**$12,000,000**

Operating Impact:
No operating impacts are anticipated within the five-year CIP.

First Creek Interceptor

PROJECT INFORMATION

Location: Northeast Aurora
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Utilities - Collection

Proj. Manager: Swirvine Nyirenda
Start Date: Quarter 1, 2018
End Date: Quarter 4, 2022
Bond Funded: No

Description:
The existing Prologis lift station is over capacity and cannot meet the needs of impending development. The Prologis Lift Station was designed and constructed in 2003 and was anticipated to serve the Eastgate and Prologis subdivisions through 2011. This project includes a gravity interceptor from the Prologis Lift Station to the First Creek Lift Station, which will provide system reliability by conveying flows by gravity to the First Creek Lift Station.

AURORA WATER

First Creek Interceptor

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Aurora Water								
Wastewater Fund	3,820,181	2,828,001	2,400,000	20,000,000	10,000,000	0	0	32,400,000
Total Cost	**$3,820,181**	**$2,828,001**	**$2,400,000**	**$20,000,000**	**$10,000,000**	**$0**	**$0**	**$32,400,000**

Operating Impact:

No operating impacts are anticipated.

Homestake Capital Projects

PROJECT INFORMATION

Location: Various
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Utilities - Storage

Proj. Manager: Angela Goodman
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

Description:

This project is part of an agreement with Colorado Springs for the Homestake Water System. As part of the Homestake Agreement, Aurora and Colorado Springs participate in a shared water system to manage an existing water supply. The total water supply at Homestake is approximately 30,000 acre feet, split fifty-fifty between Aurora and Colorado Springs.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Aurora Water								
Water Fund	3,907	4,094,824	2,552,657	3,270,000	3,695,000	3,340,000	2,590,000	15,447,657
Total Cost	**$3,907**	**$4,094,824**	**$2,552,657**	**$3,270,000**	**$3,695,000**	**$3,340,000**	**$2,590,000**	**$15,447,657**

Operating Impact:

The Homestake projects are funded by both Operating and Capital Improvement Program funding. The capital funding outlined above is primarily infrastructure related projects. All other components (electricity, supplies, etc.) are currently funded in the Water Fund operating budget. There are no additional operating impacts expected for this project.

AURORA WATER

Kings Point Pump Station

PROJECT INFORMATION

Location: Southeast Aurora
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Utilities - Pump Station

Proj. Manager: Vern Adam
Start Date: Quarter 1, 2023
End Date: Quarter 2, 2026
Bond Funded: No

Description:
Design and construction of Kings Point Pump Station (Zone 7) & Storage Tanks (Zone 5). This project is triggered by Kings Point development and regional infrastructure needed to support growth.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Aurora Water								
Water Fund	0	0	0	0	0	1,000,000	4,000,000	5,000,000
Total Cost	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**	**$4,000,000**	**$5,000,000**

Operating Impact:
No operating impacts are anticipated.

Lower SP Storage/Walker

PROJECT INFORMATION

Location: Weld County
Proj. Type: New Construction/Development/Infrastructure
Category: Utilities - Storage

Proj. Manager: Rich Vidmar
Start Date: Quarter 1, 2023
End Date: Quarter 4, 2025
Bond Funded: No

Description:
Walker Reservoir is part of the Lower South Platte/Prairie Waters integrated resource system consisting of several water storage cells (e.g. gravel pits) and pump stations. These storage cells will be utilized for the purpose of augmentation of the Prairie Waters wellfield in accordance with the water court decree for case # 06CW104.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Aurora Water								
Water Fund	939,394	0	500,000	517,000	2,066,000	6,097,000	6,097,000	15,277,000
Total Cost	**$939,394**	**$0**	**$500,000**	**$517,000**	**$2,066,000**	**$6,097,000**	**$6,097,000**	**$15,277,000**

Operating Impact:
No operating impacts are anticipated within the five-year plan.

AURORA WATER

Meter Replacement Program

PROJECT INFORMATION

Location: Various
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Utilities - Infrastructure

Proj. Manager: Dan Mikesell
Start Date: Quarter 3, 2018
End Date: Quarter 2, 2023
Bond Funded: No

Description:
The City of Aurora Water Department owns and operates approximately 86,000 potable water meters ranging from 5/8" to 12" in diameter. The current Automated Meter Reading (AMR) system was installed in 2005 and is nearing the end of its 15 year useful life. The meter reading system needs to be replaced in 2019 to prevent the mass failure of meter endpoint batteries, which allow the meter reads to be collected by the current drive-by system. The implementation of an Automated Meter Infrastructure (AMI) system will include integrating the new system with the current Superion billing system.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan					Total 2020-2024
			2020	2021	2022	2023	2024	
Aurora Water								
Water Fund	1,383,458	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	0	16,000,000
Total Cost	**$1,383,458**	**$4,000,000**	**$4,000,000**	**$4,000,000**	**$4,000,000**	**$4,000,000**	**$0**	**$16,000,000**

Operating Impact:
Historically, the Automated Meter Reading replacements were funded by both Operating and Capital Improvement Program funding. The capital funding outlined above includes new replacement equipment, all other components are currently funded in the Water Fund operating budget. Additional operating impacts of the program are pending final design of the replacement system.

		2021	2022	2023	2024	Total
Annual Operating Costs	New Personnel (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	
	Personal Services	0	0	0	0	0
	Other	200,000	200,000	200,000	200,000	800,000
	Total Operating Costs	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$800,000**

New Transmission & Distribution Water Mains

PROJECT INFORMATION

Location: Various
Proj. Type: New Construction/Development/Infrastructure
Category: Utilities - Pipe Line

Proj. Manager: Sarah Young
Start Date: Quarter 1, 2017
End Date: Ongoing
Bond Funded: No

Description:
This project covers new transmission and distribution water mains throughout the city. Individual pipelines will be identified annually and prioritized per the Integrated Water Master Plan (IWMP).The current five-year plan is largely driven by the design and construction of new water mains along Gun Club Road.

AURORA WATER

New Transmission & Distribution Water Mains

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Aurora Water								
Water Fund	11,836,041	3,100,000	11,300,000	0	0	0	14,400,000	25,700,000
Total Cost	**$11,836,041**	**$3,100,000**	**$11,300,000**	**$0**	**$0**	**$0**	**$14,400,000**	**$25,700,000**

Operating Impact:

No operating impacts are anticipated.

Prairie Waters North Campus Expansion

PROJECT INFORMATION

Location: North Campus
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Utilities - Storage

Proj. Manager: Elizabeth Carter
Start Date: Quarter 1, 2016
End Date: Ongoing
Bond Funded: No

Description:

This project is necessary for the phased expansion of Prairie Waters from a capacity of approximately 8.5 million gallons per day (MGD) to 40 MGD. The majority of this project is expansion of the existing well field. Project funding includes ongoing land acquisition and well or related appurtenant facility construction until the 40 MGD capacity is reached.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Aurora Water								
Water Fund	5,764	0	4,562,500	2,149,500	5,185,500	15,061,500	12,130,000	39,089,000
Total Cost	**$5,764**	**$0**	**$4,562,500**	**$2,149,500**	**$5,185,500**	**$15,061,500**	**$12,130,000**	**$39,089,000**

Operating Impact:

No operating impacts are anticipated.

AURORA WATER

SEAM Facility

PROJECT INFORMATION

Location: Southeast Aurora
Proj. Type: New Construction/Development/Infrastructure
Category: Utilities - Infrastructure

Proj. Manager: Dan Mikesell
Start Date: Quarter 1, 2018
End Date: Quarter 4, 2023
Bond Funded: No

Description:

The 2016-2017 Central Facilities Space Study determined that Central Facilities is space constrained and will not be able to meet the needs of continued growth. The assessment of existing facilities considered current and future space needs, as well as how and where those needs should be allocated to best serve citizens and meet operational goals of the department. Based on the findings of the Space Study, the recommendation is a new facility in Southeast Aurora, where existing infrastructure is limited for Water, Public Works, Fleet and Parks, Recreation and Open Space employees. The Southeast Area Maintenance Facility (SEAM Facility) will be located in Southeast Aurora off Quincy Road. The Facility will house Aurora Water employees, with long-term growth opportunities to expand to include departments such as Public Works, Fleet and Parks, Recreation and Open Space.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan					Total 2020-2024
			2020	2021	2022	2023	2024	
Aurora Water								
Wastewater Fund	14,337,910	0	0	40,000,000	0	0	0	40,000,000
Water Fund	23,906,667	0	0	60,000,000	0	0	0	60,000,000
Total Cost	**$38,244,577**	**$0**	**$0**	**100,000,000**	**$0**	**$0**	**$0**	**$100,000,000**

Operating Impact:

Aurora Water's operating impact will be based on space occupied following construction of the facility, which has yet to be determined. The facility will be funded by water, sewer and storm funds.

Storage Tank

PROJECT INFORMATION

Location: Southeast Aurora
Proj. Type: New Construction/Development/Infrastructure
Category: Utilities - Storage

Proj. Manager: Sarah Young
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

Description:

Aurora Water conducted an internal T&D analysis that evaluated the entire T&D system to determine the system impacts from recent growth. The Black Stone tank has reached its capacity and there is still additional growth expected in Zone 7 (e.g. Rocking Horse, Kings Point, Southshore). The three options that will be evaluated are a new Zone 7 tank similar to Blackstone, a Zone 5 Kings Point Tank, or Zone 8 tank. All three options will be evaluated in greater detail and a preferred alternative will be selected and designed.

AURORA WATER

Storage Tank

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Aurora Water								
Water Fund	0	0	1,800,000	9,000,000	0	0	0	10,800,000
Total Cost	**$0**	**$0**	**$1,800,000**	**$9,000,000**	**$0**	**$0**	**$0**	**$10,800,000**

Operating Impact:

No operating impacts are anticipated within the five-year CIP.

Wemlinger Blended Water Pipeline

PROJECT INFORMATION

Location: Southeast Aurora
Proj. Type: New Construction/Development/Infrastructure
Category: Utilities - Pipe Line

Proj. Manager: Elizabeth Carter
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

Description:

This project allows Aurora Reservoir water to be fed by gravity to Wemlinger Water Purification Facility (WPF). It also allows for the blending of partially treated Binney WPF water to be pumped to Wemlinger WPF for final treatment when all stages of the project are completed. The project requires parallel 54 inch and 60 inch pipelines. To concurrently fill Aurora Reservoir and supply Wemlinger WPF, the Wemlinger Blending Pipeline would be required

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Aurora Water								
Water Fund	0	0	300,000	24,000,000	24,000,000	0	0	48,300,000
Total Cost	**$0**	**$0**	**$300,000**	**$24,000,000**	**$24,000,000**	**$0**	**$0**	**$48,300,000**

Operating Impact:

No operating impacts are anticipated within the five-year CIP.

AURORA WATER

Westerly Creek Future Phases

PROJECT INFORMATION

Location: Various locations within the Westerly Creek basin
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Utilities - Storm Drain

Proj. Manager: Swirvine Nyirenda
Start Date: Quarter 1, 2018
End Date: Quarter 4, 2027
Bond Funded: No

Description:
The current five-year plan includes design and construction for Westerly Creek storm drainage improvements, including detention ponds, drop structures, storm outfalls and tributary improvements. The five year plan includes the following:
2020 - Mississippi/Kenton Way Design
2021 - Mississippi/Kenton Way Construction, Dakota Avenue Tributary Design, Alameda St. Storm Outfall Design
2022 - Alameda St. Storm Outfall Construction
2023 - Virginia Drive Tributary Design, Dakota Avenue Tributary Construction

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Aurora Water								
Wastewater Fund	2,261,902	3,816,112	3,442,235	4,472,447	3,525,409	5,530,750	0	16,970,841
Total Cost	**$2,261,902**	**$3,816,112**	**$3,442,235**	**$4,472,447**	**$3,525,409**	**$5,530,750**	**$0**	**$16,970,841**

Operating Impact:
No operating impacts are anticipated.

Wild Horse Reservoir

PROJECT INFORMATION

Location: Park County
Proj. Type: New Construction/Development/Infrastructure
Category: Utilities - Storage

Proj. Manager: Rich Vidmar
Start Date: Quarter 1, 2014
End Date: Quarter 4, 2023
Bond Funded: No

Description:
Wild Horse Reservoir in the Upper South Platte River basin is located in an off-channel canyon upstream of Spinney Mountain Reservoir with a capacity of up to 96,500 acre-feet. Current efforts include engineering evaluation, drilling, geotechnical, environmental and cultural studies, land title work and land acquisition. Construction of the reservoir is anticipated to begin upon completion of permitting.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Aurora Water								
Water Fund	5,506,799	10,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
Total Cost	**$5,506,799**	**$10,000,000**	**$5,000,000**	**$5,000,000**	**$5,000,000**	**$5,000,000**	**$5,000,000**	**$25,000,000**

AURORA WATER

Wild Horse Reservoir

Operating Impact:

There are no expected operating impacts associated with this project in the current plan. Future operating impacts with the maintenance and oversight of the reservoir will occur outside the five-year plan.

FIRE

Fire Station Debt Service

PROJECT INFORMATION

Location: Various
Proj. Type: Lease-Purchase
Category: Public Safety

Proj. Manager: Lynne Center
Start Date: Quarter 1, 2016
End Date: Quarter 4, 2019
Bond Funded: Yes - COPS

Description:
This is the debt service for Fire Stations #5, #15 (Murphy Creek), and #16 (Gaylord). Fire Station #5 was replaced in December 2019 due to structural obsolescence. Fire Station was #15 replaced in May 2018. Fire Station #16 (Gaylord) is a new build that was operational in December 2018.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan					Total 2020-2024
			2020	2021	2022	2023	2024	
Fire								
Capital Projects Fund	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Cost	**$0**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**

Operating Impact:
As Fire Station #5 and Fire Station #15 are both replacements of existing facilities, the only station with additional operating costs will be Fire Station #16, the Gaylord Station. That station opened in late 2018 with a single engine company. A second company (Ladder 16) was added to the station in the 2019 budget with funding assistance from the Staffing for Adequate Fire & Emergency Response (SAFER) Grant.

NON-DEPARTMENTAL

ARTA Payment

PROJECT INFORMATION

Location: Eastern part of city
Proj. Type: Not Assigned
Category: Development Related

Proj. Manager: TBD
Start Date: Quarter 1, 2020
End Date: Quarter 4, 2045
Bond Funded: No

Description:

The Aerotropolis Regional Transportation Authority (ARTA) was established on February 27, 2018 under an intergovernmental agreement between Adams County, the City of Aurora, and the Aerotropolis Area Coordinating Metropolitan District. Under the agreement, the City will collect, and remit any use tax and impact fees received within ARTA's geographic boundaries.

This represents the ARTA Impact Fees and Use Tax going back to ARTA. This expenditure line is consistent with the ARTA financing documents.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Non-Departmental								
Capital Projects Fund	0	0	929,173	2,848,470	4,039,230	4,826,085	5,688,715	18,331,673
Total Cost	**$0**	**$0**	**$929,173**	**$2,848,470**	**$4,039,230**	**$4,826,085**	**$5,688,715**	**$18,331,673**

Operating Impact:

This is the Aerotropolis Regional Transportation Authority (ARTA) Impact Fees and Use Tax going back to ARTA.

Public Safety Training Facility

PROJECT INFORMATION

Location: Powhaton and Quincy (near reservoir entrance)
Proj. Type: New Construction/Development/Infrastructure
Category: Public Safety

Proj. Manager: Tom McMinimee
Start Date: Quarter 2, 2012
End Date: Quarter 3, 2016
Bond Funded: Partial - COPS

Description:

This project funds the annual debt service payments for a new public safety training facility near Aurora Reservoir.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Non-Departmental								
Capital Projects Fund	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Total Cost	**$0**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$7,500,000**

NON-DEPARTMENTAL

Public Safety Training Facility

Operating Impact:

All operating costs for this project will come from currently budgeted funds, so no future operating impacts are expected.

TOD Development Support

PROJECT INFORMATION

Location: TBD
Proj. Type: Not Assigned
Category: Development Related

Proj. Manager: TBD
Start Date: Quarter 1, 2015
End Date: Ongoing
Bond Funded: No

Description:

The city has several Transit Oriented Development (TOD) projects in the works, any of which may involve incentives, cost shares, and other such financing. This project creates a source of funds to cover the requests as Council deems fit.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan					Total 2020-2024
			2020	2021	2022	2023	2024	
Non-Departmental								
Capital Projects Fund	100,000	1,100,000	300,000	300,000	0	0	0	600,000
Total Cost	**$100,000**	**$1,100,000**	**$300,000**	**$300,000**	**$0**	**$0**	**$0**	**$600,000**

Operating Impact:

There are no operating impacts associated with this project.

PARKS, RECREATION & OPEN SPACE

Construction - Open Space

PROJECT INFORMATION

Location: Various
Proj. Type: Improvements to System/Facility/Infrastructure
Category: Infrastructure

Proj. Manager: Pat Schuler
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

Description:
This project is for new construction on the city's open space properties. Projects associated with this include Highline Canal, Aurora Reservoir, and Plains Conservation Center improvements, and Triple Creek trail development, and other various smaller open space projects such as fencing and hardscape repair. More information behind this project grouping can be found in the Parks, Recreation & Open Space Detail By Project report in the appendix.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Parks, Recreation & Open Space								
Capital Projects Fund	2,970,913	-275,000	0	0	0	0	0	0
Conservation Trust Fund	1,298,770	200,000	630,000	700,000	600,000	500,000	100,000	2,530,000
Gifts & Grants Fund	554,784	32,000	0	0	0	0	0	0
Open Space Fund	3,500,083	800,000	1,050,000	1,300,000	650,000	1,150,000	450,000	4,600,000
Total Cost	**$8,324,550**	**$757,000**	**$1,680,000**	**$2,000,000**	**$1,250,000**	**$1,650,000**	**$550,000**	**$7,130,000**

Operating Impact:
The operating impacts of most of the projects in this category will not require additional operating costs as the infrastructure is already in place. The Plains Conservation Center improvements and future Triple Creek Trail development will require additional operating cost as the Plains Conservation Center is further developed that supports additional educational programming and as the Triple Creek trail is built out in the future. The initial and ongoing operating expense and timing of these expenses will depend on scope and timing of the conservation center improvements and trail development.

Construction Parks

PROJECT INFORMATION

Location: Various
Proj. Type: New Construction/Development/Infrastructure
Category: Infrastructure

Proj. Manager: Tracy Young
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

Description:
This project provides improvements to existing parks and new park additions in the city's existing parks or on lands set aside for park development. Detail is in the individual project pages in the Parks, Recreation & Open Space Detail by Project report in the appendix. Most of the projects consist of improvements to numerous existing parks and playgrounds. There is one new park development projection surrounding the completed Central Recreation Center; the 12 acre Central Community Park. Also included in the five-year plan is the continued build out of undeveloped areas of the Red-tailed Hawk Park.

PARKS, RECREATION & OPEN SPACE

Construction Parks

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Parks, Recreation & Open Space								
Capital Projects Fund	7,939	0	2,067,000	0	0	0	0	2,067,000
Conservation Trust Fund	300,865	700,000	1,950,000	700,000	450,000	300,000	850,000	4,250,000
Gifts & Grants Fund	289,411	607,150	0	0	0	0	0	0
Open Space Fund	3,219,386	1,975,000	1,870,000	1,491,600	600,000	650,000	1,200,000	5,811,600
Parks Development Fund	974,939	2,277,193	212,200	308,400	0	0	0	520,600
Total Cost	**$4,792,540**	**$5,559,343**	**$6,099,200**	**$2,500,000**	**$1,050,000**	**$950,000**	**$2,050,000**	**$12,649,200**

Operating Impact:

The Central Community Park development and Red-tailed Hawk Park addition will have operating costs that will most likely impact the five-year plan in later years (2022 and 2023). Both projects will require the addition of full-time and part-time employees, water for irrigation, electricity for lighting, annual maintenance supplies, and one-time equipment purchases to maintain the new park areas. The annual operating cost and timing will be dependent on the completed project scale and timing of new construction warranty periods.

		2021	2022	2023	2024	Total
Annual Operating Costs	New Personnel (FTE)	**0.00**	**3.00**	**3.00**	**0.00**	
	Personal Services	0	197,500	201,408	0	398,908
	Other	0	565,000	504,700	0	1,069,700
	Total Operating Costs	**$0**	**$762,500**	**$706,108**	**$0**	**$1,468,608**

PUBLIC WORKS

ADA Accomodation Equity and Access

PROJECT INFORMATION

Location: To be determined based on need and funding
Proj. Type: Improvements to System/Facility/Infrastructure
Category: Infrastructure
Proj. Manager: TBD
Start Date: Ongoing
End Date: Ongoing
Bond Funded:

Description:
This program will provide funds for improvements related to Americans with Disabilities Act (ADA) requests, including traffic signal modifications.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Public Works								
Capital Projects Fund	0	600,000	1,000,000	0	0	0	0	1,000,000
Total Cost	**$0**	**$600,000**	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**

Operating Impact:
Improvements to existing infrastructure will not have operating impacts.

Police District 2 Debt Service

PROJECT INFORMATION

Location: District 2, Central Aurora
Proj. Type: Improvements to System/Facility/Infrastructure
Category: Public Safety
Proj. Manager: Elly Watson
Start Date: Quarter 2, 2015
End Date: Ongoing
Bond Funded: Partial - COPS

Description:
This project purchased and renovated an existing building to serve as Police District 2. This alleviated overcrowding in the previous District 2/Headquarters building on the Aurora Municipal Center campus. The project is funded through a ten-year debt service payment.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Public Works								
Capital Projects Fund	774,313	825,000	825,000	825,000	825,000	825,000	825,000	4,125,000
Total Cost	**$774,313**	**$825,000**	**$825,000**	**$825,000**	**$825,000**	**$825,000**	**$825,000**	**$4,125,000**

Operating Impact:
Operating expenses were built into the 2016 budget, including utilities, custodial, trash service, routine building maintenance, etc.

PUBLIC WORKS

Traffic Management System

PROJECT INFORMATION

Location: TBD
Proj. Type: New Construction/Development/Infrastructure
Category: Infrastructure
Proj. Manager: TBD
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

Description:
In response to a street network that is increasing in technological complexity and growing in size, the city is setting aside funds towards improvements to the traffic signal system which could include software upgrades, technological infrastructure improvements, traffic management center; etc.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Public Works								
Capital Projects Fund	0	0	0	0	0	2,500,000	1,000,000	3,500,000
Total Cost	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,500,000**	**$1,000,000**	**$3,500,000**

Operating Impact:
Operational impacts will occur in future years outside of the 5-year plan.

Transportation Priority Projects

PROJECT INFORMATION

Location: Various locations citywide
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Infrastructure
Proj. Manager: Steve Gardner
Start Date: Ongoing
End Date: Ongoing
Bond Funded:

Description:
This program funds a number of transportation-related projects which were prioritized by City Council. The projects will help improve travel times, mitigate some congested locations, complete last mile station connections and provide safe, multi-modal routes for citizens.

FINANCIAL INFORMATION

Capital Funding:

Department / Fund	Carryforward 2018	2019 Projected	Five-Year Plan 2020	2021	2022	2023	2024	Total 2020-2024
Public Works								
Capital Projects Fund	20,269,245	600,000	4,100,000	0	1,600,000	1,600,000	1,600,000	8,900,000
Total Cost	**$20,269,245**	**$600,000**	**$4,100,000**	**$0**	**$1,600,000**	**$1,600,000**	**$1,600,000**	**$8,900,000**

Operating Impact:
Projects are generally not anticipated to have significant operational impacts as they are upgrades, expansions, and/or improvements to existing infrastructure. Monthly service fees for new traffic signals are accounted for annually in the Public Lighting budget.

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City of Aurora, Colorado

2020 OPERATING AND CAPITAL IMPROVEMENT BUDGET

APPENDICES

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City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 1

Operating Budget Reconciliations

Operating Budget Reconciliation Overview

2020 OPERATING RECONCILIATION

The purpose of the operating reconciliation is to illustrate the steps involved in the creation of the 2020 Operating Budget. The process includes several entries:

- 2019 Original Budget;
- Removals of one-time costs previously included in the budget;
- Items from the 2019 Spring Supplemental ordinances that were approved to be ongoing items in 2020;
- Estimated personal services adjustments (PS Deltas) represent changes to personal services costs;
- Other adjustments for mandated costs like electricity and water lead to the 'Base Final' total column;
- Adds and cuts; and
- Council adjustments to the Proposed Budget (Proposed Adjustments)

CITY COUNCIL ADJUSTMENTS TO CITY MANAGER'S 2020 PROPOSED BUDGET

At the September 28, 2019 Budget Workshop, City Council made various adjustments to the 2020 Proposed Budget. This is a summary of those changes.

RECONCILIATION OF 2018 CAFR TO 2020 GENERAL FUND SUMMARY

The purpose of this reconciliation is to illustrate the differences between the General Fund 2018 actual fund balance as reported in the Comprehensive Annual Financial Report (CAFR) to the 2018 actual unassigned funds available reported in the General Fund Summary.

Appendix 1

2020 Operating Reconciliation by Fund and Department

Fund \ Department	2019 Original Final	2019 Onetimes / Init Adj	2018 Fall 2019 Spr Supp	2020 PS Deltas	2020 Other Adj	2020 Base Final	2020 Base Adds	2020 Base Cuts	2020 Proposed Estimate	2020 Proposed Adjust	2020 Adopted Final
COMMUNITY DEVELOPMENT FUND											
Neighborhood Services total:	4,921,783	-30,000	0	54,863	-4,946,646	0	4,761,576	0	4,761,576	0	4,761,576
COMMUNITY DEVELOPMENT FUND TOTAL:	4,921,783	-30,000	0	54,863	-4,946,646	0	4,761,576	0	4,761,576	0	4,761,576
CONSERVATION TRUST FUND											
Non-Departmental total:	150,000	0	0	0	100,000	250,000	0	0	250,000	0	250,000
Parks, Recreation & Open Space total:	1,163,850	0	0	11,622	885	1,176,357	0	0	1,176,357	0	1,176,357
CONSERVATION TRUST FUND TOTAL:	1,313,850	0	0	11,622	100,885	1,426,357	0	0	1,426,357	0	1,426,357
CULTURAL SERVICES FUND											
Library & Cultural Services total:	3,190,379	-90,000	62,916	-7,655	228,661	3,384,301	0	0	3,384,301	0	3,384,301
Non-Departmental total:	22,812	0	0	0	0	22,812	0	0	22,812	0	22,812
CULTURAL SERVICES FUND TOTAL:	3,213,191	-90,000	62,916	-7,655	228,661	3,407,113	0	0	3,407,113	0	3,407,113
DEBT SERVICE (SID) FUND											
Non-Departmental total:	176,086	0	0	0	-27,655	148,431	0	0	148,431	0	148,431
DEBT SERVICE (SID) FUND TOTAL:	176,086	0	0	0	-27,655	148,431	0	0	148,431	0	148,431
DESIGNATED REVENUES FUND											
Communications total:	480,795	-220,200	0	0	34,230	294,825	0	0	294,825	0	294,825
Court Administration total:	45,687	6,762	0	0	0	52,449	-18,361	0	34,088	0	34,088
Human Resources total:	0	0	0	0	3,479	3,479	0	0	3,479	0	3,479
Judicial total:	480,322	0	0	16,016	97	496,435	0	0	496,435	0	496,435
Non-Departmental total:	1,679,446	0	0	0	-6,821	1,672,625	2,235,820	0	3,908,445	0	3,908,445
Parks, Recreation & Open Space total:	1,057,236	0	0	8,050	3,400	1,068,686	0	0	1,068,686	0	1,068,686
Planning & Development Services total:	443,863	0	0	12,815	0	456,678	0	0	456,678	0	456,678
Police total:	3,936,498	0	-1,707,129	59,575	1,235	2,290,179	-756,670	0	1,533,509	0	1,533,509

Appendix 1

2020 Operating Reconciliation by Fund and Department

Fund \ Department	2019 Original Final	2019 Onetimes / Init Adj	2018 Fall 2019 Spr Supp	2020 PS Deltas	2020 Other Adj	2020 Base Final	2020 Base Adds	2020 Base Cuts	2020 Proposed Estimate	2020 Proposed Adjust	2020 Adopted Final
DESIGNATED REVENUES FUND											
Public Works total:	23,076	0	0	0	0	23,076	0	0	23,076	0	23,076
DESIGNATED REVENUES FUND TOTAL:	8,146,923	-213,438	-1,707,129	96,456	35,620	6,358,432	1,460,789	0	7,819,221	0	7,819,221
DEVELOPMENT REVIEW FUND											
General Management total:	782,259	0	0	35,901	221	818,381	80,981	0	899,362	0	899,362
Information Technology total:	883,773	-239,221	0	-6,017	780,000	1,418,535	0	0	1,418,535	0	1,418,535
Non-Departmental total:	2,489,064	0	0	-6,813	82,023	2,564,274	0	0	2,564,274	0	2,564,274
Parks, Recreation & Open Space total:	53,000	0	0	0	0	53,000	0	0	53,000	0	53,000
Planning & Development Services total:	2,101,631	-61,000	0	129,545	5,339	2,175,515	268,512	0	2,444,027	0	2,444,027
Public Works total:	10,214,571	0	0	339,598	19,299	10,573,468	284,600	0	10,858,068	0	10,858,068
DEVELOPMENT REVIEW FUND TOTAL:	16,524,298	-300,221	0	492,214	886,882	17,603,173	634,093	0	18,237,266	0	18,237,266
ENHANCED E-911 FUND											
Information Technology total:	3,066,998	0	0	24,989	46,021	3,138,008	0	0	3,138,008	0	3,138,008
Non-Departmental total:	7,500	0	0	0	0	7,500	0	0	7,500	0	7,500
Public Safety Communications total:	5,024,868	-161,458	0	604,046	0	5,467,456	0	0	5,467,456	0	5,467,456
ENHANCED E-911 FUND TOTAL:	8,099,366	-161,458	0	629,035	46,021	8,612,964	0	0	8,612,964	0	8,612,964
FLEET MANAGEMENT FUND											
General Management total:	9,829,926	-254,000	0	257,656	-34,661	9,798,921	261,620	0	10,060,541	0	10,060,541
Non-Departmental total:	15,213	0	0	0	0	15,213	0	0	15,213	0	15,213
FLEET MANAGEMENT FUND TOTAL:	9,845,139	-254,000	0	257,656	-34,661	9,814,134	261,620	0	10,075,754	0	10,075,754
GENERAL FUND											
City Attorney total:	7,146,897	0	0	-32,823	26,028	7,140,102	299,340	0	7,439,442	0	7,439,442
City Council total:	1,375,737	0	0	18,699	3,582	1,398,018	0	0	1,398,018	8,000	1,406,018

Appendix 1

2020 Operating Reconciliation by Fund and Department

Fund \ Department	2019 Original Final	2019 Onetimes / Init Adj	2018 Fall 2019 Spr Supp	2020 PS Deltas	2020 Other Adj	2020 Base Final	2020 Base Adds	2020 Base Cuts	2020 Proposed Estimate	2020 Proposed Adjust	2020 Adopted Final
GENERAL FUND											
Civil Service Commission total:	997,301	-100,000	0	20,489	254	918,044	200,000	0	1,118,044	0	1,118,044
Communications total:	3,990,188	-173,121	-22,000	188,691	208	3,983,966	5,200	0	3,989,166	46,800	4,035,966
Court Administration total:	10,000,215	0	263,263	359,270	243,741	10,866,489	0	0	10,866,489	0	10,866,489
Finance total:	7,123,639	-15,000	0	417,659	291,708	7,818,006	750,000	0	8,568,006	0	8,568,006
Fire total:	58,624,301	-2,603,704	0	1,190,388	903,681	58,114,666	970,950	0	59,085,616	2,831,095	61,916,711
General Management total:	9,272,368	-500,000	-346,547	145,985	479,121	9,050,927	1,773,565	0	10,824,492	0	10,824,492
Human Resources total:	2,562,615	-135,000	-85,000	103,091	132,462	2,578,168	216,085	0	2,794,253	0	2,794,253
Information Technology total:	13,519,944	-1,154,155	0	186,872	423,711	12,976,372	1,354,709	0	14,331,081	0	14,331,081
Judicial total:	2,979,921	0	0	128,361	1,959	3,110,241	0	0	3,110,241	0	3,110,241
Library & Cultural Services total:	6,376,563	-460,000	0	213,730	5,403	6,135,696	391,000	0	6,526,696	0	6,526,696
Neighborhood Services total:	6,936,783	-1,032,500	453,547	230,610	41,720	6,630,160	1,101,813	0	7,731,973	0	7,731,973
Non-Departmental total:	61,074,794	-4,375,675	0	757,414	4,112,796	61,569,329	467,094	0	62,036,423	2,120,000	64,156,423
Parks, Recreation & Open Space total:	14,750,357	-158,000	0	295,521	24,818	14,912,696	151,120	0	15,063,816	25,000	15,088,816
Planning & Development Services total:	3,299,083	-75,000	0	39,448	1,688	3,265,219	-68,342	0	3,196,877	0	3,196,877
Police total:	114,224,673	-1,780,425	529,154	5,260,119	527,559	118,761,080	3,444,396	0	122,205,476	1,228,800	123,434,276
Public Defender total:	1,382,466	-5,825	0	53,074	2,557	1,432,272	118,363	0	1,550,635	0	1,550,635
Public Safety Communications total:	6,424,095	-39,846	0	126,726	570,208	7,081,183	0	0	7,081,183	0	7,081,183
Public Works total:	30,627,436	-1,232,350	0	741,006	89,516	30,225,608	2,034,241	0	32,259,849	0	32,259,849
GENERAL FUND TOTAL:	362,689,376	-13,840,601	792,417	10,444,330	7,882,720	367,968,242	13,209,534	0	381,177,776	6,259,695	387,437,471
GIFTS & GRANTS FUND											
City Attorney total:	59,773	-59,773	-13,083	35,770	10,291	32,978	0	0	32,978	0	32,978
Fire total:	1,159,099	-1,050,264	0	3,496	1,050,264	1,162,595	0	0	1,162,595	273,506	1,436,101
General Management total:	10,000	0	0	0	0	10,000	0	0	10,000	0	10,000

Appendix 1

2020 Operating Reconciliation by Fund and Department

Fund \ Department	2019 Original Final	2019 Onetimes / Init Adj	2018 Fall 2019 Spr Supp	2020 PS Deltas	2020 Other Adj	2020 Base Final	2020 Base Adds	2020 Base Cuts	2020 Proposed Estimate	2020 Proposed Adjust	2020 Adopted Final
GIFTS & GRANTS FUND											
Judicial total:	7,000	0	0	0	0	7,000	0	0	7,000	0	7,000
Library & Cultural Services total:	142,285	0	0	0	3,275	145,560	0	0	145,560	0	145,560
Neighborhood Services total:	541,037	-1,000	0	-5,082	6,082	541,037	0	0	541,037	0	541,037
Parks, Recreation & Open Space total:	619,995	-38,000	0	-6,813	425,000	1,000,182	0	0	1,000,182	0	1,000,182
Planning & Development Services total:	361,579	1,000	0	7,318	-2,000	367,897	0	0	367,897	0	367,897
Police total:	3,609,282	0	0	135,830	0	3,745,112	-40,761	0	3,704,351	100,000	3,804,351
GIFTS & GRANTS FUND TOTAL:	6,510,050	-1,148,037	-13,083	170,519	1,492,912	7,012,361	-40,761	0	6,971,600	373,506	7,345,106
GOLF COURSES FUND											
Non-Departmental total:	82,969	0	0	-60,750	0	22,219	0	0	22,219	0	22,219
Parks, Recreation & Open Space total:	7,737,277	0	0	250,804	11,394	7,999,475	37,678	0	8,037,153	0	8,037,153
GOLF COURSES FUND TOTAL:	7,820,246	0	0	190,054	11,394	8,021,694	37,678	0	8,059,372	0	8,059,372
MARIJUANA TAX REVENUE FUND											
General Management total:	3,350,912	0	-4,452,952	0	1,102,040	0	0	0	0	0	0
Neighborhood Services total:	0	0	4,452,952	0	-2,276,758	2,176,194	0	0	2,176,194	0	2,176,194
Non-Departmental total:	8,250,000	0	0	0	0	8,250,000	0	0	8,250,000	0	8,250,000
MARIJUANA TAX REVENUE FUND TOTAL:	11,600,912	0	0	0	-1,174,718	10,426,194	0	0	10,426,194	0	10,426,194
OPEN SPACE FUND											
Non-Departmental total:	4,904	0	0	0	0	4,904	0	0	4,904	0	4,904
Parks, Recreation & Open Space total:	5,162,564	0	0	170,092	9,051	5,341,707	323	0	5,342,030	0	5,342,030
OPEN SPACE FUND TOTAL:	5,167,468	0	0	170,092	9,051	5,346,611	323	0	5,346,934	0	5,346,934
PARKING AND MOBILITY FUND											
Public Works total:	1,046,765	0	0	-13,962	2,602	1,035,405	0	0	1,035,405	0	1,035,405

Appendix 1

2020 Operating Reconciliation by Fund and Department

Fund \ Department	2019 Original Final	2019 Onetimes / Init Adj	2018 Fall 2019 Spr Supp	2020 PS Deltas	2020 Other Adj	2020 Base Final	2020 Base Adds	2020 Base Cuts	2020 Proposed Estimate	2020 Proposed Adjust	2020 Adopted Final
PARKING AND MOBILITY FUND											
PARKING AND MOBILITY FUND TOTAL:	1,046,765	0	0	-13,962	2,602	1,035,405	0	0	1,035,405	0	1,035,405
PARKS DEVELOPMENT FUND											
Parks, Recreation & Open Space total:	90,281	0	0	3,282	0	93,563	0	0	93,563	0	93,563
PARKS DEVELOPMENT FUND TOTAL:	90,281	0	0	3,282	0	93,563	0	0	93,563	0	93,563
RECREATION FUND											
Non-Departmental total:	137,307	0	0	-77,084	0	60,223	0	0	60,223	0	60,223
Parks, Recreation & Open Space total:	13,720,510	-873,295	0	353,923	1,149,651	14,350,789	66,346	0	14,417,135	55,000	14,472,135
RECREATION FUND TOTAL:	13,857,817	-873,295	0	276,839	1,149,651	14,411,012	66,346	0	14,477,358	55,000	14,532,358
RISK MANAGEMENT FUND											
Human Resources total:	11,626,231	0	0	81,414	315,618	12,023,263	228,110	0	12,251,373	0	12,251,373
Non-Departmental total:	378	0	0	-378	0	0	0	0	0	0	0
RISK MANAGEMENT FUND TOTAL:	11,626,609	0	0	81,036	315,618	12,023,263	228,110	0	12,251,373	0	12,251,373
WASTEWATER FUND											
Aurora Water total:	60,099,493	-48,418	97,181	490,773	-139,241	60,499,788	635,963	0	61,135,751	0	61,135,751
Non-Departmental total:	41,240	0	0	0	0	41,240	0	0	41,240	0	41,240
WASTEWATER FUND TOTAL:	60,140,733	-48,418	97,181	490,773	-139,241	60,541,028	635,963	0	61,176,991	0	61,176,991
WATER FUND											
Aurora Water total:	83,342,343	-1,079,328	145,771	1,432,368	3,217,473	87,058,627	2,305,887	0	89,364,514	0	89,364,514
City Attorney total:	2,111,294	0	0	4,780	0	2,116,074	0	0	2,116,074	0	2,116,074
Non-Departmental total:	132,413	0	0	0	0	132,413	0	0	132,413	0	132,413
WATER FUND TOTAL:	85,586,050	-1,079,328	145,771	1,437,148	3,217,473	89,307,114	2,305,887	0	91,613,001	0	91,613,001

Appendix 1

2020 Operating Reconciliation by Fund and Department

Fund \ Department	2019 Original Final	2019 Onetimes / Init Adj	2018 Fall 2019 Spr Supp	2020 PS Deltas	2020 Other Adj	2020 Base Final	2020 Base Adds	2020 Base Cuts	2020 Proposed Estimate	2020 Proposed Adjust	2020 Adopted Final
GRAND TOTAL OPERATING BUDGET:	618,376,943	-18,038,796	-621,927	14,784,302	9,056,569	623,557,091	23,561,158	0	647,118,249	6,688,201	653,806,450

City Council Adjustments to City Manager's 2020 Proposed Budget

			Sources	Uses	
Fund / Department	**Adjustments**	**FTE Change**	**Revenue / Transfers In**	**One-Time Budget**	**Ongoing Budget**
General Fund					
Council Adjustments					
City Council	Regional Air Quality Council Funding Increase	-	$ -	$ -	$ 8,000
Communications	Smoking Cessation Campaign	-	-	46,800	-
Fire	Overtime and Fire Apparatus for Medical Service Unit Optimization	-	-	1,000,000	1,473,000
Fire	SAFER Grant 4th Battalion Applicant Share	5.00	-	162,366	195,729
Non-Departmental	Strategic Court System Assessment and Set-Aside	-	-	75,000	300,000
Non-Departmental	One-Time Transfer from General Fund to Capital Projects Fund for Arterial Overlay	-	-	1,100,000	-
Non-Departmental	One-Time Transfer from General Fund to Capital Projects Fund for Residential Street Maintenance	-	-	500,000	-
Non-Departmental	One-Time Transfer from General Fund to Capital Projects Fund for Flashing Speed Signs (Traffic Calming)	-	-	80,000	-
Non-Departmental	One-Time Transfer from General Fund to Capital Projects Fund for Regis Traffic Signs	-	-	10,000	-
Non-Departmental	One Time Transfer from General Fund to Recreation Fund for Aurora Center for Active Adults Replacement Van	-	-	55,000	-
Parks, Recreation and Open Space	Aurora Pride Donation	-	-	25,000	-
Police	Police Money Purchase Plan 1.5 Percent Employer Contribution with Employee Match	-	-	1,048,800	-
Police	Police Firing Range Improvements	-	-	180,000	-
Total General Fund Council Adjustments		**5.00**	**$ -**	**$ 4,282,966**	**$ 1,976,729**
	2020 General Fund Bottom Line Funds Available Adjustment				**$ (6,259,695)**
Capital Projects Fund					
Council Adjustments					
Public Works	Arterial Overlay	-	$ 1,100,000	$ 1,100,000	$ -
Public Works	Residential Street Maintenance	-	500,000	900,000	-
Public Works	Flashing Speed Signs (Traffic Calming)	-	80,000	80,000	-
Public Works	Regis Traffic Signs	-	10,000	10,000	-
Total Capital Projects Fund Council Adjustments		**-**	**$ 1,690,000**	**$ 2,090,000**	$ -
	2020 Capital Projects Fund Bottom Line Funds Available Adjustment				**$ (400,000)**

City Council Adjustments to City Manager's 2020 Proposed Budget

			Sources	Uses	
Fund / Department	**Adjustments**	**FTE Change**	**Revenue / Transfers In**	**One-Time Budget**	**Ongoing Budget**
Gifts and Grants Fund					
Council Adjustments					
Fire	SAFER Grant 4th Battalion Federal Share (3 year award)	-	$ 809,580	$ -	$ 273,506
Police	Body Worn Camera Grant (3 year award)	-	852,580	-	100,000
Total Gifts and Grants Fund Council Adjustments		**-**	**$ 1,662,160**	**$ -**	$ 373,506
2020 Gifts and Grants Fund Bottom Line Funds Available Adjustment					**$ 1,288,654**
Recreation Fund					
Council Adjustments					
Parks, Recreation and Open Space	Aurora Center for Active Adults Replacement Van	-	$ 55,000	$ 55,000	$ -
Total Gifts and Grants Fund Council Adjustments		**-**	**$ 55,000**	**$ 55,000**	$ -
2020 Recreation Fund Bottom Line Funds Available Adjustment					**$ -**
TOTAL BUDGET ADJUSTMENTS FOR ALL FUNDS		**5.00**	**$ 3,407,160**	**$ 6,427,966**	**$ 2,350,235**

Reconciliation of 2018 CAFR General Fund Balance, 12/31/18 to 2020 Budget Book Unassigned Funds Available, 12/31/18

	Funds	Source
Ending 2018 GAAP General Fund Balance, CAFR, 12/31/18	**$ 113,219,198**	(2018 CAFR, p. 101)
Less: Adjustments to CAFR 2018 GAAP General Fund Balance		
(GAAP-Related Accounting Items - Budget Book does not make GAAP-related adjustments)		
Adjustment of Investments to Fair Value - not available for appropriation	362,144	(2018 CAFR, p. 101)
Inventories	(212,096)	
Sales, Use & Lodgers Tax Accrual - not available for appropriation	(25,944,366)	(2018 CAFR, p. 101)
Current Year Operating Encumbrances - previously appropriated and spent in the following year	(4,003,180)	(2018 CAFR, p. 101)
Assets not available for appropriation	(2,166,257)	(2018 CAFR, p. 101)
Adjustment for fund perspective difference	(10,230,542)	
Total of GAAP-Related Adjustments	(42,194,297)	
Ending Actual Funds Available, General Fund Balance, CAFR Non-GAAP, 12/31/18	**$ 71,024,901**	(2018 CAFR, p. 101)
Less: Reservations and Designations, 12/31/18		
Estimated Designations (designated for CAFR and Budget purposes)		
Restricted for TABOR	1,495,045	(2018 CAFR p. 101; 2020 Budget Book, p. F-4)
Committed for Policy Reserve	28,142,519	(2018 CAFR p. 101; 2020 Budget Book, p. F-4)
Unassigned Funds Available for Appropriation After Restrictions and Council Commitments Held for 2018 Operating Reserve - 2018 CAFR	**41,387,337**	(2018 CAFR p. 101)
Committed for Regatta Plaza	8,400,000	(2020 Budget Book, p. F-4)
2018 Unassigned but Held for Operating Reserve (Budgetary Basis) - 2020 Budget Book	**$ 32,987,337**	(2020 Budget Book, p. F-4)

Note: The amount reported in the 2018 CAFR as Unassigned Funds Available includes a total of $8,400,000 that is restricted for City of Aurora commitments for Regatta Plaza Redevelopment.

City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 2
Capital Improvement Program Detail

Capital Improvement Program Detail Overview

2020 BUILDING REPAIR SUBFUND

This detail reconciliation provides a five-year spending plan for building repair projects in the Building Repair Subfund. These projects involve items such as roofs, signage, lighting, floor repair, carpet replacement, interior/exterior painting, security, HVAC and electrical distribution repair.

2020 PARKS CAPITAL IMPROVEMENT PROGRAM DETAIL

The Parks Capital Improvement Program Detail shows specific work plans for project types within the Parks, Recreation and Open Space Department's five-year capital improvement program. This program crosses multiple funding sources and includes infrastructure, park construction, land acquisition and engineering costs.

2020 AURORA WATER CAPITAL IMPROVEMENT DETAIL

This section provides detailed project information for the planned five-year Aurora Water Capital Improvement Program. This document lists additional detail for individual projects within each funding source and program shown in the Capital Improvement Program section of this book. The Aurora Water Capital Program incorporates maintaining and modernizing for the current system and expansion for future population growth. Projects are categorized by programs in each fund.

Building Repair Subfund Program Detail

Project/Title	2019 Projected	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 -2024
BUDGET							
Building Repair Projects - CPF	$ 3,475,299	$ 3,684,520	$ 3,417,520	$ 3,417,520	$ 3,917,520	$ 3,917,520	$ 18,354,600
Direct Cost Facility Engineering - CPF	150,050	155,271	159,929	164,727	169,669	174,759	824,355
Budget Carryforward	3,614,844	966,768	4,288	16,808	29,328	41,848	1,059,040
Total Budget Available	**$ 7,240,193**	**$ 4,806,559**	**$ 3,581,737**	**$ 3,599,055**	**$ 4,116,517**	**$ 4,134,127**	**$ 20,237,995**
USES							
Direct Cost Facilities Engineering Services	**$ 150,050**	**$ 155,271**	**$ 159,929**	**$ 164,727**	**$ 169,669**	**$ 174,759**	**$ 824,355**
Programmatic Maintenance							
Catastrophic Failure Reserve	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000
Facility Upkeep Projects							
Roof Repair / Replacement	300,000	300,000	300,000	300,000	400,000	400,000	1,700,000
Interior/Exterior Painting	345,000	345,000	345,000	345,000	345,000	345,000	1,725,000
Flooring and Carpet Repair/ Replacement	435,050	400,000	300,000	300,000	400,000	400,000	1,800,000
System Maintenance and Repairs	224,950	200,000	200,000	200,000	250,000	250,000	1,100,000
Subtotal Maintenance Projects	**$ 1,455,000**	**$ 1,395,000**	**$ 1,295,000**	**$ 1,295,000**	**$ 1,545,000**	**$ 1,545,000**	**$ 7,075,000**
Stand Alone Projects							
ACAA HVAC RTU	$ 105,000	$ -	$ -	$ -	$ -	$ -	$ -
AMC Audio Visual Upgrade	100,000	-	-	-	-	-	-
AMC Concrete Stabilization	750,000	-	-	-	-	-	-
Animal Shelter ERU	200,000	-	-	-	-	-	-
Appliance Maintenance	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Automation Netwk/Access Ctrl (various facilities)	-	150,000	150,000	-	150,000	150,000	600,000
Beck PDU	-	225,000	-	-	-	-	225,000
CAPSTC Pond Eval	50,000	-	-	-	-	-	-
Central Facilities (Gate, Fire Alarm)	68,000	100,000	-	-	-	-	100,000
Central Library Electrical Upgrade	7,000	175,000	-	-	-	-	175,000
City Attorney Office Reconfig (Courts Bldg)	100,800	-	-	-	-	-	-
Concrete Repair/Repl/Seal (various facilities)	184,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Courts Heating Pipe Study	156,000	-	-	-	-	-	-
Courts/Detention Carpet and Other Projects	350,000	-	-	-	-	-	-
Detention Center and Police HQ Generator Repl.	-	275,000	-	-	-	-	275,000
Elevator Modernization (various facilities)	230,000	200,000	200,000	300,000	300,000	300,000	1,300,000

Building Repair Subfund Program Detail

Project/Title	2019 Projected	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 -2024
Fire 2/4/12 Furnace and AC units, FS7 Humidifier	74,000	-	-	-	-	-	-
Fire Facilities	-	100,000	100,000	100,000	100,000	100,000	500,000
Fire Panel Updates (various facilities)	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Fire Station Remodel Supplement	232,000	-	-	-	-	-	-
Fox Theater (Roof, AHU, etc)	351,500	-	-	-	-	-	-
Garage/Overhead Door Repl. (various locations)	58,000	200,000	150,000	200,000	200,000	200,000	950,000
History Museum Pavers	142,675	-	-	-	-	-	-
HVAC / Mech Sys Repairs (various locations)	400,000	400,000	350,000	350,000	400,000	400,000	1,900,000
Misc Small Projects (various locations)	39,300	-	-	-	-	-	-
Morning Star Cabinets	24,000	-	-	-	-	-	-
Police D2 Radio Outlets- Basement	50,000	-	-	-	-	-	-
Police D2 System HVAC Flushing/Strainer Repl	87,000	-	-	-	-	-	-
Police Facilities	-	100,000	100,000	100,000	100,000	100,000	500,000
Police Firing Range	326,000	-	-	-	-	-	-
Radiant Heaters / Tube Heaters (various locations)	180,000	-	-	-	-	-	-
Replace generators (various facilities)		150,000	150,000	150,000	150,000	150,000	750,000
Retro commissioning Study	50,000	-	-	-	-	-	-
Security Improvements (various facilities)	50,000	767,000	500,000	500,000	500,000	500,000	2,767,000
Storage of Inventory	35,000	-	-	-	-	-	-
Tallyn's Portable Generator	68,000	-	-	-	-	-	-
Tallyn's Reach 1st Floor Crac Unit	90,000	-	-	-	-	-	-
Work Order System Migration	50,100	-	-	-	-	-	-
Misc Design Work[1]	-	50,000	50,000	50,000	50,000	50,000	250,000
TBD Projects [2]	-	100,000	100,000	100,000	150,000	150,000	600,000
Subtotal Stand Alone Projects	**$ 4,668,375**	**$ 3,252,000**	**$ 2,110,000**	**$ 2,110,000**	**$ 2,360,000**	**$ 2,360,000**	**$ 12,192,000**
Total Budget Used	**$ 6,273,425**	**$ 4,802,271**	**$ 3,564,929**	**$ 3,569,727**	**$ 4,074,669**	**$ 4,079,759**	**$ 20,091,355**
Budget to Carryforward to Following Year	**$ 966,768**	**$ 4,288**	**$ 16,808**	**$ 29,328**	**$ 41,848**	**$ 54,368**	

Notes:

1. Project designs needed for current year projects, determining appropriate approach and/or establishing budget amounts.
2. TBD Projects will be determined as needs arise.

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2019 Projected Budget [1]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Acquisitions							
Acquisitions							
61901 Acquisitions-ArCo	0	200,000	0	0	0	0	200,000
Total Acquisitions	**0**	**200,000**	**0**	**0**	**0**	**0**	**200,000**
Buckley AFB Buffer							
(New) Buckley Buffer Plot5 ArCO IGA	134,000	0	0	0	0	0	0
(New) Buckley Buffer Plot5 DMVA Grt	2,300,000	0	0	0	0	0	0
(New) Buckley Buffer Plot5 GOCO Grt	200,000	0	0	0	0	0	0
(New) Buckley Buffer Plot5 REPI Grt	7,050,000	0	0	0	0	0	0
(New) Buckley Buffer Plot9 TPL Grt	1,182,000	0	0	0	0	0	0
Total Buckley AFB Buffer	**10,866,000**	**0**	**0**	**0**	**0**	**0**	**0**
Total Acquisitions	**10,866,000**	**$200,000**	**$0**	**$0**	**$0**	**$0**	**$200,000**
Construction - Parks							
Canterbury Park							
63731 Canterbury Park-CTF	0	250,000	0	0	0	0	250,000
Total Canterbury Park	**0**	**250,000**	**0**	**0**	**0**	**0**	**250,000**
Central Community Park							
62921 Central Community Park-ArCO	800,000	0	0	0	0	0	0
63732 Central Community Park-CTF	0	700,000	0	0	0	0	700,000
62925 Central Community Park-PDF	175,639	0	0	0	0	0	0
Total Central Community Park	**975,639**	**700,000**	**0**	**0**	**0**	**0**	**700,000**
Const Parks Small Projects							
61936 Const Parks Small Proj-ArCo	0	150,000	0	100,000	100,000	100,000	450,000
61954 Const Parks Small Proj-CTF	0	150,000	200,000	100,000	100,000	100,000	650,000
Total Const Parks Small Projects	**0**	**300,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,100,000**
Crestridge Park							
(New) Crestridge Park Renovation-ArCo	0	0	191,600	0	0	0	191,600
(New) Crestridge Park Renovation-PDF	0	0	308,400	0	0	0	308,400

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2019 Projected Budget [1]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Construction - Parks							
Total Crestridge Park	**0**	**0**	**500,000**	**0**	**0**	**0**	**500,000**
Fletcher Park							
(New) Fletcher Park Improvements-ArCO	0	0	400,000	0	0	0	400,000
Total Fletcher Park	**0**	**0**	**400,000**	**0**	**0**	**0**	**400,000**
Freedom Park							
62870 Freedom Park Improvements-PDF	122,600	0	0	0	0	0	0
Total Freedom Park	**122,600**	**0**	**0**	**0**	**0**	**0**	**0**
Fulton Park							
62915 Fulton Park Improvements-ArCo	800,000	0	0	0	0	0	0
Total Fulton Park	**800,000**	**0**	**0**	**0**	**0**	**0**	**0**
Great Plains							
63734 Great Plains Restrooms-ArCo	0	120,000	0	0	0	0	120,000
Total Great Plains	**0**	**120,000**	**0**	**0**	**0**	**0**	**120,000**
Havana Heights Park							
62916 Havana Heights Park Renovation-ArCo	375,000	0	0	0	0	0	0
63735 Havana Heights Park Renovation-CTF	0	50,000	0	0	0	0	50,000
62914 Havana Heights Park Renovation-PDF	36,254	4,200	0	0	0	0	4,200
Total Havana Heights Park	**411,254**	**54,200**	**0**	**0**	**0**	**0**	**54,200**
Havana Park							
63736 Havana Park Improvements-ArCo	0	300,000	0	500,000	0	0	800,000
Total Havana Park	**0**	**300,000**	**0**	**500,000**	**0**	**0**	**800,000**
Highland Hollows Park							
(New) Highland Hollows Park-ArCO	0	0	0	0	500,000	0	500,000
Total Highland Hollows Park	**0**	**0**	**0**	**0**	**500,000**	**0**	**500,000**
Hoffman Park							
62881 Hoffman Park Renovation-ArCo	0	300,000	0	0	0	0	300,000
Total Hoffman Park	**0**	**300,000**	**0**	**0**	**0**	**0**	**300,000**

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2019 Projected Budget [1]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Construction - Parks							
Horseshoe Park							
(New) Horseshoe Park Improvements-ArCo	0	0	500,000	0	0	0	500,000
Total Horseshoe Park	**0**	**0**	**500,000**	**0**	**0**	**0**	**500,000**
Kingsboro Park							
63738 Kingsboro Park Improvements-ArCo	0	300,000	0	0	0	0	300,000
63739 Kingsboro Park Improvements-PDF	0	3,900	0	0	0	0	3,900
Total Kingsboro Park	**0**	**303,900**	**0**	**0**	**0**	**0**	**303,900**
Olympic Park Infra Improvemnts							
62917 Olympic Park Upgrades-CTF	700,000	250,000	0	0	0	0	250,000
Total Olympic Park Infra Improvemnts	**700,000**	**250,000**	**0**	**0**	**0**	**0**	**250,000**
Parklane Park							
(New) Parklane Park Improvements-AdCO	0	0	0	0	50,000	350,000	400,000
(New) Parklane Park Improvements-CTF	0	0	0	0	200,000	0	200,000
Total Parklane Park	**0**	**0**	**0**	**0**	**250,000**	**350,000**	**600,000**
Playground Renovation							
63729 Red-tailed Hawk Park Rotary Donation	162,000	0	0	0	0	0	0
Total Playground Renovation	**162,000**	**0**	**0**	**0**	**0**	**0**	**0**
Red-tailed Hawk Park							
63728 Red-tailed Hawk Park Make-A-Wish	150	0	0	0	0	0	0
(New) Red-tailed Hawk Park Phase II-CTF	0	0	0	0	0	750,000	750,000
62922 Red-tailed Hawk Park Phase II-PDF	1,942,700	0	0	0	0	0	0
(New) Red-tailed Hawk Phase II-ArCO	0	0	0	0	0	750,000	750,000
Total Red-tailed Hawk Park	**1,942,850**	**0**	**0**	**0**	**0**	**1,500,000**	**1,500,000**
Rocky Ridge Park							
(New) Rocky Ridge Park-ArCo	0	0	400,000	0	0	0	400,000
(New) Rocky Ridge Park-CTF	0	0	500,000	0	0	0	500,000
Total Rocky Ridge Park	**0**	**0**	**900,000**	**0**	**0**	**0**	**900,000**

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2019 Projected Budget [1]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Construction - Parks							
SE Parks							
62700 SE Parking Lot and Trails-CPF	0	1,617,000	0	0	0	0	1,617,000
Total SE Parks	**0**	**1,617,000**	**0**	**0**	**0**	**0**	**1,617,000**
Sidecreek Park							
63745 Sidecreek Park-ArCo	0	500,000	0	0	0	0	500,000
63746 Sidecreek Park-CTF	0	250,000	0	0	0	0	250,000
63747 Sidecreek Park-PDF	0	49,400	0	0	0	0	49,400
Total Sidecreek Park	**0**	**799,400**	**0**	**0**	**0**	**0**	**799,400**
Tollgate Crossing Park							
63748 Tollgate Crossing Park - CTF	0	300,000	0	0	0	0	300,000
63749 Tollgate Crossing Park Curbs-CPF	0	75,000	0	0	0	0	75,000
62007 Tollgate Crossing Park Grant-ArCO	445,000	0	0	0	0	0	0
62867 Tollgate Crossing Park-ArCo	0	200,000	0	0	0	0	200,000
Total Tollgate Crossing Park	**445,000**	**575,000**	**0**	**0**	**0**	**0**	**575,000**
Village East Park							
(New) Village East Park Improvement-CTF	0	0	0	350,000	0	0	350,000
Total Village East Park	**0**	**0**	**0**	**350,000**	**0**	**0**	**350,000**
Village East Park Imp							
63752 Village East Park Improvement-PDF	0	154,700	0	0	0	0	154,700
Total Village East Park Imp	**0**	**154,700**	**0**	**0**	**0**	**0**	**154,700**
Westerly Park Creek Crk Brdg							
63751 Utah Park Westerly Crk Bridge	0	50,000	0	0	0	0	50,000
Total Westerly Park Creek Crk Brdg	**0**	**50,000**	**0**	**0**	**0**	**0**	**50,000**
Total Construction - Parks	**5,559,343**	**$5,774,200**	**$2,500,000**	**$1,050,000**	**$950,000**	**$2,050,000**	**$12,324,200**
Construction OS							
Aurora Reservoir							
61991 Aurora Reservoir Construction-ArCo	0	0	700,000	0	500,000	0	1,200,000

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2019 Projected Budget [1]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Construction OS							
63730 Aurora Reservoir Gazebo Replace-CTF	0	380,000	0	0	0	0	380,000
62920 Aurora Reservoir Improvements-CPF	100,000	0	0	0	0	0	0
Total Aurora Reservoir	**100,000**	**380,000**	**700,000**	**0**	**500,000**	**0**	**1,580,000**
Const OS Small Projects							
62756 Const OS Small Projects-AdCo	0	100,000	0	100,000	0	0	200,000
61931 Const OS Small Projects-ArCo	100,000	100,000	100,000	100,000	100,000	100,000	500,000
61952 Const OS Small Projects-CTF	100,000	50,000	100,000	0	0	0	150,000
Total Const OS Small Projects	**200,000**	**250,000**	**200,000**	**200,000**	**100,000**	**100,000**	**850,000**
Delaney Farm							
62807 DeLaney Farm Site Improvements-CPF	-375,000	0	0	0	0	0	0
Total Delaney Farm	**-375,000**	**0**	**0**	**0**	**0**	**0**	**0**
Grandview Dog Park							
(New) Grandview Dog Park Improvements-CTF	0	0	0	0	400,000	0	400,000
Total Grandview Dog Park	**0**	**0**	**0**	**0**	**400,000**	**0**	**400,000**
Highline Canal Trail							
62872 High Line Canal Improvements-AdCo	100,000	200,000	300,000	0	100,000	100,000	700,000
62821 High Line Canal Improvements-ArCo	200,000	100,000	0	200,000	200,000	0	500,000
62827 High Line Canal Improvements-CTF	100,000	200,000	100,000	100,000	100,000	100,000	600,000
Total Highline Canal Trail	**400,000**	**500,000**	**400,000**	**300,000**	**400,000**	**200,000**	**1,800,000**
Plains Conservation Center							
62873 PCC Site Improvements-CTF	0	0	500,000	500,000	0	0	1,000,000
63740 Plains Conservation Ctr Improve-CPF	0	250,000	0	0	0	0	250,000
Total Plains Conservation Center	**0**	**250,000**	**500,000**	**500,000**	**0**	**0**	**1,250,000**
Sand Creek Park							
62006 High Line Canal Signage Grant-AdCO	15,000	0	0	0	0	0	0
63743 Sand Creek Park Shelter-CPF	0	125,000	0	0	0	0	125,000
62005 Sand Creek Pk Shelter Design Grt-AdCO	32,000	0	0	0	0	0	0

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2019 Projected Budget [1]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Construction OS							
Total Sand Creek Park	**47,000**	**125,000**	**0**	**0**	**0**	**0**	**125,000**
Signature Park							
61933 Signature Park-ArCo	0	150,000	0	0	0	0	150,000
Total Signature Park	**0**	**150,000**	**0**	**0**	**0**	**0**	**150,000**
Triple Creek Trail							
62829 Triple Creek Improvements-ArCo	400,000	400,000	200,000	250,000	250,000	250,000	1,350,000
Total Triple Creek Trail	**400,000**	**400,000**	**200,000**	**250,000**	**250,000**	**250,000**	**1,350,000**
Total Construction OS	**772,000**	**$2,055,000**	**$2,000,000**	**$1,250,000**	**$1,650,000**	**$550,000**	**$7,505,000**
Greenways / Trails							
Cherry Creek Bike Path							
61710 Cherry Creek Bike Path-Grant	3,000	0	0	0	0	0	0
Total Cherry Creek Bike Path	**3,000**	**0**	**0**	**0**	**0**	**0**	**0**
Infrastructure Trails Small Projects							
62874 Trail Replacement-ArCo	250,000	500,000	400,000	500,000	500,000	500,000	2,400,000
62913 Trail Replacement-CTF	250,000	0	0	0	0	0	0
62753 Trails Small Projects-AdCo	0	0	0	0	25,000	25,000	50,000
61940 Trails Small Projects-ArCo	0	100,000	100,000	100,000	100,000	100,000	500,000
61959 Trails Small Projects-CTF	25,000	25,000	25,000	25,000	25,000	25,000	125,000
Total Infrastructure Trails Small Projects	**525,000**	**625,000**	**525,000**	**625,000**	**650,000**	**650,000**	**3,075,000**
Total Greenways / Trails	**528,000**	**$625,000**	**$525,000**	**$625,000**	**$650,000**	**$650,000**	**$3,075,000**
Infrastructure - Open Space							
Open Space Restoration							
62765 Open Space Restoration-AdCo	0	0	0	0	0	20,000	20,000
62764 Open Space Restoration-ArCo	100,000	100,000	100,000	100,000	100,000	100,000	500,000
62912 Open Space Restoration-CTF	20,000	100,000	20,000	20,000	20,000	20,000	180,000
Total Open Space Restoration	**120,000**	**200,000**	**120,000**	**120,000**	**120,000**	**140,000**	**700,000**

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2019 Projected Budget [1]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Infrastructure - Open Space							
OS Infra Small Projects							
62751 Infra OS Small Projects-AdCo	0	0	30,000	0	30,000	30,000	90,000
61944 Infra OS Small Projects-ArCo	40,000	100,000	120,000	120,000	120,000	100,000	560,000
61961 Infra OS Small Projects-CTF	10,000	50,000	0	30,000	30,000	20,000	130,000
Total OS Infra Small Projects	**50,000**	**150,000**	**150,000**	**150,000**	**180,000**	**150,000**	**780,000**
Total Infrastructure - Open Space	**170,000**	**$350,000**	**$270,000**	**$270,000**	**$300,000**	**$290,000**	**$1,480,000**
Infrastructure-Recreation							
Moorhead Improvements							
62843 Moorhead Center Improvements-AdCo	311,884	666,450	501,017	865,583	650,148	0	2,683,198
63718 Moorhead Center Improvements-CTF	1,000,000	630,000	780,000	400,000	600,000	0	2,410,000
Total Moorhead Improvements	**1,311,884**	**1,296,450**	**1,281,017**	**1,265,583**	**1,250,148**	**0**	**5,093,198**
Rec Infra							
62918 Beck Gym Floor Replacement-CPF	90,000	0	0	0	0	0	0
62923 Parklane Pool Renovation-AdCo	750,000	0	0	0	0	0	0
63742 Recreation Fitness Equipment - CTF	0	50,000	70,000	70,000	120,000	120,000	430,000
63703 Recreation/Aquatics Infrastructure-CTF	300,000	400,000	400,000	500,000	500,000	600,000	2,400,000
Total Rec Infra	**1,140,000**	**450,000**	**470,000**	**570,000**	**620,000**	**720,000**	**2,830,000**
Total Infrastructure-Recreation	**2,451,884**	**$1,746,450**	**$1,751,017**	**$1,835,583**	**$1,870,148**	**$720,000**	**$7,923,198**
Parks Infrastructure							
Athletic Field Renovation							
61950 Athletic Field Renovation-ArCo	75,000	75,000	75,000	75,000	75,000	75,000	375,000
Total Athletic Field Renovation	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**375,000**
Ballfields							
(New) Ballfield Renovation-ArCo	0	0	0	500,000	500,000	500,000	1,500,000
Total Ballfields	**0**	**0**	**0**	**500,000**	**500,000**	**500,000**	**1,500,000**
Blue Grass Conversion							
63750 Turf Conversion-ArCO	0	150,000	100,000	100,000	100,000	150,000	600,000

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2019 Projected Budget [1]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Parks Infrastructure							
62782 Turf Conversion-CTF	0	50,000	200,000	100,000	200,000	150,000	700,000
Total Blue Grass Conversion	**0**	**200,000**	**300,000**	**200,000**	**300,000**	**300,000**	**1,300,000**
Const Parks Small Projects							
63744 Security Lighting - CTF	0	50,000	50,000	50,000	50,000	50,000	250,000
Total Const Parks Small Projects	**0**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**250,000**
Court Replacement							
61945 Court Replacement-ArCo	0	200,000	0	400,000	0	400,000	1,000,000
61962 Court Replacement-CTF	0	0	0	0	400,000	0	400,000
62886 Court Replacement-PDF	2,034	0	0	0	0	0	0
Total Court Replacement	**2,034**	**200,000**	**0**	**400,000**	**400,000**	**400,000**	**1,400,000**
Infrastructure Parks - AdCo							
62755 Infra Parks Small Projects-AdCo	25,000	0	50,000	0	0	0	50,000
Total Infrastructure Parks - AdCo	**25,000**	**0**	**50,000**	**0**	**0**	**0**	**50,000**
Irrigation Controller Renovation							
63737 Irrigation Controller Renovation-ArCO	0	25,000	25,000	25,000	25,000	25,000	125,000
61967 Irrigation Controller Renovation-CTF	12,500	25,000	25,000	25,000	25,000	25,000	125,000
Total Irrigation Controller Renovation	**12,500**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**250,000**
Irrigation Renovation							
61949 Irrigation Replacement-ArCo	100,000	0	100,000	0	100,000	0	200,000
Total Irrigation Renovation	**100,000**	**0**	**100,000**	**0**	**100,000**	**0**	**200,000**
Median Maintenance							
62919 Iliff Garage Roundabout Landscape-CPF	160,000	0	0	0	0	0	0
62846 Median Development-CPF	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
61969 Median Maintenance	18,325	37,325	37,325	44,790	44,790	44,790	209,020
Total Median Maintenance	**1,428,325**	**1,287,325**	**1,287,325**	**1,294,790**	**1,294,790**	**1,294,790**	**6,459,020**
Park Path Replacement							
62910 Park Path Replacement-AdCo	20,000	0	20,000	0	20,000	20,000	60,000

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2019 Projected Budget [1]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Parks Infrastructure							
61984 Park Path Replacement-ArCo	50,000	50,000	50,000	50,000	50,000	50,000	250,000
61963 Park Path Replacement-CTF	0	0	0	20,000	20,000	20,000	60,000
Total Park Path Replacement	**70,000**	**50,000**	**70,000**	**70,000**	**90,000**	**90,000**	**370,000**
Park Tree Planting							
62911 Park Tree Planting-AdCo	10,000	0	10,000	0	10,000	10,000	30,000
62810 Park Tree Planting-ArCo	40,000	40,000	40,000	40,000	40,000	40,000	200,000
61964 Park Tree Planting-CTF	0	10,000	0	10,000	10,000	10,000	40,000
Total Park Tree Planting	**50,000**	**50,000**	**50,000**	**50,000**	**60,000**	**60,000**	**270,000**
Parks Infra Small Projects							
62781 ADA Compliance-CTF	50,000	50,000	50,000	50,000	50,000	50,000	250,000
61947 Infra Parks Small Projects-ArCo	125,000	100,000	100,000	100,000	100,000	100,000	500,000
61968 Infra Parks Small Projects-CTF	0	50,000	0	50,000	50,000	50,000	200,000
62794 O&M Infrastructure-AdCo	50,000	0	0	0	0	50,000	50,000
62793 O&M Infrastructure-ArCo	135,000	115,000	115,000	115,000	115,000	115,000	575,000
62783 O&M Infrastructure-CTF	20,000	0	50,000	50,000	50,000	50,000	200,000
Total Parks Infra Small Projects	**380,000**	**315,000**	**315,000**	**365,000**	**365,000**	**415,000**	**1,775,000**
Playground Renovation							
62892 Inclusive Adult Playground Equipment	25,000	0	0	0	0	0	0
61946 Playground Renovation-ArCo	350,000	0	100,000	150,000	250,000	400,000	900,000
63741 Playground Renovation-CTF	0	200,000	100,000	150,000	0	0	450,000
61965 Playground Resurfacing-CTF	65,000	100,000	100,000	100,000	100,000	100,000	500,000
Total Playground Renovation	**440,000**	**300,000**	**300,000**	**400,000**	**350,000**	**500,000**	**1,850,000**
Signage							
62809 Park Signage-AdCo	15,000	50,000	15,000	0	15,000	15,000	95,000
61948 Park Signage-ArCo	60,000	50,000	60,000	60,000	60,000	60,000	290,000
61732 Park Signage-CTF	0	50,000	0	15,000	15,000	15,000	95,000
Total Signage	**75,000**	**150,000**	**75,000**	**75,000**	**90,000**	**90,000**	**480,000**

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2019 Projected Budget [1]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Parks Infrastructure							
Total Parks Infrastructure	**2,657,859**	**$2,727,325**	**$2,722,325**	**$3,529,790**	**$3,724,790**	**$3,824,790**	**$16,529,020**
Total Parks, Recreation & Open Space	**$23,005,086**	**$13,477,975**	**$9,768,342**	**$8,560,373**	**$9,144,938**	**$8,084,790**	**$49,036,418**

1 Figures represent an estimate of how the 2019 adopted budget will be amended by year-end 2019. This column includes the 2019 adopted budget plus budget transfers, Fall 2018 and Spring 2019 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2019. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

2020 - 2024 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2018 [1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Wastewater Fund									
Collection									
52516	2nd Creek Interceptor	1,204,904	-42,308	0	0	0	0	0	0
52422	Annual Sewer Rehab	177,056	2,072,944	250,000	2,250,000	0	0	0	2,500,000
52107	First Creek Interceptor	3,820,181	2,828,001	2,400,000	20,000,000	10,000,000	0	0	32,400,000
52111	First Creek Lift Station	1,478,055	0	0	0	0	0	0	0
52106	High Point LS Improvements	657,157	0	0	0	0	0	0	0
52482	Interceptor Rehab	2,072,547	-389,366	0	0	0	0	0	0
52361	Kings Point South Interceptor	1,193,951	-943,922	0	0	0	0	0	0
52462	Manhole Lining & Rehab	75,350	-75,349	0	100,000	0	0	0	100,000
52461	Misc Sewer Replacement	6,407,133	0	730,004	6,355,287	7,722,033	0	0	14,807,324
52391	Miscellaneous Lift Station/Force Main Rehab	241,774	250,000	0	0	0	0	0	0
52581	New Sewer Line Construction	795,282	0	0	150,697	1,205,575	0	3,392,751	4,749,023
52346	Reimbursement	0	0	3,000,000	0	0	0	250,000	3,250,000
52110	Second Creek Regional Lift Station	1,122,578	0	0	0	0	0	0	0
	Program Total	**19,245,968**	**3,700,000**	**6,380,004**	**28,855,984**	**18,927,608**	**0**	**3,642,751**	**57,806,347**
Operations & General Management									
(New)	Billing System - Sewer	0	0	0	800,000	0	0	0	800,000
(New)	Billing System - Storm	0	0	0	400,000	0	0	0	400,000
52658	Sand Creek Water Reuse Plant	3,473,938	0	1,240,000	1,000,000	0	0	0	2,240,000
52349	SCADA Improvements - Sewer	0	1,500,000	0	0	0	0	0	0
52354	SEAM Maintenance Facility-Sewer	8,961,194	0	0	25,000,000	0	0	0	25,000,000
52355	SEAM Maintenance Facility-Storm	5,376,716	0	0	15,000,000	0	0	0	15,000,000
52493	Senac/Murphy Creek Improvements	2,558,365	0	0	0	0	0	0	0
52366	UPS Replacement - Sewer	307,065	0	0	0	0	0	0	0
52552	Waste Water Utility Plan Update-SS	28,627	0	0	0	0	0	0	0
	Program Total	**20,705,905**	**1,500,000**	**1,240,000**	**42,200,000**	**0**	**0**	**0**	**43,440,000**
Storm Water									
52359	Buckley AFB Stream Improvements	120,774	0	735,535	0	1,191,564	0	0	1,927,099
52492	Cherry Creek @ Arapahoe Rd Drainage Improvements	0	200,000	0	100,000	100,000	0	0	200,000

2020 - 2024 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2018 [1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Wastewater Fund									
52570	Concrete Channel Rehab	0	150,000	350,000	0	0	0	0	350,000
(New)	Crossing Structure Projects (Bridge/Culverts)	0	0	0	0	0	0	750,000	750,000
52535	Easterly Creek Outfall Improvements	7,044,033	0	600,000	1,948,815	1,500,000	0	0	4,048,815
52895	Fitzsimons Drainage Improvements	32,011,555	0	1,000,000	0	0	0	0	1,000,000
52438	Hutchinson Channel Rehab	0	0	500,000	1,000,000	1,000,000	0	0	2,500,000
52539	Lower Westerly Imp-SD	189,895	0	0	0	0	0	0	0
52463	Miscellaneous Stream Restoration	165,227	0	0	0	500,000	0	0	500,000
52509	Peninsula Townhomes	3,747,404	0	1,500,000	25,000	0	0	0	1,525,000
52345	Reimbursements	0	0	1,682,308	0	0	0	750,000	2,432,308
52358	Sand Creek OSP Public Works 6th Ave Extension	942,856	0	0	0	0	0	0	0
52465	Storm Corrugated Metal Pipe Rehab	2,951,506	0	200,000	1,500,000	200,000	1,400,000	200,000	3,500,000
52580	Storm Drain System Improvement	99,046	0	1,965,533	600,000	0	1,250,000	0	3,815,533
52369	Storm Reinforced Concrete Pipe Rehab	0	300,000	0	0	0	0	0	0
(New)	TBD Stormwater Development Projects	0	0	0	0	0	0	3,886,079	3,886,079
52353	Upper 1st Creek: Det Pond-DV	0	400,000	400,000	400,000	400,000	400,000	400,000	2,000,000
52586	Upper 1st Creek: Det Pond-SI	1,410,038	0	0	0	0	0	0	0
52364	Westerly Creek Future Phases	2,261,902	3,816,112	3,442,235	4,472,447	3,525,409	5,530,750	0	16,970,841
	Program Total	**50,944,236**	**4,866,112**	**12,375,611**	**10,046,262**	**8,416,973**	**8,580,750**	**5,986,079**	**45,405,675**
Wastewater Fund		90,896,109	10,066,112	19,995,615	81,102,246	27,344,581	8,580,750	9,628,830	146,652,022
Total Wastewater Fund		**$90,896,109**	**$10,066,112**	**$19,995,615**	**$81,102,246**	**$27,344,581**	**$8,580,750**	**$9,628,830**	**$146,652,022**
Water Fund									
Operations & General Management									
52303	Asset Management Program - Water	31,502	0	0	0	0	0	0	0
(New)	Billing System - Water	0	0	0	2,800,000	0	0	0	2,800,000
52201	Lowry Meter	47,378	0	0	0	0	0	0	0
52768	Meter Replacement Program	1,383,458	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	0	16,000,000
52348	SCADA Improvements - Water	0	1,500,000	0	0	0	0	0	0
52805	SEAM Maintenance Facility-Water	23,906,667	0	0	60,000,000	0	0	0	60,000,000
52344	Solar Projects	0	0	1,000,000	0	0	0	0	1,000,000
52367	UPS Replacement - Water	247,087	0	0	0	0	0	0	0

2020 - 2024 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2018 [1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Water Fund									
52466	Vault/Valve Rehabilitation	0	190,035	195,736	201,608	207,656	213,887	220,303	1,039,190
52342	Water Master Plan	0	0	1,000,000	0	0	0	0	1,000,000
	Program Total	**25,616,092**	**5,690,035**	**6,195,736**	**67,001,608**	**4,207,656**	**4,213,887**	**220,303**	**81,839,190**
Pumping									
(New)	210-PWP Raw Water Pump Station Exp	0	0	0	0	0	1,000,000	0	1,000,000
52374	Aurora Hills PROS Pump Station	15,187	0	0	0	0	0	0	0
52376	Aurora Pump Station Upgrades	14,156,014	0	0	0	0	0	0	0
(New)	Kings Point Pump Station	0	0	0	0	0	1,000,000	4,000,000	5,000,000
52302	Pump Station Improvements	68,309	2,000,000	4,500,000	1,750,000	9,000,000	2,000,000	9,000,000	26,250,000
	Program Total	**14,239,510**	**2,000,000**	**4,500,000**	**1,750,000**	**9,000,000**	**4,000,000**	**13,000,000**	**32,250,000**
Source of Supply Other									
52495	54"/40" Rampart Appurtenances Rehab	2,665,574	4,000,000	4,060,000	4,060,000	4,060,000	4,060,000	60,000	16,300,000
52488	North Campus Well Rehab	685,097	1,500,000	6,450,000	450,000	450,000	450,000	250,000	8,050,000
52108	PW North Campus Expansion	5,764	0	4,562,500	2,149,500	5,185,500	15,061,500	12,130,000	39,089,000
52356	PW Pipelines	959,806	0	0	0	0	0	0	0
52498	Rampart Tunnel Rehab	0	-360,000	0	0	0	0	500,000	500,000
52347	Rampart Water Delivery System	0	0	1,500,000	0	0	0	0	1,500,000
52350	Water Delivery Infrastructure	0	250,000	0	0	250,000	0	0	250,000
52560	Well Field Land Acquisition	6,059,847	0	4,000,000	4,000,000	0	0	3,000,000	11,000,000
52341	Wemlinger Blended Water Pipeline	0	0	300,000	24,000,000	24,000,000	0	0	48,300,000
	Program Total	**10,376,088**	**5,390,000**	**20,872,500**	**34,659,500**	**33,945,500**	**19,571,500**	**15,940,000**	**124,989,000**
Source of Supply Storage									
52352	Aquifer Storage and Recovery Development	246,294	1,500,000	0	4,000,000	4,000,000	4,000,000	0	12,000,000
52370	Aurora Reservoir Improvements	789,373	0	2,500,000	0	0	0	0	2,500,000
52377	Box Creek Reservoir	171,349	0	0	0	0	0	0	0
52669	Homestake Capital Projects	3,907	4,094,824	2,552,657	3,270,000	3,695,000	3,340,000	2,590,000	15,447,657
52700	Homestake/Eagle River Project	28,895	0	1,000,000	1,000,000	0	0	0	2,000,000
52385	Lower SP Storage/Everist	645,694	0	500,000	230,000	1,148,000	0	0	1,878,000
52383	Lower SP Storage/Walker	939,394	0	500,000	517,000	2,066,000	6,097,000	6,097,000	15,277,000

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Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2018 [1]	2019 Projected Budget [2]	Five-Year Plan 2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	Total Cost 2020 - 2024
Water Fund									
52565	LSP Storage/Clare-WA	4,706,016	0	1,000,000	0	0	0	0	1,000,000
52384	LSP/Kirby-Dersham/Challenger	765,789	0	0	335,000	3,089,000	0	0	3,424,000
52564	Wetlands-Water	2,186,725	0	560,000	715,000	920,000	920,000	130,000	3,245,000
52396	Wild Horse Reservoir	5,506,799	10,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
	Program Total	**15,990,235**	**15,594,824**	**13,612,657**	**15,067,000**	**19,918,000**	**19,357,000**	**13,817,000**	**81,771,657**
Source of Supply Water									
52379	Arkansas Basin Land Acquisition	786,000	0	0	2,000,000	2,000,000	0	0	4,000,000
52351	Heritage Eagle Bend	0	3,500,000	0	0	0	0	0	0
52959	Raw Water Rehab	5,558,271	10,000,000	5,250,000	3,700,000	700,000	6,500,000	500,000	16,650,000
52382	Rocky Ford II	584,021	1,000,000	0	500,000	0	0	0	500,000
52381	Water Rights Acquisition	0	23,809,726	20,000,000	10,000,000	5,000,000	35,000,000	5,000,000	75,000,000
	Program Total	**6,928,292**	**38,309,726**	**25,250,000**	**16,200,000**	**7,700,000**	**41,500,000**	**5,500,000**	**96,150,000**
Transmission & Distribution									
52368	6th & Buckley PRV - WA	508,412	0	0	0	0	0	0	0
52392	Distribution System Improvements to Binney WPF	1,524,240	-440,000	0	0	0	0	0	0
52954	Line Replacement	1,412,729	3,100,000	5,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,000,000
52416	New T&D Water Mains	11,836,041	3,100,000	11,300,000	0	0	0	14,400,000	25,700,000
52467	Pressure Reducing Valve Rehab Replacement	1,150,000	0	1,200,000	1,700,000	3,200,000	1,200,000	1,200,000	8,500,000
(New)	Reimbursements	0	0	0	0	0	0	650,702	650,702
52343	Storage Tank	0	0	1,800,000	9,000,000	0	0	0	10,800,000
52932	Transmission & Vault Rehab	1,413,979	0	1,100,000	2,000,000	2,300,000	1,700,000	1,000,000	8,100,000
	Program Total	**17,845,401**	**5,760,000**	**20,400,000**	**14,700,000**	**7,500,000**	**4,900,000**	**19,250,702**	**66,750,702**
Treatment									
52504	Binney WPF Improvements	2,611,887	-934,000	1,125,000	6,775,000	5,600,000	0	0	13,500,000
52616	Griswold Water Purification Facility	3,385,646	4,851,000	24,750,000	28,900,000	650,000	3,550,000	550,000	58,400,000
52486	Wemlinger WPF Improvements	20,665,864	12,894,878	1,084,000	3,624,000	25,874,000	774,000	2,774,000	34,130,000
	Program Total	**26,663,397**	**16,811,878**	**26,959,000**	**39,299,000**	**32,124,000**	**4,324,000**	**3,324,000**	**106,030,000**
Water Fund		117,659,015	89,556,463	117,789,893	188,677,108	114,395,156	97,866,387	71,052,005	589,780,549
Total Water Fund		**$117,659,015**	**$89,556,463**	**$117,789,893**	**$188,677,108**	**$114,395,156**	**$97,866,387**	**$71,052,005**	**$589,780,549**

2020 - 2024 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2018 [1]	2019 Projected Budget [2]	Five-Year Plan					Total Cost 2020 - 2024
			2020 Adopted	2021 Planned	2022 Planned	2023 Planned	2024 Planned	
Total Aurora Water	**$208,555,124**	**$99,622,575**	**$137,785,508**	**$269,779,354**	**$141,739,737**	**$106,447,137**	**$80,680,835**	**$736,432,571**

1 Figures represent previous years unspent appropriation as of December 31, 2018, as reported in the 2018 Comprehensive Annual Financial Report.

2 Figures represent an estimate of how the 2019 adopted budget will be amended by year-end 2019. This column includes the 2019 adopted budget plus budget transfers, Fall 2018 and Spring 2019 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2019. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

City of Aurora, Colorado

2020 CITY MANAGER'S
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Appendix 3
Operating Transfers

Schedule of Annual Operating Transfers

Operating Transfer Out	Operating Transfer In	Amount	Comments
Fund Name	Fund Name	2020 Adopted	
General	ACLC	$ 10,748,117	AMC lease payment ($7,723,500); Fleet lease payments ($2,478,163); History Museum ($157,835); Fire SCBA ($337,226); and Crime Lab ($51,393)
General	AURA	50,000	Fanfare loan payment
General	Capital Projects	40,045,013	$37.0 million for 100 percent of building material and other use taxes, 4 percent of all other General Fund revenue; In the Proposed Budget $1.0 million for ADA-related Accomodation and Access, $267,000 one-time for Security Related Projects. At September 28 Budget Workshop, Council added $1.7 million for transportation related projects.
General	Community Development	255,053	City match for HOME grant
General	Cultural Services	1,345,163	Annual transfer to Cultural Services Fund
General	Designated Revenue Fund	151,128	Annual transfer to Designated Revenues Fund for Victim Assistance Program
General	Enhanced E-911	4,911,795	Annual transfer to Enhanced E-911 Fund
General	Fleet Management	261,620	Transfer to Fleet Management for Fleet Apprenticeship Pilot Program
General	Parking and Mobility	490,905	Annual transfer to Parking and Mobility Fund
General	Recreation	6,483,952	Annual transfer to Recreation Fund. At the September 28 Budget Workshop, Council added a $55,000 one-time transfer from the General Fund to the Recreation Fund to purchase a replacement van for the Aurora Center for Active Adults.
General	Risk Management	63,000	Annual transfer to Risk Management Fund for Fire respiratory protection compliance physicals
Conservation Trust	Golf Courses	250,000	Funding for Conservation Trust approved capital projects in the Golf Courses Fund
Development Review	General	2,230,337	Payment of overhead for administrative support
Golf Courses	Capital Projects	200,000	Repayment of Aurora Hills Pump Station
Marijuana Tax Revenue	ACLC	7,400,000	Transfer from Marijuana Tax Revenue to ACLC for road project debt payments ($3,400,000) and Recreation Center funding ($4,000,000)
Marijuana Tax Revenue	Capital Projects	850,000	Transfer from Marijuana Tax Revenue to Capital Projects to fund transportation priority projects
Open Space	ACLC	1,123,250	Debt service payment for 2014 COPs for Sports Park expansion
Total Transfer Out	**Total Transfer In**	**$ 76,859,333**	

City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 4
City Council Budget Detail

City Council General Fund Budget Detail

This appendix breaks down the budget for City Council, including dues and subscriptions and designated commitments. City Council approves membership in many outside governmental entities, paid under dues and subscriptions.

For 2020, the following changes have been made to the City Council budget:

Personal Services

- Personal Services shows an $18,700 (2.3 percent) increase from the 2019 Original Budget primarily due to staff pay increases offset by health insurance changes.

Dues and Subscriptions

- Dues and Subscriptions are $11,000 more than the 2019 Original Budget, associated with a $4,400 subscription contingency increase, included to cover as yet unknown dues and subscription changes. In addition, at the September 28 Budget Workshop, Council added $8,000 as an ongoing funding increase for the Regional Air Quality Council. The total payment will be $26,000.

Training and Conferences

- There is no change in the annual budget for either the annual Council individual travel budget or the federal annual lobbying trip from the 2019 Original Budget to the 2020 Adopted Budget. The 2019 projection is $57,100 higher than the 2019 Original Budget to account for the addition of the Council travel carryforward in the Spring Supplemental. This carryforward is one-time, therefore not recurring in 2020. The current travel allocation is $11,000 for the Mayor and $7,000 for each Council Member for a total of $81,000. Note that $15,000 for the federal annual lobbying trip is an ongoing expense.

Designated Items

- There is no change in the annual budget for designated items

The table on the following page provides a line-item account of the City Council budget.

	2017 Actual	2018 Actual	2019 Original	2019 Projection	2020 Adopted
Personal Services	$ 734,587	$ 735,058	$ 820,519	$ 751,013	$ 839,218
Dues and Subscriptions					
Aurora Chamber	11,437	11,781	75,000	75,000	75,000
Aurora Health Access	2,500	2,500	2,500	2,500	2,500
Colorado Municipal League (CML)	113,740	113,031	113,030	113,030	113,030
Denver Regional Council of Gov'ts (DRCOG)	68,000	76,300	76,300	76,300	76,300
Metro Mayors Caucus	28,587	28,957	28,957	28,957	28,957
National League of Cities (NLC)	17,118	-	18,592	18,592	18,592
NOISE	2,310	2,310	3,444	3,444	3,444
Regional Air Quality Council (RAQC)	18,000	18,000	18,000	18,000	26,000
Regional Econ Advancement Partnership	2,000	2,000	2,000	2,000	2,000
U.S. Conference of Mayors	17,511	17,511	17,511	17,511	17,511
Centennial NOISE	-	-	1,000	1,000	1,000
Miscellaneous	3,743	3,333	1,000	1,000	1,000
Unallocated Dues and Subscriptions	-	-	1,000	1,000	5,350
Subtotal, Dues and Subscriptions	**284,946**	**275,723**	**358,334**	**358,334**	**370,684**
Travel, Training and Conferences					
Council Individual Travel Budgets	82,409	74,250	81,000	138,051	81,000
Federal Annual Lobbying Trip	10,632	7,704	15,000	15,000	15,000
Subtotal, Travel, Training and Conference	**93,041**	**81,954**	**96,000**	**153,051**	**96,000**
Designated Items					
Adams Co. Mayors and Commissioners Youth Award	850	850	850	850	850
AMHC Benefit Luncheon Table	1,000	1,000	1,000	1,000	1,000
APS Foundation Annual Gala Table	2,750	2,750	3,000	3,000	3,000
Arapahoe County Fair	5,000	5,000	5,000	5,000	5,000
Armed Forces Luncheon	2,500	2,500	2,500	2,500	2,500
Aurora Chamber - Business Directory	-	-	600	600	600
Aurora Chamber - Military-Related Activities	-	29,040	-	-	-
Aurora Chamber Table	950	950	1,400	1,400	1,400
Aurora Econ Dev Council (AEDC) A-List Table	2,000	2,000	2,000	2,000	2,000
Aurora Guide	1,150	1,150	1,150	1,150	1,150
Aurora Scholars	5,000	5,000	5,000	5,000	5,000
Aurora Singers	-	-	2,500	2,500	2,500
Aurora Symphony Orchestra	-	2,500	2,500	2,500	2,500
CCA Foundation Scholarship Luncheon Table	1,000	1,000	1,000	1,000	1,250
CCS Foundation Annual Gala Table	-	-	3,000	3,000	3,000
Citizen Academy Expenses	776	654	1,000	1,000	1,000
Colorado Freedom Memorial	5,000	-	-	-	-
Community Asset CCSD Youth	-	-	1,500	1,500	1,500
Ethiopian Radio Station Contribution	7,000	-	-	-	-
Metro Mayor Youth Award - Arapahoe	500	500	1,000	1,000	1,000
National Civic League sponsorship - All America City	2,500	2,500	2,500	2,500	2,500
State of the City Table (Aurora Rotary)	1,000	1,000	1,000	1,000	1,300
State of the City Regional Breakfast	1,400	1,400	1,400	1,400	1,400
Visit Aurora Guide	4,000	4,000	4,000	4,000	4,000
Miscellaneous civic, nonprofit events	-	-	4,000	4,000	4,000
Subtotal, Designated Items	**44,376**	**63,794**	**47,900**	**47,900**	**48,450**
Council Contingency	8,853	8,584	15,716	15,716	15,716
All other expenses*	62,626	102,326	37,268	37,268	35,950
GRAND TOTAL	**$1,228,429**	**$1,267,439**	**$1,375,737**	**$1,363,282**	**$1,406,018**

*Temporary services, supplies and services, internal service charges, printing, etc.

City of Aurora, Colorado

2020 CITY MANAGER'S
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Appendix 5

Marijuana Tax Revenue Fund Detail

Marijuana Tax Revenue Fund Detail

	2017 - Prior Actual	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
REVENUE								
Revenue Total	**$ 17,509,996**	**$ 9,905,757**	**$ 10,511,192**	**$ 10,942,871**	**$ 10,947,871**	**$ 10,947,871**	**$ 10,947,871**	**$ 10,947,871**
APPROPRIATIONS / COMMITMENTS								
Transportation Projects	$ 3,800,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Debt Service for Recreation Centers	4,000,000	1,997,500	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Nexus Program Reserve	680,000	-	-	-	-	-	-	-
General Median Projects	250,000	250,000	250,000	250,000	250,000	-	-	-
Concrete and Asphalt Repair	2,000,000	-	-	-	-	-	-	-
Road Projects	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Transportation Maintenance	-	2,100,000	-	-	-	-	-	-
Homelessness Services:								
3 years of $1.5M	3,000,000	1,500,000	-	-	-	-	-	-
2.0% special sales tax	833,480	1,977,973	2,118,194	2,176,194	2,175,194	2,169,194	2,166,194	2,163,194
Appropriations/Commitments Total	**$ 14,563,480**	**$ 11,825,473**	**$ 10,368,194**	**$ 10,426,194**	**$ 10,425,194**	**$ 10,169,194**	**$ 10,166,194**	**$ 10,163,194**
EXCESS (DEFICIENCY) OF TOTAL REVENUE OVER TOTAL EXPENDITURES	**$ 2,946,517**	**$ (1,919,715)**	**$ 142,998**	**$ 516,677**	**$ 522,677**	**$ 778,677**	**$ 781,677**	**$ 784,677**
UNASSIGNED REVENUE	**$ 2,946,517**	**$ 1,026,801**	**$ 1,169,799**	**$ 1,686,476**	**$ 2,209,153**	**$ 2,987,830**	**$ 3,769,507**	**$ 4,554,184**

Note: In 2018 and 2019, appendix 5 differs from total uses in the Marijuana Tax Revenue Fund Summary as appendix 5 includes committed funds available whereas the fund summary does not. Accumulated committed funds available were added to the fund expenditure budget in 2019.

From 2014 to 2016, marijuana sales and excise tax revenue was collected in the city's General Fund. In 2017, a separate Marijuana Tax Revenue Fund was created. Through 2024, City Council has appropriated/committed $88.1 million of the $92.7 million projected revenue. This includes an ongoing appropriation of $7.4 million annually to service debt through ACLC: $3.4 million for road projects and $2.0 million each for the new Central Recreation Center and a recreation center in Southeast Aurora. It also includes a $250,000 transfer to the Capital Projects Fund for median projects through 2021 and another $600,000 annually for road projects through 2024. A 2.0 percent special sales tax designated for Homelessness Services was implemented in July 2017 and is projected to generate $2.2 million annually. Funds available for Council's use equate to $1.7 million in 2020, $2.2 million in 2021, $3.0 million in 2022, $3.8 million in 2023, and $4.6 million in 2024.

City of Aurora, Colorado

2020 CITY MANAGER'S
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Appendix 6
Court Surcharge Program Summary

Program Summary

The City of Aurora's court surcharge programs are housed in the Designated Revenues Fund where revenues are restricted for specific purposes by city ordinance.

The city's surcharge programs consist of Problem Solving Courts, Aurora for Youth, Victim Assistance and Law Enforcement Training (VALET), Nexus, and includes the Court Technology Program. The programs are funded by individual program fees, surcharges assessed by the Municipal Court on all standard city fines for ordinance violations, and prior to 2019, allocations of Photo Red Light (PRL) fine collections. PRL collections were first used to fund the administration of that program, with the remainder allocated to surcharge programs. In 2018, Aurora voters ended the city's PRL Program and collections associated with photo red light violations ended on December 31, 2018. The five court surcharge programs will therefore be funded at a lower level going forward.

Following an extensive review of each program, City Council agreed upon various budget adjustments as described in the program sections below. These adjustments were based on the assumption that ticket surcharge revenue would remain at 2018 levels and additional adjustments would be necessary to sustain the programs at lower funding levels in the long run. Contrary to expectations, traffic ticket filings and surcharge revenue collections have slowed through the first half of 2019, drawing down fund balance faster than anticipated.

The $50.00 surcharge is allocated to each program as follows: Problem Solving Courts (Teen and Wellness Courts) $9.50, Aurora for Youth $10.00, Nexus $14.50, VALET $15.00, and Court Technology $1.00.

Problem Solving Courts

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 498,750**	**$ 569,534**	**$ 549,498**	**$ 362,439**	**$ 180,586**	**$ (14,593)**	**$ (219,587)**
Sources							
Court Fees	$ 4,070	$ 5,400	$ 5,400	$ 5,400	$ 5,400	$ 5,400	$ 5,400
Ticket Surcharges ($9.50)	314,628	289,564	289,564	314,628	314,628	314,628	314,628
Allocation from PRL Program	97,201	-	-	-	-	-	-
Interest	13,877	19,000	14,412	3,801	-	-	-
Transfer from General Fund	-	98,000	-	-	-	-	-
Total Sources	**$ 429,776**	**$ 411,964**	**$ 309,376**	**$ 323,829**	**$ 320,028**	**$ 320,028**	**$ 320,028**
Expenditures							
Teen Court	$ 101,197	$ 112,000	$ 157,213	$ 161,562	$ 166,045	$ 170,665	$ 175,426
Wellness Court	257,795	320,000	339,222	344,119	349,162	354,357	359,708
Other Problem Solving Courts	-	-	-	-	-	-	-
Total Expenditures	**$ 358,992**	**$ 432,000**	**$ 496,435**	**$ 505,681**	**$ 515,207**	**$ 525,022**	**$ 535,134**
Ending Funds Available	**$ 569,534**	**$ 549,498**	**$ 362,439**	**$ 180,586**	**$ (14,593)**	**$ (219,587)**	**$ (434,693)**

The City of Aurora's problem solving courts consist of the Aurora Teen Court and the Municipal Wellness Court. The Aurora Teen Court is an educational diversion program that operates in the Aurora Municipal Court. The program provides an alternative response for the juvenile justice system for first-time, misdemeanor juvenile offenders, in which teens determine appropriate sanctions for the offender. The City of Aurora's Municipal Wellness Court is a treatment and recovery court for persons with mental health issues who are arrested on municipal charges. The Wellness Court provides wrap around services which include mental health and substance abuse treatment, individual case management, housing, assistance to obtain public and private services, education, and job training. The Wellness Court provides an active problem solving approach to monitoring not only participants but also service delivery systems for compliance to foster better quality of life, long-term community safety, fiscal responsibility and judicial economy.

The elimination of the PRL Program and declining ticket surcharge revenues have resulted in projected revenues that fall behind program costs each year in the five-year forecast. The outlook shows that ending funds available will be depleted by the end of 2022 due to the annual revenue shortfall. This shortfall may be resolved by a reduction in budgeted expenditures, an increase in revenue, or a combination of both.

Back to TOC

Aurora for Youth (AFY)

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 670,849**	**$ 565,198**	**$ 426,080**	**$ 339,118**	**$ 267,975**	**$ 185,908**	**$ 92,800**
Sources							
Ticket Surcharges ($10.00)	$ 346,249	$ 304,804	$ 304,804	$ 346,249	$ 346,249	$ 346,249	$ 346,249
Allocation from PRL Program	102,317	-	-	-	-	-	-
Interest	30,585	30,000	22,615	5,640	3,645	1,820	-
Total Sources	**$ 479,151**	**$ 334,804**	**$ 327,419**	**$ 351,889**	**$ 349,894**	**$ 348,069**	**$ 346,249**
Expenditures							
Public Education	$ 288,095	$ 333,816	$ 344,037	$ 352,636	$ 361,510	$ 370,668	$ 380,119
Aurora Gang Reduction Impact Prgm	296,707	140,106	70,344	70,396	70,451	70,509	70,571
Total Expenditures	**$ 584,802**	**$ 473,922**	**$ 414,381**	**$ 423,032**	**$ 431,961**	**$ 441,177**	**$ 450,690**
Ending Funds Available	**$ 565,198**	**$ 426,080**	**$ 339,118**	**$ 267,975**	**$ 185,908**	**$ 92,800**	**$ (11,641)**

Aurora for Youth (AFY) surcharge revenues are allocated to police-based programs that provide a proactive, multi-faceted approach to youth issues in the city. The programing falls under two main categories: Public Education and the Aurora's Gang Reduction Impact Program (A-GRIP).

Prevention and Intervention is the goal of Public Education which includes programs such as Police Explorers, Gang Resistance Education and Training (GREAT), Aurora Police Activities Club (APAC), and the Global Teen Citizen Police Academy. The goal of A-GRIP is to reduce gang association and criminal activity through preventing gang involvement and increasing community awareness. The Juvenile Assessment Center and Volunteers of America Camp POSTCARD (Police Officers Striving To Create And Reinforce Dreams) are funded to work towards this goal.

The discontinuation of the PRL Program and the related revenue loss necessitated budget cuts in the Aurora for Youth Program in 2019 and beyond. A thorough review of the programs and their effectiveness in Aurora resulted in the elimination of the Gang Rescue and Support Project (GRASP) and Friends for Youth funding in the second half of 2019. In addition, 1.0 FTE vacant Community Program Supervisor, whose responsibilities will be performed by a Police Officer in the General Fund, has been eliminated. The 2020 budget continues to fund 1.0 FTE Patrol Officer working on Aurora for Youth initiatives for at-risk youth and youth ages 14 to 24 who are involved with gangs.

After Council agreed upon these adjustments at the April 1, 2019 study session, traffic ticket filings and consequently, surcharge revenue collections have slowed and revenue projections have been adjusted to reflect this slowdown. As shown in the five-year outlook, revenues generated by ticket surcharges will not sustain the program in the long run and ending funds available are expected to be depleted by the end of 2024. The revenue shortfall may be resolved by a reduction in budgeted expenditures, an increase in revenue, or a combination of both.

VALET

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 556,279**	**$ 266,850**	**$ 144,816**	**$ 65,263**	**$ 32,658**	**$ (14,329)**	**$ (75,458)**
Sources							
Ticket Surcharges ($15.00)	$ 518,122	$ 457,206	$ 457,206	$ 518,122	$ 518,122	$ 518,122	$ 518,122
Allocation from PRL Program	153,476	-	-	-	-	-	-
Interest	7,033	2,565	1,392	687	-	-	-
Transfer from General Fund	-	145,764	151,128	155,662	160,332	165,142	170,096
Total Sources	**$ 678,631**	**$ 605,535**	**$ 609,726**	**$ 674,471**	**$ 678,454**	**$ 683,264**	**$ 688,218**
Expenditures							
Personal Services	$ 547,879	$ 544,192	$ 555,879	$ 572,555	$ 589,732	$ 607,424	$ 625,647
Training/Conference Expenditures	242,833	-	-	-	-	-	-
Supplies/Other	27,308	33,377	33,400	34,521	35,709	36,968	38,303
Allocation to Victim Witness Board	150,040	150,000	100,000	100,000	100,000	100,000	100,000
Total Expenditures	**$ 968,060**	**$ 727,569**	**$ 689,279**	**$ 707,076**	**$ 725,441**	**$ 744,392**	**$ 763,950**
Ending Funds Available	**$ 266,850**	**$ 144,816**	**$ 65,263**	**$ 32,658**	**$ (14,329)**	**$ (75,458)**	**$ (151,190)**

The Victim Assistance and Law Enforcement Training (VALET) Program provides fundamental services for the Police Department. The Victim Services Unit (VSU) provides vital services to victims of crimes covered by the State Victim Rights Act. Most of the program's expenditures are personal services related. The 2020 budget funds 8.0 FTE Victim Advocates. The VSU also maintains an active roster of 40 to 45 community volunteer advocates and relies on two interns from area universities for programmatic support. Prior to 2019, this program also included law enforcement training budget, the Police Department's single funding source for maintaining the necessary certification of department trainers, as well as meeting the outside training needs of the Police Department that cannot be done in-house.

Reduced funding associated with the elimination of the PRL Program has necessitated adjustments to the program budget, which were approved by Council at the April 1, 2019 study session. Adjustments include the reduction in agency award funding from $150,000 to $100,000 annually, the Police training and conferences budget transferring to the General Fund, the movement of 0.15 FTE Investigations Bureau Commander to the General Fund, and a transfer in from the General Fund to subsidize Victim Services personnel expenditures. While additional adjustments were expected in order to keep the program solvent in the long run, the unanticipated decline in ticket surcharge revenues through the first half of 2019 has accelerated the drawdown of fund balance. As a result, projected ending funds available will be depleted by the end of 2022 due to the annual revenue shortfall. This shortfall may be resolved by a reduction in budgeted expenditures, an increase in revenue, or a combination of both.

Nexus

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 837,608**	**$ 644,666**	**$ 304,677**	**$ 151,369**	**$ 155,492**	**$ 159,469**	**$ 163,525**
Sources							
Ticket Surcharges ($14.50)	$ 500,850	$ 441,966	$ 441,966	$ 500,850	$ 500,850	$ 500,850	$ 500,850
Allocation from PRL Program	148,360	-	-	-	-	-	-
Interest	12,361	10,000	4,726	3,273	3,127	3,206	3,287
Total Sources	**$ 661,571**	**$ 451,966**	**$ 446,692**	**$ 504,123**	**$ 503,977**	**$ 504,056**	**$ 504,137**
Expenditures							
Aid to Agencies	$ 854,513	$ 791,955	$ 600,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Total Expenditures	**$ 854,513**	**$ 791,955**	**$ 600,000**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 500,000**
Ending Funds Available	**$ 644,666**	**$ 304,677**	**$ 151,369**	**$ 155,492**	**$ 159,469**	**$ 163,525**	**$ 167,662**

Each year the city makes awards to agencies with a nexus to law enforcement. Agencies who have received funding in the past include: Mile High Behavioral Healthcare, Arapahoe House, SungateKids, Gateway Domestic Violence Services, Aurora Mental Health, and Metro Community Provider Network. The Nexus Program was established by ordinance, and the agencies are designated by resolution. Council decides upon the amount to award based on requests from the agencies, recommendations from staff, and the amount of funding Council wishes to make available. Requests for funding packets are due the final week of August, and awards are announced in the fall.

The following table shows the amount of awards for agencies from 2015-2018, as well as the approved amounts for the current year. The amount of the award was fully spent by each agency in 2018, and staff expects the amount of the award for each agency to be fully spent in 2019. Due to a lack of sustainable funding, the program budget will be reduced to $600,000 in 2020, followed by $500,000 in 2021 and beyond. The five-year forecast shows the Nexus Program will end 2024 with a fund balance of $167,700.

AGENCY	2015	2016	2017	2018	2019	2020
SungateKids	$ 58,000	$ 58,000	$ 58,000	$ 58,000	$ 58,000	TBD
Gateway Domestic Violence Services	119,885	119,885	119,885	119,885	119,885	TBD
Metro Community Provider Network	56,595	56,595	56,595	56,595	56,595	TBD
Mile High Behavioral Healthcare	287,940	287,940	287,940	287,940	287,940	TBD
Arapahoe House*	164,310	164,310	88,241	(9,667)	-	TBD
Aurora Mental Health Center	177,720	177,720	238,019	341,760	269,535	TBD
Other Expenses	45,347	-	-	-	-	-
TOTAL PROGRAM AWARDS	**$ 909,797**	**$ 864,450**	**$ 848,680**	**$ 854,513**	**$ 791,955**	**$ 600,000**

* Arapahoe House closed for services in July 2017

Court Technology Fee

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 4,822**	**$ 48,295**	**$ 34,088**	**$ 31,186**	**$ 33,522**	**$ 33,472**	**$ 33,472**
Sources							
Ticket Surcharge ($1.00)	$ 32,816	$ 30,480	$ 30,480	$ 32,816	$ 32,816	$ 32,816	$ 32,816
Allocation from PRL Program	10,232	-	-	-	-	-	-
Interest	425	1,000	706	706	656	656	656
Total Sources	**$ 43,473**	**$ 31,480**	**$ 31,186**	**$ 33,522**	**$ 33,472**	**$ 33,472**	**$ 33,472**
Expenditures							
Expenditures	$ -	$ 45,687	$ 34,088	$ 31,186	$ 33,522	$ 33,472	$ 33,472
Total Expenditures	**$ -**	**$ 45,687**	**$ 34,088**	**$ 31,186**	**$ 33,522**	**$ 33,472**	**$ 33,472**
Ending Funds Available	**$ 48,295**	**$ 34,088**	**$ 31,186**	**$ 33,522**	**$ 33,472**	**$ 33,472**	**$ 33,472**

The Information Technology Division of Court Administration is tasked with keeping up with current technology trends and services to ensure a sensible, cost and time effective experience for those doing business in the Aurora Municipal Court.

A court technology fee of $1.00 was added to the total surcharges in 2017 to mitigate the cost of providing services by the municipal court administration. These funds will be used for Court Technology needs to ensure service improvements such as digital signage for the courtrooms and the rotunda, implementing self-service kiosks for public use to do Court and Detention business, partially fund the six-year digital video replacement plan for the Detention Center as well as future technology endeavors.

Photo Red Light Program

	2018 Actual	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Sources							
Fines and Forfeitures	$ 1,979,278	$ 75	$ -	$ -	$ -	$ -	$ -
PRL Allocation Out	(511,585)	-	-	-	-	-	-
Interest	4,186	346	-	-	-	-	-
Transfer from General Fund	-	23,463	-	-	-	-	-
Total Sources	**$ 1,471,879**	**$ 23,884**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures							
Personnel Expenditures	$ 420,897	$ 23,860	$ -	$ -	$ -	$ -	$ -
Vendor Invoices	897,155	-	-	-	-	-	-
Process Servers (officers + mail)	98,818	-	-	-	-	-	-
Other Expenditures	55,009	24	-	-	-	-	-
Total Expenditures	**$ 1,471,879**	**$ 23,884**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Safety was the City of Aurora's main drive for operating the Photo Red Light system. The PRL Program was initiated to address specific intersections that were particularly heavy with accidents caused by drivers running red lights. These cameras took several simultaneous photographs of the car and the driver during a red light violation. Commissioned Police Officers working the PRL detail analyzed these photos, also known as evidence sets, to approve the violation and begin procedures to issue a summons to the driver. Photo Red Light tickets had a statutory fine of $75.00, but additional fees could be added if personal service of the ticket is required and for failure to respond to the notice.

The PRL Program carried no fund balance. All revenue generated by the program was first used to cover expenditures including contract invoices from the vendor, process and personal service costs, and staff time. Then the remainder was transferred out to the city's surcharge programs.

In November 2018, Aurora residents voted to discontinue the issuance of photo red light tickets to drivers that enter an intersection after the traffic light turns red. The sworn officer personnel previously assigned to the PRL Program has been reassigned to other Police functions while two career service positions have been moved into vacant positions within the Police Department. 2019 expenditures include all expected residual costs associated with the cessation of the program.

City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 7

General Fund Fleet Replacement

General Fund Fleet Replacement

This appendix breaks down the budget for vehicle and equipment replacement for the General Fund. This includes a breakdown of the types of vehicles and equipment being replaced and their quantities. Fleet replacement is based on a point system that factors in age, cost for maintenance, and mileage. This list is a tentative list as of the time of budget creation and is subject to change based on needs.

Quantity	Vehicle Type	Department	Funding Type	Budget
13	Marked Patrol Tahoes	Police	Existing Annual Budget Cash Funded	$676,000
9	Full-Size Pickups	Public Works (1), Police (1), PROS (7)	Existing Annual Budget Cash Funded	$355,400
4	Misc. Trailers/Equipment	PROS	Existing Annual Budget Cash Funded	$309,000
5	Full-Size Vans	Police (1), Fire (1), Public Works (2), Library (1)	Existing Annual Budget Cash Funded	$230,000
8	Unmarked Sedans	Police	Existing Annual Budget Cash Funded	$228,000
5	Mid-Size SUVs	Police (1), Fire (3), Public Works (1)	Existing Annual Budget Cash Funded	$195,000
1	Service Truck	Fleet	2020 Budget Amendment	$110,000
2	Unmarked Patrol Tahoes	Police	Existing Annual Budget Cash Funded	$107,000
6	Marked Patrol Tahoes	Police	$500K One-Time Budget Add-2nd Year	$310,000
6	Unmarked Sedans	Police	$500K One-Time Budget Add-2nd Year	$190,000
2	Fire Engines & Equipment	Fire	Execute leases in 2020; payments starting in 2021	$1,525,000
1	Fire Ladder Truck & Equipment	Fire	Execute leases in 2020; payments starting in 2021	$1,240,000
1	Fire Brush Truck & Equipment	Fire	Execute leases in 2020; payments starting in 2021	$278,000
3	Dump trucks	Public Works	Execute leases in 2020; payments starting in 2021	$855,000

NOTE: Leased Fire Department vehicle costs include equipment necessary for functionality. Second year of additional $500,000 of Police vehicle replacements and a Fleet Management Program service vehicle can be found in the amendments.

City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 8
Community Development Program Detail

City of Aurora
Community Development

The Community Development Division administers the city's Housing and Urban Development (HUD) funded programs. The city receives significant HUD grant funding annually from the Community Development Block Grant (CDBG) funds, the Home Investment Partnership (HOME) program funds, and the Hearth Emergency Solutions Grant (HESG) funds. As a condition for receiving HOME funds, the city is required to provide a match to the HOME grant equal to 22.5 percent of the annual award. CDBG and HOME funds are administered out of the Community Development Fund while HESG is a part of the Gifts and Grants Fund.

Future funding for HUD programs is uncertain given the federal budget deficit and reprioritization of funds. Due to this uncertainty, the 2020 budget includes funding equal to the actual 2019 grant awards for CDBG, HOME, and HESG. The following program detail provides anticipated funding amounts and planned expenditures with high level project information. All funds are spent on qualifying programs within the city.

Additional program detail for CDBG and HOME can be found in Attachments A and B of this appendix.

2020 CDBG FUNDING – PROGRAMMED FUNDS

ADMINISTRATION: (Subject to a 20% Administrative Cap of $590,590) $590,590

- **CDBG Program Administration** (Community Development)
  Provides funds for salaries, benefits, training, supplies and operating expenses for the general administration of the city's Community Development Block Grant (CDBG) program.

REHABILITATION PROGRAMS:

- **Emergency Home Repair Program** (Community Development) $200,000
  This citywide program provides financial and technical assistance to income-eligible homeowners to make necessary emergency repairs to their homes. Most common repairs include replacement of furnaces, water heaters, water lines and sewer lines. The funds are provided in the form of a grant up to $5,000 for all repairs, excluding sewer line replacement which is a grant up to $8,000. Any repairs exceeding the grant limits are provided in the form of a 0% deferred loan to the homeowner.

- **Commercial Exterior Renovation Program** (Community Development) $850,000
  This program provides funding for commercial revitalization efforts for exterior storefronts. The ongoing exterior storefront renovations program offers design services and rehabilitation funding with a 50% forgiven loan and a 50% CDBG low interest, 10-year amortized loan. Architectural and engineering fees up to $30,000 are provided as a grant to the grantee. Fund availability is based on a first-come, first-serve basis. This program is limited to the HUD approved Neighborhood Revitalization Strategy Area (NRSA) – 6th Ave. North to 25th Ave; I-225 West to Yosemite. Priority areas include Colfax Avenue, Montview Blvd and Dayton Street projects.

- **Handicap Accessibility Program** (Community Development) $75,000
  This citywide program provides financial and technical assistance to income-eligible, owner-occupied homeowners to make necessary handicap accessibility repairs to their homes where the occupant(s) require such repairs. The funds are provided in the form of a grant not to exceed $15,000. Accessibility repairs can include the installation of wheel chair ramps, chair lifts, the widening of doorways (exterior and interior), kitchen modifications, bathroom modifications, and any other required repairs to address accessibility for the household.

- **Housing Rehabilitation Program Staff and Operating Expenses** (Community Development) $500,000
  The funds are required for ***"direct-delivery"*** program staff salaries, benefits, supplies, service and training related to the Division's Housing Rehabilitation programs. These funds **<u>are not</u>** part of the 20% CDBG Administrative Cap.

- **Lead-Based Paint Program** (Community Development) $5,000
  This program provides financial and technical assistance to conduct lead paint risk assessments for the Home Ownership Assistance Program (HOAP) loan clients purchasing homes constructed prior to 1978.

<u>PUBLIC SERVICE</u>: (Subject to a 15% Public Service Cap of $438,443)

- **Home Ownership Assistance Program (HOAP)** (Community Development) $300,000
  These funds are for salaries and operating expenses for the pre-purchase, reverse equity, foreclosure prevention, pre-foreclosure sale, personal financial fitness, and counseling services (all counseling is offered at no cost to the participants). **NOTE:** HOAP is Aurora's only HUD-approved counseling agency.

<u>PUBLIC FACILITY PROGRAMS AND OTHER PROJECTS</u>:

- **Northwest Aurora Alley Paving Program** (Community Development / Public Works) $300,000
  This is a multi-year program that began in 1999. The intent of the grant funds is the paving of existing Northwest Aurora gravel alleyways. Typically, 3-4 alleys are paved per year, as funding is available. In 1999, there were approximately 185 gravel alleys identified for replacement with concrete. At the end of 2019, the program will have completed 144 of the 185 alleys.

- **Neighborhood Revitalization Strategy Area (NRSA) Perimeter Fence Program** (Community Development) $0
  The intent of the grant funds was to install composition fencing on city-owned property, starting on the West side of 13th and Potomac up to 6th Avenue. Due to a reduction in the 2019 CDBG grant and funding needs of other projects, the budget for the fence program was eliminated.

- **Catholic Charities Facilities – Little Flower Assistance Center Rehabilitation** (Community Development) $0
  The funds were used to fund capital improvements needed for the Little Flower Assistance Center located at 11149 E. 14th Avenue, Aurora, CO 80010. Capital needs identified included parking lot resurfacing and installation of a concrete dumpster pad, reconfiguration of the reception area, replacement of two (2) HVAC units, installation of

linoleum flooring, door replacement, construction of a file room, and other capital improvements.

- **Radon Mitigation Program** (Community Development) $50,000
  This citywide program provides financial and technical assistance to income-eligible, owner-occupied homeowners to address the initial testing, mitigation, and clearance testing for radon gas in the home. The funds are provided in the form of a grant to the homeowner. Radon gas is the second largest cause of lung cancer in the United States.

- **Hazardous Tree Removal Program** (Community Development) $90,000
  This citywide program provides financial and technical assistance to income-eligible, owner-occupied homeowners to address the removal of dead/dangerous ***"Non-city Owned"*** trees. Each applicant must have received a notice of violation from Code Enforcement or Forestry. The funds are provided in the form of a grant to the homeowner.

CDBG TOTAL: $2,960,590
PROJECTED CDBG FUNDS AVAILABLE: $3,052,955
BALANCE FOR FUTURE CDBG PROGRAMS/PROJECTS (RESERVES): $92,365

2020 HOME INVESTMENT PARTNERSHIP (HOME) FUNDING – PROGRAMMED FUNDS

ADMINISTRATION: (Subject to a 10% Administrative Cap of $153,356) $153,356

- **HOME Program Administration** (Community Development)
  Provides funds for salaries, benefits, training, supplies and operating expenses for the general administration of the city's Home Investment Partnership Act (HOME) Program.

HOME Core Programs:

- **Single Family Rehabilitation Loan Program** (Community Development) $900,000
  This citywide program provides financial and technical assistance to income-eligible, owner-occupied homeowners for the rehabilitation of their property. The funds are provided in the form of a 0% interest, deferred payment loan to the owner of the home. Repayment of the loan is due upon transfer of title, such as when the owner sells the home.

- **Homeownership Assistance / Homebuyer Loan Program** (Community Development) $0
  This citywide program provides down payment and closing cost assistance for qualified homebuyers in Aurora. The funds are provided in the form of a 0% interest, deferred payment loan to the owner of the home. Repayment of the loan is due upon transfer of title, such as when the owner sells the property. Loan for this program may not exceed $10,000. **Sufficient carryforward of funds exist to cover the 2020 funding requirements.**

- **"Pilot Program" Tenant-Based Rental Assistance (TBRA) Program** (Community Development) $300,000
  This citywide program provides HOME funds for direct assistance to households whose gross income is 60% or less of the Area Median Income (AMI), who need help paying

their rent for a period not to exceed 24 months. TBRA is not long-term financial assistance to the household. Qualified applicants work directly with Community Development counselors and a case manager to build the capacity to pay their rent without subsidy assistance over a maximum two-year period. Tenant-based Rental Assistance is not a Section 8 subsidy program or a Housing Choice Voucher Program. TBRA is a rental subsidy that can be used to assist individual households with costs such as rent and security deposits. Under the program, qualified applicants are required to participate in self-sufficiency programs as a condition of rental assistance. Required self-sufficiency programs include but are not limited to one-on-one counseling by HUD Certified Housing Counselors, and mandatory attendance at all available financial fitness classes and the first-time homebuyer class. The intent of the program is to educate applicants to become self-sufficient and responsible renters and future homeowners.

- **Community Housing Development Organization (CHDO) – (Subject to a minimum 15% set-aside of $170,036)** $170,036
  Required 15% set-aside for CHDO activities that provide affordable housing including acquisition, rehabilitation and/or new construction projects.

HOME TOTAL: $1,523,392
PROJECTED HOME FUNDS AVAILABLE: $1,888,621
BALANCE FOR FUTURE HOME PROGRAMS/PROJECTS (RESERVES): $365,229

2020 HEARTH EMERGENCY SOLUTIONS GRANTS (HESG)

2020 HESG Projected Funding: **$246,431**

ADMINISTRATION: (Subject to a 7.5% Administrative Cap of $18,482) $18,482

- **HOME Program Administration** (Community Development)
  Provides funds for salaries, benefits, training, supplies and operating expenses for the general administration of the city's HESG Program.

HESG CORE Programs:

Providers will be selected through a request for proposal process.

- Shelter funding capped at 60% $147,859
- Rapid Re-housing / Homeless Prevention capped at 32.5% $80,090

GRAND TOTAL: $246,431
PROJECTED HESG FUNDS AVAILABLE: $246,431
BALANCE FOR FUTURE HESG (RESERVES): $0

Attachment A
Community Development Program Detail

2020 Community Development Block Grant - CDBG

		2019 ADOPTED BUDGET	2019 ACTUAL AWARD	2020 ADOPTED BUDGET
CDBG Entitlement Grant		$ 2,904,239	$ 2,852,955	**$ 2,852,955**
Program Income		70,000	70,000	100,000
Projected Funding		**2,974,239**	**2,922,955**	**2,952,955**
Prior Year Carry Forward		200,000	200,000	100,000
Total ESTIMATED CDBG Funds Available		**$ 3,174,239**	**$ 3,122,955**	**$ 3,052,955**
Programmed Funds		2,934,847	2,974,590	2,960,590
Unprogrammed Funds (Balance)		239,392	148,365	92,365
City of Aurora Org#	**Applicant/Description**			
	ADMINISTRATION: (20% Adm Cap CDBG Funding + Program Income)			
64011	Staff/Operating Expenses	$ 594,847	$ 584,590	$ 590,590
	Sub-Total Capped-Admin	**594,847**	**584,590**	**590,590**
	PUBLIC SERVICE: (15% Public Svc Cap CDBG Funding + Prior Yr Program Income)			
64050	Home Ownership Assistance Program (HOAP) - Staff/Operating Expenses	275,000	275,000	300,000
	Sub-Total Subject to Public Service Cap	**275,000**	**275,000**	**300,000**
	REHABILITATION:			
64059	Rehab Program/Staff/Ops Expense	$ 400,000	$ 500,000	$ 500,000
64090	Emergency Home Repair Grant Program	75,000	150,000	200,000
64135	Commercial Exterior Renovation Program	675,000	675,000	850,000
64357	Lead-Based Paint Program	-	-	5,000
64383	Handicap Accessibility Grant Program	50,000	75,000	75,000
	Rehabilitation Sub-Total	**1,200,000**	**1,400,000**	**1,630,000**

Attachment A
Community Development Program Detail

2020 Community Development Block Grant - CDBG (Continued)

		2019 ADOPTED BUDGET	2019 ACTUAL AWARD	2020 ADOPTED BUDGET
	PUBLIC FACILITIES AND OTHER PROJECTS:			
64268	Northwest Aurora Alley Paving Program	300,000	300,000	300,000
64491	Catholic Charities Facility Rehabilitation	275,000	275,000	-
64474	Hazardous Tree Removal Program	40,000	90,000	90,000
64454	Radon Mitigation Program	50,000	50,000	50,000
n/a	Perimeter Fence Program	200,000	-	-
	Sub-Total	**865,000**	**715,000**	**440,000**
	Expenditure Totals	**$ 2,934,847**	**$ 2,974,590**	**$ 2,960,590**
	CDBG Funds Available	**3,174,239**	**3,122,955**	**3,052,955**
	Unprogrammed Balance	**$ 239,392**	**$ 148,365**	**$ 92,365**

Attachment B
Community Development Program Detail

2020 HOME Investment Partnership Program

		2019 ADOPTED BUDGET	2019 ACTUAL AWARD	2020 ADOPTED BUDGET
HOME Grant		$ 1,238,811	$ 1,133,568	$ 1,133,568
Program Income		400,000	400,000	400,000
Projected Funding		**1,638,811**	**1,533,568**	**1,533,568**
Prior Year Excess Program Income		100,000	100,000	100,000
City General Fund Match		278,733	255,053	255,053
Total HOME Funds Available		**$ 2,017,544**	**$ 1,888,621**	**$ 1,888,621**
Programmed Funds		1,349,703	1,323,392	1,523,392
Unprogrammed Funds		667,841	565,229	365,229
City of Aurora Org#	**Description**			
	ADMINISTRATION: (10% Admin Cap HOME Funding + Program income)			
64297	HOME Administration	$ 163,881	$ 153,356	$ 153,356
	Sub-Total	**163,881**	**153,356**	**153,356**
	TENANT BASED RENTAL ASSISTANCE			
64490	Pilot Tenant-Based Rental Assistance Program (TBRA)	200,000	200,000	300,000
	Aurora Mental Health Public Service (PATH)	**200,000**	**200,000**	**300,000**
	Aurora Mental Health Public Service			
64299	Single Family Rehabilitation Loan Program	800,000	800,000	900,000
	Sub-Total	**800,000**	**800,000**	**900,000**
	HOME OWNERSHIP			
64296	Home Ownership Assistance (HOAP) Loans	-	-	-
	Sub-Total	**-**	**-**	**-**
64298	Community Housing Development Organization (CHDO) Activities	185,822	170,036	170,036
	Sub-Total	**185,822**	**170,036**	**170,036**

Attachment B
Community Development Program Detail

2019 HOME Investment Partnership Program (continued)

		2019 ADOPTED BUDGET	2019 ACTUAL AWARD	2020 ADOPTED BUDGET
	Expenditure Totals	**$ 1,349,703**	**$ 1,323,392**	**$ 1,523,392**
	HOME Funds Available	**2,017,544**	**1,888,621**	**1,888,621**
	Balance	**$ 667,841**	**$ 565,229**	**$ 365,229**

2020 Hearth Emergency Solutions Grant

City of Aurora Org#	Description	2020 ADOPTED BUDGET
	HESG Projected Grant Amount	**$ 246,431**
	HESG Core Programs	
TBD	HESG - Shelter - CAPPED at 60%	147,859
TBD	HESG - Rapid Re-housing - CAPPED at 32.5%	80,090
64435	HESG Administration (7.5% Administrative Cap)	18,482
	Expenditure Totals	**$ 246,431**
	HESG Funds Available	**246,431**
	Balance	**$ -**

City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 9

Art in Public Places

Art In Public Places Summary

Art in Public Places (AIPP) is split into two basic components: Art Administration & Maintenance and Art Acquisition. Each component is treated as having its own beginning and ending funds available.

Art Administration & Maintenance

	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 375,993**	**$ 726,457**	**$ 723,813**	**$ 519,140**	**$ 420,919**	**$ 317,732**
Revenues						
Investment Income	$ 2,163	$ 4,524	$ 4,485	$ 3,939	$ 2,497	$ 750
Other Revenue	42,526	30,000	30,000	-	-	-
Transfers in	562,942	91,407	81,928	85,916	86,534	89,100
Total Revenues	**$ 607,631**	**$ 125,931**	**$ 116,413**	**$ 89,855**	**$ 89,032**	**$ 89,850**
Expenditures						
Personal Services	$ 126,359	$ 122,484	$ 134,055	$ 138,077	$ 142,219	$ 146,486
Maintenance	122,969	-	187,031	40,000	40,000	40,000
Other Charges	7,839	6,090	-	10,000	10,000	10,000
Total Expenditures	**$ 257,167**	**$ 128,574**	**$ 321,086**	**$ 188,077**	**$ 192,219**	**$ 196,486**
Ending Funds Available	**$ 726,457**	**$ 723,813**	**$ 519,140**	**$ 420,919**	**$ 317,732**	**$ 211,096**

Typically, 25 percent of the AIPP transfers go into the Art Administration & Maintenance (AA&M) component of the AIPP Program. Transfers in will decrease in 2020 due to a 2019 one-time general fund transfer ($270,000) and several Aurora Capital Leasing Corporation (ACLC) transfers ($198,000) not recurring. Funds from Metro District and Transit Oriented Development (TOD) sites are also projected here. With increased activity, the funding in AA&M is being used at a rate greater than funds transfered in. Funds available will be spent down to $211,100 through the five-year plan.

Art Acquisition

	2019 Projection	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 1,100,651**	**$ 906,860**	**$ 583,426**	**$ 399,233**	**$ 415,688**	**$ 432,472**
Revenues						
Investment Income	$ 6,488	$ 11,036	$ 14,458	$ 14,458	$ 14,458	$ 14,458
Transfers in	282,721	274,222	207,118	217,924	218,581	225,048
Total Revenues	**$ 289,209**	**$ 285,258**	**$ 221,576**	**$ 232,382**	**$ 233,039**	**$ 239,506**
Expenditures						
Acquisitions - Scheduled	$ 478,000	$ 608,693	$ 405,768	$ 210,927	$ 211,255	$ 410,609
Other Expenses	5,000	-	-	5,000	5,000	5,000
Total Expenditures	**$ 483,000**	**$ 608,693**	**$ 405,768**	**$ 215,927**	**$ 216,255**	**$ 415,609**
Ending Funds Available	**$ 906,860**	**$ 583,426**	**$ 399,233**	**$ 415,688**	**$ 432,472**	**$ 256,369**

Typically, 75 percent of the AIPP transfers go into the Art Acquisition component of the AIPP Program. Economic improvements have resulted in increased capital projects expenditures which increase transfers to the program. Significant projects in the five-year plan include the Southeast Recreation Center, Regatta Plaza Pedestrian Bridge, the Metro Station tunnel, and Iliff Station roundabout.

City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 10
Debt

Debt & Capital Leases

The City of Aurora, like other communities, provides new and expanded capital improvements to enable the city to maintain and expand services as the city grows. Most of these improvements are infrastructure related projects (i.e. streets, parks, water, and public facilities) which require high initial investments but serve the city for many years.

There are two basic approaches to pay for these improvements. With the first approach, generally known as pay-as-you-go financing, the city uses current revenues (cash) as the primary source of funds for capital improvement projects. The second approach to fund capital improvements involves the use of debt or lease financing, referred to as term financing. This is an especially suitable means to pay for projects with a long useful life that are needed to support additional infrastructure generated by growth. Term financing allows construction of improvements at a more opportune time, rather than delaying projects until enough current revenues and fund balances are available. This approach allows for project costs to be more fairly distributed to the users over the useful life of the improvements.

CITY FINANCING ENTITIES

The City Charter authorizes the types of bonded indebtedness the city can incur. Several city operating units use term financing for various purposes. These units are: The General Fund, enterprise funds (Water, Wastewater, and Golf), Aurora Capital Leasing Corporation (ACLC), Aurora Urban Renewal Authority (AURA), and General or Special Improvement Districts (GIDs and SIDs).

The General Fund may issue debt backed by taxes, and enterprise funds issue debt based on net fees for services. ACLC is a Colorado nonprofit corporation formed for the primary purpose of facilitating the lease-purchase acquisition of real or personal property used in the operations of the City of Aurora. AURA uses various financing instruments to fund improvements within Urban Renewal Areas in the city. Property owners at the neighborhood level vote to create GIDs or SIDs to finance improvements within the respective district.

TYPES OF FINANCING INSTRUMENTS

General Obligation Bonds

These bonds are generally issued for improvements such as infrastructure projects including streets, parks, and public buildings. The City Charter requires voter approval of general obligation debt, even if no new tax is required to repay the debt. General obligation bonds are backed by the full faith, credit, and taxing power of the city.

Revenue Bonds

These bonds are mainly associated with capital improvement projects associated with the Water, Wastewater, and Golf fund enterprises of the city. A dedicated stream of fee-based revenues (net of operating expenses) is pledged to pay both the principal and interest on the revenue bonds. Typically, enterprise funds are the only funds that generate sufficient revenues from the specific users of the services to support this form of debt repayment over a reasonable time period. This is an obligation of each respective enterprise and does not require voter approval.

Refunding Bonds

Bonds issued to refinance outstanding bonds of the city are refunding bonds. When prevailing interest rates are at levels below the rates of bonds currently outstanding, the city may issue refunding bonds to save money.

Lease-Purchase Financing

This type of financing is used to facilitate the lease-purchase acquisition of real and personal property used in the operations of the city. ACLC owns and leases to the city several buildings and pieces of capital equipment. The lease payments are subject to annual appropriation and do not constitute a debt obligation of the city. At the end of the lease term, the financed property is owned by the city. This financing method takes the form of capital leases, direct bank loans, and Certificates of Participation (COPs). COPs are similar to bonds, carry a credit rating, and are sold to investors via an underwriter.

Development Revenue Bonds

These are bonds that promote business or other economic activity. They are paid solely from the revenues derived from the private enterprise for which the bonds were issued. They do not constitute an obligation of the city.

Special, or General Improvement District Obligations

These bonds or direct loans enable construction of improvements within designated districts of the city whereby the improvements confer special benefits on the real property within the districts and general benefits to the city at large. Revenues from special assessments and tax levies in SIDs or GIDs are collected from property owners within the districts and are used to pay the principal and interest on the bonds. Debt issued by these districts do not constitute an obligation of the city.

Tax Increment Revenue Bonds

Tax increment revenue bonds finance the construction of public improvements within an urban renewal area established by the city. AURA uses the incremental revenues generated within the boundaries of the tax increment district to pay the principal and interest on the bonds. They do not constitute an obligation of the city, although the city may pledge contingent credit support (commonly referred to as its “moral obligation”) to the obligations of AURA.

Inter-fund Loans

Periodically the city authorizes and makes internal loans between funds. These loans are normally made to enable the city to accomplish a capital improvement project using an internal source of funds. This method enhances the city's responsiveness to accomplish needed projects in a cost-effective manner and minimizes delays that would otherwise occur while accumulating sufficient current funding sources. An inter-fund loan and its terms can only be established by City Council.

DEBT POLICY

A goal in managing debt is to maintain or enhance the city's bond rating as determined by the rating agencies (Moody's, Fitch and Standard & Poor's). The city's debt policy adopted by Council and summarized below is to help ensure this goal is met and that debt is used only for beneficial purposes. The policy also aims to minimize the city's debt service and issuance costs.

Creditworthiness Objectives

The city seeks to maintain the highest practical credit ratings that can be achieved without compromising delivery of city services. The city is committed to ensuring that actions within its control are prudent and responsive. The city will keep outstanding debt at consistent levels with its creditworthiness objectives. The city is committed to full and complete financial disclosure.

Purposes and Uses of Debt

Debt will be issued for a capital project when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries, or in the case of an emergency. Debt shall not, in general, be used for projects solely because insufficient funds are budgeted at the time of acquisition or construction or for operating deficiencies. Long-term financing for assets is considered only when they have a useful life of five or more years. Debt will not be issued for periods that exceed 120 percent of the useful or average useful life of the project to be financed.

Debt Standards and Structure

Debt will generally be structured for the shortest period consistent with a fair allocation of costs to beneficiaries or users and to achieve the lowest possible net cost to the city given market conditions, project timing and need, and type of security. Deferring principal and/or interest will be considered only in specific circumstances. Refunding bonds and credit enhancements will be considered and used when there is a net benefit to the city.

Debt Administration and Process

Payments of general obligation debt service shall be from the city Debt Service Fund. All general obligation and revenue bond proceeds shall be invested as part of the city's consolidated cash pool unless a segregated investment is determined more appropriate or specified by legislation. The Finance Department may assess a fee as part of the costs of issuance to offset internal costs of issuance and management. Any capital financing proposal to a city department involving the

pledge or other extension of the city's credit, or the city acting as a conduit for the sale of securities, shall be referred to the Finance Department for review.

BOND RATINGS

A bond rating is an evaluation of credit risk. A bond rating does not constitute a recommendation to invest in a bond and does not take into consideration the risk preference of the investor. While many factors go into the investment decision making process, the bond rating is often the single most important factor affecting the interest cost on bonds.

There are three major rating agencies for municipal bonds: Moody's Investors Service (Moody's), Standard & Poor's (S&P), and Fitch Ratings. Of the three rating agencies, S&P and Moody's rate the majority of all municipal and corporate bonds.

Rating Criteria

In assigning a rating for general obligation bonds the rating agencies assess the following factors:

- Economy
- Debt Structure
- Financial Condition
- Demographic Factors
- Management practices of the governing body and administration

The above criteria are also used to analyze revenue bonds and lease obligations although additional credit criteria is considered (e.g. users and user charges for utilities) and the covenants and protections offered by the bond documents are highly important.

Rating agencies use mathematical ratios to compare an issuer to others; however, a rating is not a scientific evaluation and subjective evaluation appears to also play a role in the rating assigned. The following table shows the comparable investment grade ratings of the major agencies.

Rating Grade Description		Moody's	S&P	Fitch
Investment grade	Minimal credit risk	Aaa	AAA	AAA
	Very low credit risk	Aa1 Aa2 Aa3	AA+ AA AA-	AA+ AA AA-
	Low credit risk	A1 A2 A3	A+ A A-	A+ A A-
	Moderate credit risk	Baa1 Baa2 Baa3	BBB+ BBB BBB-	BBB+ BBB BBB-
	Not Rated	NR	NR	NR

Aurora Credit Ratings

The city's credit ratings are a determinant of its creditworthiness. It is the city's goal to achieve high credit ratings for its bonds due to the benefits provided. Strong ratings enhance the city's overall financial reputation demonstrated by its financially sound condition. High ratings typically result in lower interest rates on funds borrowed, which in turn mean lower costs to the taxpayer. High ratings also help ensure that the city's bonds are attractive investments in the bond market. Certain investments are not rated because the rating agency was not contracted by the city to provide a rating. In 2019, Moody's upgraded the city's General Obligation rating to Aaa, the highest rating possible. Also, in 2019 S&P placed the city's AA+ rating on Positive Outlook. The city's Certificates of Participation ratings (subject to appropriation) are one notch below the city's General Obligation ratings. Rated series are outlined in the table below.

LEGAL DEBT MARGIN

The legal debt margin computation determines the limit on general obligation debt the city can undertake. The City Charter requires that the total outstanding general obligation indebtedness of the city, other than water bonds, shall at no time exceed three percent of the assessed valuation of the taxable property within the city. Certain deductions to outstanding debt are allowed, including: voter-approved debt, general obligation water bonds, capital lease obligations, revenue bonds, and special assessment bonds. The city's general obligation bonds, other than water bonds, are limited to maturities of 15 years from date of issue. Water bond maturities are specified by the ordinance authorizing issuance of the bonds.

CITY OF AURORA, COLORADO
2019 SCHEDULE OF DEBT RATINGS (unaudited)

Debt Issue	Unenhanced Rating by Agency		
	Moody's	S&P	Fitch
Water Enterprise			
First Lien Water Refunding Revenue Bonds Series 2016A	NR	AA+	AA+
Aurora Capital Leasing Corporation			
Certificates of Participation, Series 2019	Aa1	AA	NR
Aurora Capital Leasing Corporation			
Certificates of Participation, Series 2017B	NR	AA	AA-
Aurora Capital Leasing Corporation			
Certificates of Participation, Series 2017	NR	AA	AA-
Aurora Capital Leasing Corporation			
Certificates of Participation, Series 2015	Aa1	NR	AA-
Aurora Capital Leasing Corporation			
Certificates of Participation, Series 2014C	Aa1	AA	NR

The city's legal debt margin as of December 31, 2018 was $131.8 million, as follows.

2018 Computation of Legal Debt Margin
In Accordance with Aurora Charter Article XI

Assessed valuation, all Counties:	$ 4,394,274,636				
Debt limit - 3% of assessed valuation				$ 131,828,239	
Amount of debt outstanding:					
Total bonded debt		$ 540,209,739			
Other debt		250,297,767			
Total			$ 790,507,506		
Deductions allowed by law:					
General obligation bonds exempt from limit		3,390,000	(a)		
Revenue bonds		536,819,739	(b)		
Capitalized lease obligations		42,685,380	(b)		
Certificates of participation		177,497,387	(b)		
Revenue notes		30,115,000	(b)		
Total deductions			790,507,506		
Amount of debt applicable to debt limit				-	
Legal Debt Margin				$ 131,828,239	(c)

(a) General Improvement District bonds are exempt from the debt limit.

(b) Revenue bonds and other forms of debt paid from revenues generated are exempt from the debt limit.

(c) Article X, Section 20(4)(b) of the Colorado Constitution requires the city to receive voter approval in advance for the creation of any multiple fiscal year direct or indirect debt or other financial obligation, regardless of whether or not the city is at its legal debt margin. Typically, voter approval of additional debt includes a provision exempting the new debt from the debt margin. Consequently, the computation of the city's legal debt margin has little real significance.

Enterprises, as defined in Article X, Section 20(2)(d) of the Colorado Constitution, are not required to receive voter approval. An "enterprise" is a city-owned business authorized to issue its own revenue bonds and receiving under 10% of annual revenues in grants from all Colorado state and local governments combined.

Source: City of Aurora 2018 Comprehensive Annual Financial Report

CURRENT STATUS

The authorized amount of current debt (including all financial instruments) as of December 31, 2019 is $788.4 million with $763.4 million issued. The principal balance is $680.2 million. Principal payments in 2020 total $21.2 million and interest payments are $28.5 million. See the 'Outstanding Debt Issues' table on page I80 for a current listing of the status of outstanding issues.

Recent Debt Financing

In September 2019, the Water Enterprise voluntarily redeemed $45 million of the outstanding Series 2016 Step Coupon Revenue Bonds. The redemption delivered 26 percent net present value savings and immediate annual debt service savings of $1 million.

In October 2019, the city, through ACLC, issued Certificates of Participation in the amount of

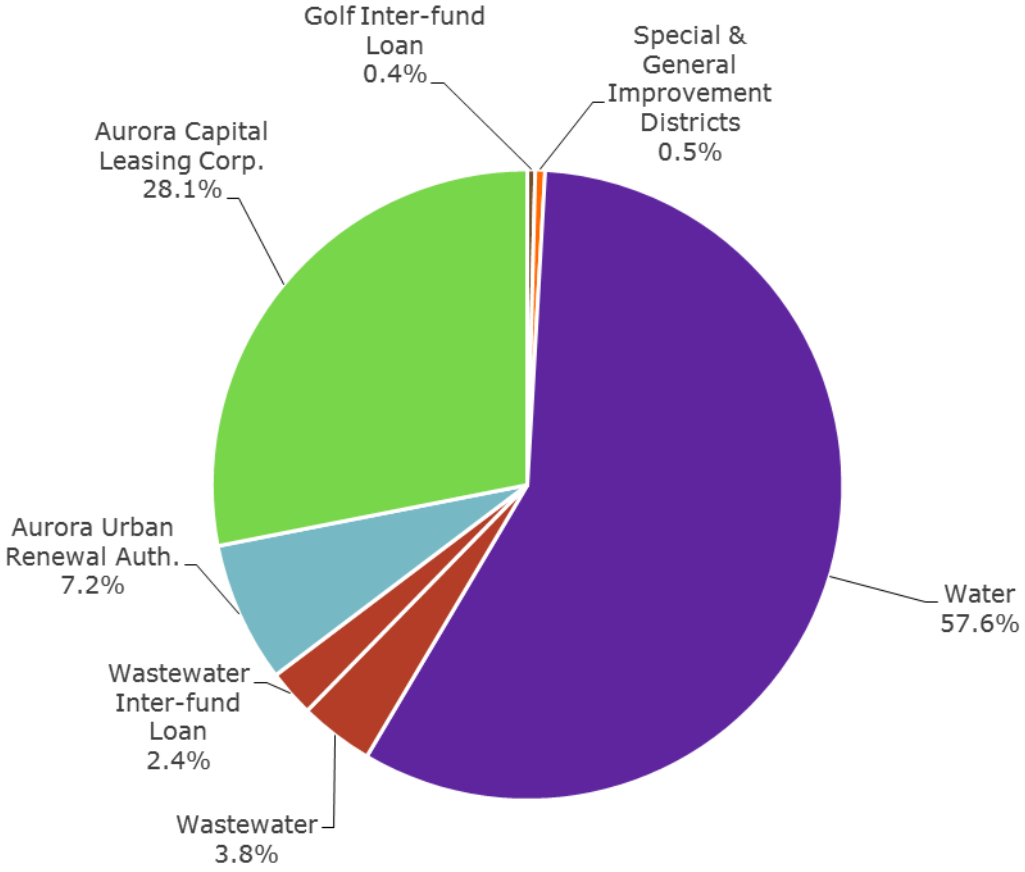
$62.9 million to redeem the outstanding 2009A Certificates of Participation and to fund various improvements and enhancements on the Aurora Municipal Center campus. The bonds were sold by Stifel and structured on an eleven-year term at a fixed rate of 1.84 percent. The refinancing of the 2009A Series yielded 19 percent net present value savings to the city.

In December 2019, the city, through ACLC, financed $3.9 million for the purchase of five fire vehicles and equipment as well as two dump trucks and a forestry truck. This transaction was privately placed with a bank and was structured on a six-year term at a fixed rate of 1.77 percent.

OUTSTANDING DEBT

The outstanding principal balance administered by the City of Aurora as of December 31, 2019 is shown in the following pie chart by entity. Payments are outlined in detail in the following table including: the original amount authorized and issued; the 2019 year-end balance; 2020 scheduled payments of principal and interest; and the resulting principal balance at the conclusion of 2020.

December 31, 2019 Outstanding Principal



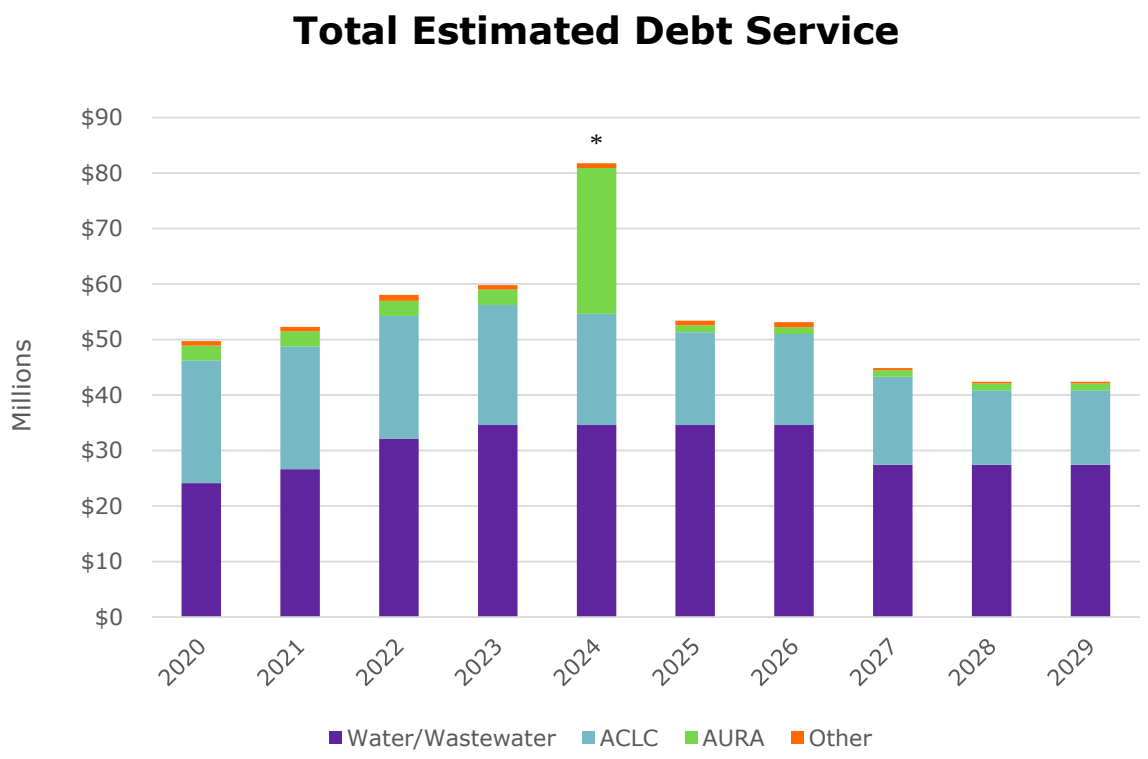
Outstanding Debt Issues

Entity	Authorized and Issued	Final Maturity	12/31/2019 Balance	2020 Principal Payment	2020 Interest payment	12/31/2020 Balance
City Funds						
Special Assessment						
2012 SID 1-10 (Dam East)	$ 1,230,000	2022	$ 270,000	$ 10,000	$ 7,508	260,000
Total Special Assessment	1,230,000		270,000	10,000	7,508	260,000
Interfund Loans						
South East Area Maintenance Project (from Water)	16,000,000	2026	16,000,000	-	400,000	16,000,000
Murphy Creek Golf Course Construction (from Sewer)	3,909,000	2026	3,009,000	350,000	60,180	2,659,000
Total Interfund Loans	19,909,000		19,009,000	350,000	460,180	18,659,000
Wastewater Fund First Lien Sewer Revenue Bonds						
2018B Fitzsimons Stormwater Outfall Project [1]	28,000,000	2030	3,000,000	-	154,636	3,000,000
2018A Fitzsimons Stormwater Outfall Project	2,000,000	2030	2,000,000	-	60,700	2,000,000
2016 Refinance Series 2006 Bonds	28,900,000	2026	20,615,000	2,810,000	321,594	17,805,000
Total Wastewater Fund	58,900,000		25,615,000	2,810,000	536,930	22,805,000
Water Fund						
2016 Water Refunding Revenue Bonds	437,025,000	2046	392,025,000	2,350,000	18,036,050	389,675,000
Total Water Fund	437,025,000		392,025,000	2,350,000	18,036,050	389,675,000
Total City Funds	**$ 517,064,000**		**$ 436,919,000**	**$ 5,520,000**	**$ 19,040,668**	**$ 431,399,000**
Blended Component Units						
Aurora Capital Leasing Corporation (ACLC)						
Public Placements - Certificates of Participation (COPs)						
2019 AMC Refunding and Improvements	$ 62,935,000	2031	$ 62,935,000	$ 3,760,000	$ 3,339,894	59,175,000
2017B Three Fire Stations and Equipment	27,675,000	2037	25,880,000	945,000	1,050,369	24,935,000
2017 Central Recreation Center	28,865,000	2042	27,300,000	700,000	1,298,800	26,600,000
2015 Public Safety Training Facility	24,340,000	2040	21,715,000	715,000	782,650	21,000,000
2014C Sports Park Expansion/E-911	21,775,000	2024	12,725,000	2,300,000	636,250	10,425,000
Total ACLC Public Placements	165,590,000		150,555,000	8,420,000	7,107,963	142,135,000
Direct Private Placements - External Capital Leases						
2019A-1 Heavy Fleet Eq. (Two Pumpers, Brush Truck, M	3,883,279	2026	3,883,279	567,007	20,406	3,316,272
2018-A Heavy Fleet Eq. (Aerial, Engine, Dump Truck)	1,750,000	2025	1,505,173	233,398	43,349	1,271,775
2018 Stephen D. Hogan Parkway	19,000,000	2027	16,899,731	1,897,113	515,442	15,002,618
2017-C Heavy Fleet Eq. (Aerial, Grader)	1,220,000	2024	877,753	168,735	17,380	709,018
2017-A D2 Police Station Phase I and II	10,095,000	2032	9,000,000	590,000	234,525	8,410,000
2016-B Moorhead Recreation Center	8,643,000	2023	4,938,857	1,234,714	61,736	3,704,143
2016-A Heavy Fleet Eq. (Dump Trucks, Fire Pumper)	2,060,597	2023	1,194,602	292,189	17,441	902,413
2015-B Heavy Fleet Eq. (Fire Eng., Dump Trucks, Misc)	3,182,736	2022	1,400,322	459,037	23,469	941,285
2014-B History Museum Expansion	1,383,800	2024	736,376	139,879	17,956	596,497
Total ACLC Direct Private Placements	51,218,412		40,436,093	5,582,072	951,704	34,854,021
ACLC Internal Loan - Capital Leases						
2018B Forensic Crime Lab Spectrometer	359,677	2025	283,076	44,316	7,077	238,760
2018A Recreation Center Equipment Replacement	65,215	2023	51,738	12,460	1,293	39,278
Total ACLC Internal Loans	424,892		334,814	56,776	8,370	278,038
Total ACLC	217,233,304		191,325,907	14,058,848	8,068,037	177,267,059
Aurora Urban Renewal Authority (AURA)						
2016 The Point (Ragatta Plaza)	21,500,000	2041	21,500,000	810,000	376,250	20,690,000
2014 Hyatt Hotel and Parking Garage	27,750,000	2024	27,315,000	645,000	832,151	26,670,000
Total AURA	49,250,000		48,815,000	1,455,000	1,208,401	47,360,000
General Improvement Districts (GID)						
2017 GID 01-2016 Cobblewood	650,000	2032	327,000	21,000	10,693	306,000
2011 GID 02-2009 Pier Point 7	2,600,000	2031	1,820,000	120,000	79,716	1,700,000
2010 GID 03-2008 Meadow Hills	520,000	2031	340,000	20,000	16,966	320,000
2010 GID 01-2008 Peoria Park Fence	375,000	2031	263,000	16,000	14,334	247,000
2009 GID 01-2007 Cherry Creek Fence	700,000	2029	435,000	35,000	22,838	400,000
Total GIDS	4,845,000		3,185,000	212,000	144,546	2,973,000
Total Blended Component Units	**$ 271,328,304**		**$ 243,325,907**	**$ 15,725,848**	**$ 9,420,984**	**$ 227,600,059**
Grand Total - All Financial Instruments	**$ 788,392,304**		**$ 680,244,907**	**$ 21,245,848**	**$ 28,461,652**	**$ 658,999,059**

(1) $28,000,000 authorized of a revolving drawdown loan with $3 million drawn down as of 12/31/2019

Ten Year Summary of Payments

The chart below shows the estimated total debt payments for principal and interest administered by the City of Aurora for all financial instruments. The chart includes outstanding debt as of December 31, 2019 and assumes no future new borrowing.



** Debt payments in 2024 include a balloon payment of $24.35 million related to the debt obligation for the construction of a city-owned Conference Center and Parking Garage co-located with the Hyatt Hotel, and adjacent to the Anschutz Medical Campus. Although the note has a 10-year amortization, it is the city's intention to refinance this note before the balloon payment occurs.*

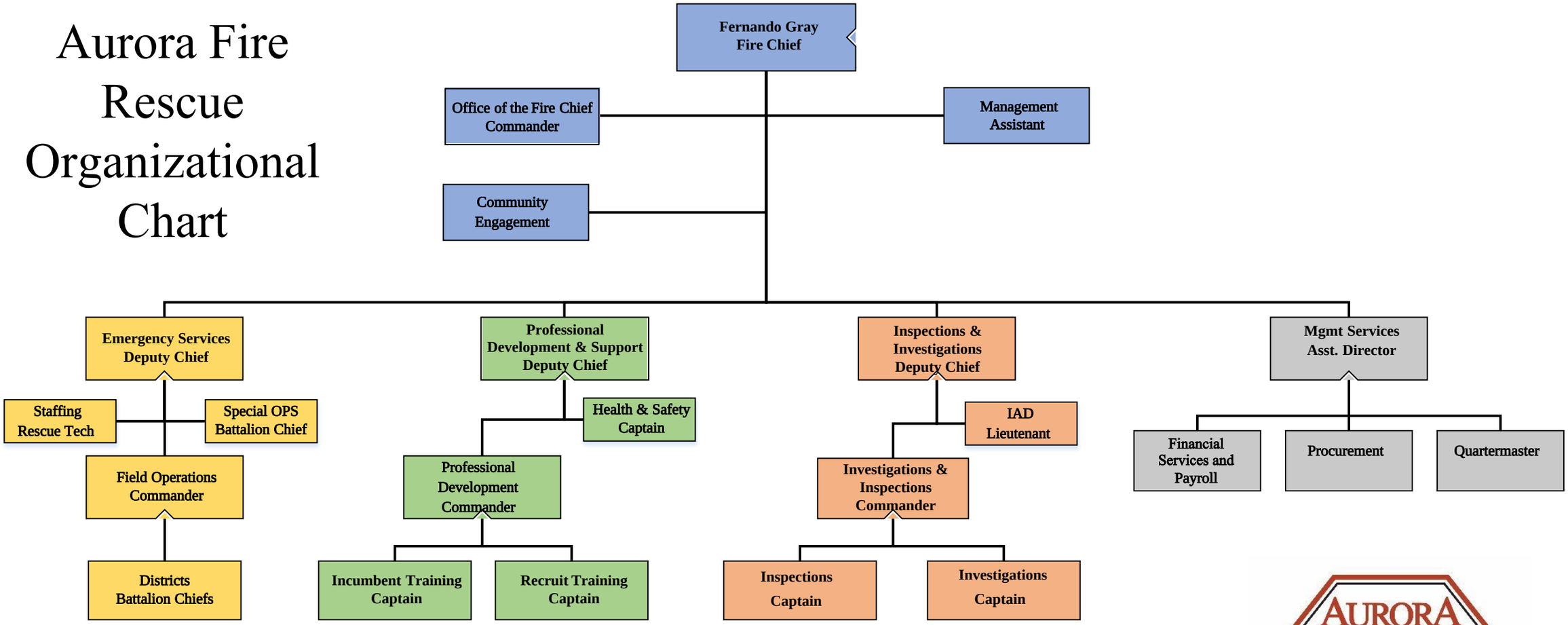
City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 11

Police and Fire Organizational Charts

Aurora Fire Rescue Organizational Chart



AURORA POLICE DEPARTMENT

Organizational Chart

CHIEF OF POLICE
8 com / 2 civ

OFFICE ADMINISTRATION
3 civ

Legal Advisor

Psychological Services (Contract)

INTERNAL AFFAIRS BUREAU
Commander
6 com / 1 civ

Executive Officer
- Employee Support Detail
- *Chaplains*
- *Community Policing Advisory Team*

Media Relations Detail

DEPUTY CHIEF
3 com / 1 civ

COMMAND PERSONNEL ASSIGNMENTS and AUTHORIZED STRENGTH
As of 11/01/19

Commissioned: 729.0
Civilian - APD: 146.5
Civilian – Dispatch: 91.0
TOTAL: 966.5

OPERATIONS DIVISION
Division Chief
441 com / 9 civ

DISTRICT 1
Commander
168 com / 3 civ

Deputy Commander
- Persons Unit
- Property Unit
- Robbery Unit
- Crime Analysis

Patrol Sections

Sector
- PAR Unit A
- PAR Unit B
- Neighborhood Policing Unit

DISTRICT 2
Commander
122 com / 3 civ

Deputy Commander
- Crime Analysis

Patrol Sections

Sector
- Detective Unit
- PAR Unit
  - Town Ctr. Security

DISTRICT 3
Commander
114 com / 3 civ

Deputy Commander
- Detective Unit

Patrol Sections

Sector
- Crime Analysis
- PAR Unit
  - Southlands Security

Patrol Captain
1 com

Ops Support Section
36 com
- SWAT
- K-9 Unit

METRO DIVISION
Division Chief
207 com / 49 civ

INVESTIGATIONS BUREAU
Commander
97 com / 43 civ

Major Investigations Section
- Major Crime/Homicide Unit
- Crimes Against Children
- Internet Crimes Against Children
- Victim Services Unit
- Interpreter Coordinator

- Economic Crimes Unit
  - Pawn Detail
- Sex Crimes Unit
- Crime Analysis
- Special Victims Unit
  - Sr. Resource Officer
- Crime Scene Unit
  - Forensic Services Detail

Community Resources Section
- SRO
- Volunteers
  - *Citizens Police Academy*
- Aurora For Youth
  - *Explorers*

Electronic Support Section

Unified Metropolitan Forensic Crime Lab

SPECIAL OPERATIONS BUREAU
Commander
110 com / 6 civ
- Crime Analysis

Investigative Support Section
- Intelligence Unit
- Fugitive Apprehension & Surveillance Team (FAST)
  - Domestic Response Action Team (DRAT)
- Gang Intervention Unit
- Colorado Metro Auto Theft Team
  - Crime Analysis
- Crisis Response Team

Narcotics Section

Regional Anti-Violence Enforcement Network

Traffic Section
- Crime Analysis
- Traffic Units
- M.E.T. Unit
- DUI Unit
- Traffic Inv. Unit

COMPLIANCE & PROFESSIONAL STANDARDS DIVISION
Division Chief
57 com / 94 civ
- *Force Review Board*
- Recruiting Detail

Professional Standards Section
- *Police Emergency Services Coordinator*
- Office of Emergency Management Unit
- Accreditation Unit

Background & Field Training Section

Training Section
- Academy
- Range Unit
- In-service

Public Safety Comm. Center

BUSINESS SERVICES DIVISION
Manager
7 com / 78.5 civ

Administrative Services Section

Equipment & Facilities Section
- Fleet Services Liaison
- Quartermaster
- Vehicle Impound Unit

Records & Support Services Section
- Records Unit
- Front Desk Unit
- Digital Records Unit

Property & Technical Services Section
- Property & Evidence Unit
- Support Services Unit
  - Court Liaison/ Secondary Employment Details

Special Details / Task Forces

DEA Task Force – Group 5 (1 PO / Narcotics Section)

Joint Terrorism Task Force (1 Agent / Intelligence Unit)

- Front Range Task Force (1 PO / Narcotics Section)
- Safe Streets Innocence Lost (1 Sgt / ICAC) (1 Agent / ICAC)
- ATF Task Force (1 PO / Gang Intervention Unit)
- Safe Streets Task Force (1 Agent / FAST)

Back to TOC

City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 12

Budget Ordinance Summary

Budget Ordinance Summary

ORDINANCE PROCESS

The following pages describe the 2019 and 2020 budget ordinances. The initial budget ordinance for each year is adopted in the fall of the prior year. Twice each year, departments are given an opportunity to request amendments due to factors that were not identified at that time the budget was initially adopted. At these times, departments submit supplemental budget amendment requests to the Office of Budget and Financial Planning (OBFP). The OBFP creates a list of supplemental requests in an amending ordinance that is reviewed and revised by city management and forwarded to City Council for review and approval. If City Council approves the amending ordinance, the budget is officially changed. These amending ordinances can be used to change the budget in a prior year, the current year, or the upcoming year, depending on the situation. Normally, these amending ordinances occur in the spring and the fall. Copies of the official ordinances are kept on file by the City Clerk and in the OBFP.

2020 BUDGET ORDINANCES

The primary ordinances in a given budget year are those that establish the tax levy, create the initial adopted budget and set the initial appropriations. These are known as budget ordinances. There are three 2020 ordinances: the Tax Levy Ordinance, the Adopting Budget Ordinance, and the Appropriating Budget Ordinance.

Tax Levy Ordinance: This ordinance establishes the annual tax levy on all taxable property within the city. The revenue raised from this tax is used to defray the general expenses of the city and to discharge certain indebtedness of the city.

Adopting Budget Ordinance: This ordinance adopts the city's annual operating and capital improvement projects budget. The adopting ordinance sets the budget parameters for the city in a given year.

Appropriating Budget Ordinance: This ordinance establishes specific budget appropriations by fund for the fiscal year. This ordinance is considered the spending blueprint for all funds and for all departments.

2019 AMENDING ORDINANCES

Amending ordinances are used to modify the amounts approved with the budget ordinances. There were two 2019 amending ordinances: the 2019 Spring Supplemental Amendment Ordinance and the 2019 Fall Supplemental Amendment Ordinance. Although some of the ordinances included amendments for 2018 and/or 2019, only the significant 2019 amendments are specifically identified.

Spring Supplemental Budget Appropriation Amendment Ordinance (Introduced 05/06/2019, Approved 05/20/2019, Effective 06/22/2019): This ordinance amended the original budget for 2019 and also amended the 2018 budget for year-end adjustments. The items in this supplemental are taken into account in the 2019 projection, as published in this budget book.

Supplemental requests create budget authority for a total of **9.0 FTE** across multiple funds.

- 1.0 FTE Production Manager will be added in the Cultural Services Fund. The cost will be mostly offset by a reduction in contracted services.
- 2.0 Career Service FTE will be eliminated from the Photo Red Light Program in the Designated Revenues Fund. The employees in the eliminated positions were placed in existing vacancies in the Police Department.
- Public Works will convert contingent funding to add 5.0 FTE to the General Fund. This will have a zero dollar impact to the General Fund, as well as the CPF. The cost will be allocated from the General Fund to the Capital Projects Fund where existing budget or intergovernmental revenue will cover the cost. These contingent conversions are needed for retention purposes for the Priority Transportation and South Aurora Regional Improvement Authority projects.
- The City of Aurora Public Safety Training Center will convert contingent funding in the General Fund to add 0.5 FTE to assist the Manager of the facility.
- The Office of Immigrant Affairs will add 0.5 FTE to the General Fund to create one full-time position. The cost will be offset by a reduction in contracted services.
- Two full-time positions will be added to the Gifts and Grants Fund to include 1.0 FTE in the Police Department and 1.0 FTE City Attorney's Office. Both are partially funded for 2019 by grants. Additional grant funding or an alternate funding source will be required to fully fund each of these positions for once the grant period is over.
- 2.0 FTE Information Technology staff will be added to the Water Department and funded by the Water and Wastewater funds. The new IT Water Project Manager and Business Systems Analyst positions will assist in the growing emphasis on application modernization, process improvement, smart cities, and disaster recovery.

Significant supplemental items include:

- The appropriation of **$16.1 million** in the Capital Projects Fund for several Public Works projects. Revenue offsets for these projects total $13.9 million. Large projects include the Harvest – Alexander to Orchard and Westerly Creek Transportation Improvement.
- A lapse of **$1.7 million** in the Designated Revenues Fund to eliminate the Photo Red Light Program budget. 4.0 Civil FTE will be transferred to the General Fund for an impact of $454,200 to that fund.
- The appropriation of **$8.4 million** in the Water Fund for Wemlinger Water Purification Facility Improvements.

Fall Supplemental Budget Appropriation Amendment Ordinance (Introduced 11/18/2019, Approved 12/02/2019; Effective 01/04/2020): This is the second of two scheduled appropriation adjustments. This supplemental amended the 2019 budget only. Although most of these items were known at the time of the creation of the 2020 budget and therefore were in included in the 2019 department expenditure projection, some supplemental items were identified too late for inclusion in the department projection.

Appropriation requests in the Capital Projects Fund total **$8.2 million**. The most significant amendments include:

- The appropriation of **$5.2 million** for various street and traffic related capital projects to include Imboden and Picadilly road improvements, street overlay, and Jewell pedestrian crossing.
- The appropriation of the Arapahoe County contribution of **$500,000** and the South Aurora Regional Improvement Authority contribution of **$2.3 million** for initial scoping and preliminary design of the Gun Club Road Improvements.
- The reduction (lapse) of **$1.1 million** for the Westerly Creek TIP project that was accidentally appropriated twice.
- The appropriation of **$597,100** for new grant-funded bike detectors for selected intersections.
- The appropriation of **$550,000** for the installation of a remediation system that will mitigate contamination caused by the prior Highway 30 Landfill.

Significant supplemental items in other funds include:

- The appropriation of **$45.1 million** in the Water Fund for the pre-payment of 2016 bonds.
- The appropriation of capital grant awards totaling **$10.3 million** in the Gifts and Grants Fund for various PROS projects, including Buckley Buffer grants totaling $9.7 million.
- The reduction in appropriation (lapse) of **$521,200** in the E-911 Fund for the completion of the radio system infrastructure upgrade.
- The reduction in appropriation (lapse) of **$553,500** in the Designated Revenues Fund and an offsetting appropriation of $353,400 in the General Fund for Court Surcharge Program adjustments associated with the elimination of the Photo Red Light Program.

City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 13

Budget Process and Calendar

Budget Process and Calendar

The budget process for the city involves teamwork and cooperation among many groups and individuals within the city, including: citizens; elected officials; other government entities; neighborhood associations; Council-appointed boards and commissions; and city staff. The process provides opportunities for the public to gain information and understanding about the city's budget and operations. In addition, citizens are given a forum to provide input regarding how the city allocates its resources.

CITIZEN INVOLVEMENT

Budget town meetings are conducted by each Ward Council member early in the budget development process. At that time, citizens receive information about the budget and are given the opportunity to inform City Council about their issues and priorities. Citizens are encouraged to express their opinions about the budget and members of the public can make requests of City Council. In addition, two public hearings are scheduled during City Council's formal weekly meetings. One hearing is held in the spring before budget preparation begins; and the other is scheduled in the fall just prior to Council meeting(s) to consider the proposed budget.

The Citizens' Advisory Budget Committee (CABC) meets monthly to become familiar with city operations, priorities, and budget needs. The CABC meets prior to the proposed budget submission to form its own recommendations to present to City Council. Other commissions directly involved in making budget recommendations to the City Council are the 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 2020 budget during 2019 is the projected amount approved by City Council during the adoption of the 2019 budget less one-time items and various adjustments. These changes may include: items approved in the 2019 Spring Supplemental ordinance; utility, water, and fuel rate adjustments; risk management adjustments; and fleet service adjustments. Personal services costs are calculated by the Office of Budget and Financial Planning to reflect current staffing levels and cost factors. These amounts are provided to the departments on a line-item basis.

Any new funding request that is not tied to the items noted above must be requested and specifically justified within a budget amendment request (an "add"). This process applies to requests to fund expanded or additional services. Similarly, departments submit budget reductions (a "cut") when lower revenue projections necessitate such items.

Each council appointee and department director submits the budget for his or her department. Working with their program managers and budget coordinators, department directors and appointees compile and submit their budget. This information is submitted to the Office of Budget and Financial Planning in June. The budget submission includes line-item allocations.

After significant review of additions and reductions by the Deputy City Managers, the City Manager, and other council appointees, the Office of Budget and Financial Planning consolidates prior year actual expenditures, the current year budget projections, and department budget submissions into the City Manager's proposed budget document. Items in the proposed budget are presented to City Council, both in one-on-one settings and formal presentations, for their consideration and approval. The City Council convenes a workshop in the fall to discuss the proposed budget. At this time, the City Council makes any desired adjustments to the proposal and forwards it to a formal meeting for a vote.

In accordance with the city charter, the budget is adopted by December after appropriate public notices and readings. After the budget is adopted, City Council may adjust the budget by way of one or more supplemental appropriation ordinances during the year. These ordinances are normally considered in the spring and fall.

Budget Document

The Office of Budget and Financial Planning annually prepares two formal documents:

1. The *Proposed Budget* is a recommended budget using the current year budget with adjustments as approved by the City Manager.
2. The *Adopted Budget* is formally adopted by the City Council in the annual budget ordinance. It is the result of refinements made to the proposed budget by Council after analysis of overall city needs, priorities, and available resources.

BUDGET CALENDAR

Summary of Key Events

The city's fiscal year is January 1 through December 31. The budget is developed and considered between May and November. Monitoring and adjustment of the budget occur throughout the year. The following is a typical calendar.

January – May

- Final revenues and expenditures for the previous year are reported and analyzed;
- First quarter review of current year expenditures and revenues;
- Appropriation amendments are requested and the spring supplemental ordinance is presented;
- Goals and priorities for the next year are defined; and
- City Council members host "Budget Town Meetings."

June – August

- Second quarter review of current year expenditures and revenues;
- Departments and Council Appointees prepare proposed budgets/adjustments;
- Executive staff evaluate projections and determine budget adjustments;
- Departments present budget adjustments to City Manager;
- Administrative fee changes are reviewed by the Management and Finance Committee;
- The Citizens' Advisory Budget Committee reviews and comments upon the city's budget proposals; and
- The proposed budget is produced and delivered to City Council.

September – December

- Aurora Water, the Citizens' Water Advisory Committee and the Citizens' Advisory Committee on Housing and Community Development present their budgets to Council;
- City Manager presents proposed budget to Council;
- City Council reviews the proposed budget and makes budget decisions;
- Administrative fees are approved;
- Budget ordinances are introduced and adopted;
- Third quarter review of current year expenditures and revenues; and
- Appropriation amendments are requested and the fall supplemental ordinance is presented.

City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 14

General Financial Policies

General Financial Policies

FINANCIAL STRUCTURES AND POLICIES OVERVIEW

The financial structure portion defines three broad fund classifications, as discussed below. The three classifications are further divided into eight fund types. This section details the financial structure of the City and details the financial policies, the basis of accounting, and the basis of budgeting specific to each fund type. These financial policies include both formal policies and current practice. The policies in this document apply to the 2020 budget year and previous years only. From time to time, they are reviewed and updated.

FINANCIAL STRUCTURE AND THE ASSOCIATED MEASUREMENT FOCUS AND BASIS OF ACCOUNTING/BUDGETING

The City's budgeting and accounting system uses funds to report its financial position. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. Each fund is a separate accounting entity. Resources of the City are accounted for in individual funds based on the purpose for which they are to be used. The various funds are classified into three classifications: Governmental, Proprietary, and Fiduciary. Each classification is further divided into separate fund types. Certain funds may not be specifically budgeted by OBFP, because they do not technically use City money. Funds not budgeted by the City are specifically noted in their respective categories.

Each of the three fund classifications used by the City of Aurora uses a different measurement focus and basis of accounting. Measurement focus is used to describe what revenue and expenditure transactions or events are recognized and basis of accounting refers to the timing or point at which those revenue and expenditure transactions are recognized. Operating statements that focus on changes in economic resources answer the question "what transaction and events have increased or decreased total economic resources during the period to make the fund better or worse off?" Whereas operating statements that focus on changes in current financial resources answer the question "what transactions or events of the period have increased or decreased the resources available for spending in the near future?" While measurement focus is the goal or end result of the financial statements, the basis of accounting is the means to that end and allows the financial statements to show the intended result. *Full accrual basis* recognizes revenues when earned (rather than received) and expenditures when an obligation to pay is incurred (rather than when the payment is made). Capital expenses are recognized over the life of the asset, not when the asset is purchased. Under the *modified accrual basis* of accounting, revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures. For the most part, the basis of accounting and the basis of budgeting are the same. Any differences between the basis of accounting and the basis of budgeting for City funds are noted in each section.

Table 1: City of Aurora Fund Structure

Fund Categories	Basis of Accounting	Types	Nature of the Funds
Governmental	Modified Accrual	General Fund Special revenue funds Debt service funds Capital funds	General operating fund for the City Specific resources spent for a specified purpose Account for principal, interest, and fees for debt Resources to be spent on major capital projects
Proprietary	Full Accrual	Enterprise funds Internal service funds	Financed and operated similar to private business Resources spent for centralized services (cost recovery)
Fiduciary	Full Accrual (non-budgeted)	Pension trust funds	Account for assets held in a trustee capacity

GOVERNMENTAL FUNDS

The City of Aurora accounts for Governmental Funds using the modified accrual basis of accounting. Major revenues recognized in the accounting period in which they become both measurable and available include: property tax, sales and use taxes, lodger's tax, occupational privilege tax, franchise taxes, intergovernmental revenues, interest, and charges for services. The City considers revenue available if collected within two months after year-end. Major revenues determined not to be available soon enough to pay liabilities of the current period or not objectively measurable include: special assessments, licenses, permits, fines, and forfeitures. Therefore, they are recognized in the year they are received. Expenditures are recorded when incurred with the exception of principal on long-term debt and compensated absenses, which are accounted for when due.

The **General Fund** is the general operating fund of the City. It is used to account for all general financial resources. Resources are used to finance general City expenditures and to transfer to other funds as required by law or approved by the City Council. The Policy Reserve Fund and TABOR Reserve Fund are subsets of the General Fund.

Special revenue funds are used to account for revenues that are restricted or designated on specified purposes. Special revenue funds include:

- Aurora Conference Center General Improvement District (not budgeted);
- Aurora Urban Renewal Authority General Fund (not budgeted);
- Cherry Creek Racquet Club Fence General Improvement District (not budgeted);
- Cobblewood General Improvement District (not budgeted);
- Community Development Fund;
- Conservation Trust Fund;
- Cultural Services Fund;
- Designated Revenues Fund (budget only fund);
- Development Review Fund;
- Enhanced E-911 Fund;
- Gifts & Grants Fund;
- Marijuana Tax Revenue;
- Meadow Hills General Improvement District (not budgeted);
- Open Space Fund;
- Parking and Mobility Fund;
- Parks Development Fund;
- Peoria Park Subdivision General Improvement District (not budgeted);
- Pier Point 7 General Improvement District (not budgeted); and
- Recreation Fund.

Debt service funds account for principal, interest, and fees incurred due to general obligation, special assessment, certificates of participation, capital leases, and note debt of the City except those accounted for in a proprietary fund. Debt service funds include:

- Aurora Capital Leasing Corporation (not budgeted);
- Aurora Urban Renewal Authority Debt Service Fund (not budgeted);
- City Debt Service; and
- Special Improvement District Debt Service (SID).

The capital funds account for resources allocated for the acquisition or construction of major capital projects except those financed by special revenue and proprietary funds. Capital funds include:

- The Capital Projects Fund (CPF);
- Aurora Capital Leasing Corporation Capital Projects Fund (not budgeted); and
- Aurora Urban Renewal Authority Capital Projects Fund (not budgeted).

The difference between the basis of accounting and the **basis of budgeting** for Governmental Funds are as follows:

- Encumbrances are treated as expenditures in the year they are encumbered, not when the expenditure occurs.
- Grants are considered revenue when awarded, not when earned.
- Sales, use, and lodgers taxes are considered revenue when received rather than when earned.
- Project-length (continuing appropriation) budgets adopted during the year are considered to reduce funds available in the year adopted, not when expenditures occur.
- Overspending of project length (continuing appropriation) budgets is considered to reduce funds available.
- Close-out of unspent project-length (continuing appropriation) budgets is considered to increase funds available.
- Purchases of inventory are considered expenditures when purchased, not when sold or used.
- Proceeds from capital leases and related capital expenditures are not budgeted.
- Interfund loans are considered revenue/expenditure rather than receivable/payable.
- Proceeds from debt that are reserved for future debt service are not budgeted.
- The value received on the trade-in of fixed assets and the related capital expenditures are not budgeted.
- Changes in investment income due to recording investments at fair value are not budgeted.
- Transactions related to asset forfeitures are not budgeted.

- Operating transfers and the movement of cash funds are not synonymous. Operating transfers may or may not necessitate cash movement, and cash movement may be done without an operating transfer. Operating transfers are necessary when the goal is to:
    - Move budget between departments in the same fund, the exception being a transfer of budget from Non-Departmental;
    - Move budget to another fund within a department;
    - Move budget between departments and between funds; and
    - Move capital budget from one project to another, unless a master-subordinate relationship exists with the projects. This relationship is referenced in more detail in the Capital Improvement Projects Fund Financial Policies Section.

PROPRIETARY FUNDS

Proprietary funds account for operations that are financed and operated in a manner similar to private business. They are accounted for on a full accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. Unbilled, but earned, utility service revenues are recorded at year-end.

Enterprise funds account for activities for which a fee is charged to external users for goods and services. Activities must be reported as enterprise funds if any of the following conditions exist: the activity is financed with debt that is secured solely by a pledge of revenues from fees and charges; laws or regulations require that the activity's costs, including capital costs, be recovered with fees and charges; or the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs. An enterprise fund must be able to operate self-sufficiently over time. Enterprise funds include:

- Golf Fund;
- Wastewater Fund; and
- Water Fund.

Internal service funds account for resources provided by other City funds for centralized services to City departments and agencies on a cost-recovery basis. Internal Service Funds are:

- Fleet Management Fund; and
- Risk Management Fund.

The difference between the basis of accounting and the **basis of budgeting** for proprietary funds are as follows:

- Capital outlay is budgeted as an expenditure in the year purchased.
- Depreciation is not budgeted.
- Interest capitalized on construction projects is budgeted as interest expense.
- Proceeds from the issuance of debt are considered revenues instead of an increase in liabilities.
- Principal payments are shown as expenditures rather than reductions of the liability.

- Proceeds from debt that are reserved for future debt service are not budgeted.
- Encumbrances are treated as expenditures in the year they are encumbered, not when the expense occurs.
- Grants are considered revenue when awarded, not when earned.
- Receipts of long-term receivables are considered revenues, not reductions of the receivable.
- Proceeds from the sale of assets are recognized as revenue; however, the related gain or loss is not.
- Purchases of inventory are considered expenditures when purchased, not when sold or used.
- Gains or losses on the early extinguishment of debt are considered to increase or decrease the funds available in the year in which they occur and are not capitalized and amortized over the life of the bonds.
- Accrued compensated absences are not considered expenditures until paid.
- Interest earned on escrowed cash and investments is not considered revenue for budget purposes.
- The gain or loss on the equity in the joint venture is not budgeted, however payments to the joint venture are budgeted as expenditures.
- Project-length (continuing appropriation) budgets are considered reductions of funds available when appropriated, not when expenditures occur.
- Overspending of project length budgets is considered to reduce funds available.
- Close-out of unspent project length budgets is considered to increase funds available.
- Proceeds from capital leases and related capital expenditures are not budgeted.
- The value received on the trade-in of fixed assets and the related capital expenditures are not budgeted.
- Changes in investment income due to recording investments at fair value are not budgeted.
- Operating transfers and the movement of funds are not synonymous. Operating transfers may or may not necessitate cash movement, and cash movement may be done without an operating transfer. They are necessary when the goal is to:
    - Move budget between departments in the same fund, the exception being a transfer of budget from Non-Departmental;
    - Move budget within a department to another fund;
    - Move budget between departments and between funds; and
    - Move capital budget from one project to another, unless a master-subordinate relationship exists with the projects. This relationship is referenced in more detail in the Capital Improvement Projects Fund Financial Policies Section.

FIDUCIARY FUNDS

Fiduciary funds are used to account for assets held in a trustee capacity (i.e. trust funds) for others and cannot be used to support the city government's own programs. Fiduciary funds are not budgeted. The fiduciary fund types used at the city are pension trust funds. **Pension trust funds** are used to account for assets held by the City in a trustee capacity for members and beneficiaries of pension plans. Trust funds include:

- Elected Officials' and Executive Personnel Defined Benefit Plan Fund (EOEP);
- General Employees' Retirement Plan Fund (GERP); and
- Executive Retirement Plan Fund (ERP).

GENERAL FINANCIAL POLICIES

I. General Financial Policies Applicable to All Funds

The policies identified as general policies are applicable to all funds of the City and impact overall financial management decisions.

A. Funds Available Policies

1. Funds available can be used to balance sources and uses if reasonable due diligence is made to ensure that its use will not create future adverse impacts.
2. Funds available can be transferred from one fund to another as needed, pursuant to the rules that govern the sending fund.
3. Funds available components are as follows:
    a. **Restricted** – Limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments.
    b. **Committed** – Limitation imposed at the highest level of decision making that requires formal action at the same level to remove.
    c. **Assigned** – Intended use established by highest level, body, or official designated for that purpose.
4. Funds available components may change as situations warrant.
5. Generally Accepted Accounting Principles require a disclosure in the city's financial report as to the order in which different classifications of fund balance are spent. This helps a reviewer of the city's financial reports better understand the financial practices of the city. When expenditures are incurred that use monies from more than one classification, the city will generally determine the order on a case-by-case basis taking into account grant agreements, contracts, business reasons, or other constraints. If there are no constraints, the order of spending will be restricted resources, committed, assigned and, lastly, unassigned.
6. "One-time money" is funds that are available only once and is not expected to reoccur year after year. One-time monies are usually fund balance from previous years, unexpected revenues, or savings from unexpectedly lower expenses in any year. Because these monies are not regular revenues that

recur from year to year, good financial practices avoid uses that have ongoing costs. If one-time monies are used to support recurring costs, spending could increase to a level that could not be supported by future years' revenues.

B. Revenue Policies

1. The City shall strive to maintain a balanced and diversified revenue system to protect the City from fluctuations in any one source due to changes in local economic conditions which adversely impact that source.
2. Each year the budget office will project revenues for the ensuing five years. The first year of the five-year projection will be used as the basis for the annual operating budget. The basis of the projection is disclosed in the Revenue Section of this book. The projection is consistent with management and Council direction.
3. Federal aid, state aid, gifts, and grants will be accepted only after an assessment is made of potential cost implications.

C. Budget Expenditure Policies

1. The annual operating budget as accepted and appropriated by the City Council will be adhered to in the level of detail approved by Council. If necessary, supplemental appropriations can be used to modify this budget.
2. The City of Aurora budget will balance sources and uses.
3. The annual operating budget will normally provide for adequate funding of City retirement systems, adequate maintenance and/or replacement of capital plant and equipment, and adequate maintenance of an insurance fund, providing for self-insurance or using other acceptable insurance methods. If adequate funding cannot be budgeted, these differences shall be disclosed.

D. Transfer Policies

1. For purposes of budgeting, a transfer will be considered an operating transfer if it accomplishes the following:
   a) Moves budget between departments in the same fund, the exception being a transfer of budget from Non-Departmental, which is classified as a budget transfer;
   b) Moves budget within a department to another fund;
   c) Moves budget between departments and between funds; and
   d) Moves capital budget from one project to another, regardless of department, unless a master-subordinate relationship exists with the projects. This relationship is referenced in more detail in the Capital Improvements Projects Funds Financial Policies Section.
2. Operating transfers require Council approval.
3. Budget transfers of non-capital budget appropriations within the same department and fund, including transfers to and from the Non-Departmental budget, do not require Council approval.

4. Budget transfers of capital budget appropriation to and from Non-Departmental do not require Council approval.
5. Operating transfers may or may not involve the movement of cash.
6. In some cases, for purposes of ensuring adequate disclosure of substantive appropriation changes, supplemental budget ordinances may identify as transfers certain items not technically considered operating transfers.
7. If a budget change is necessary from existing budget to transfer budget or vise-versa, but does not change the primary purpose for the original budget, the change can be made via a budget transfer and does not require Council approval.

E. Investment/Cash Management Policies

1. The City of Aurora will use pooled city cash to invest in United States government, corporate, municipalities, money market instruments, and certificates of deposit, assuming investments meet city standards for investment quality. Criteria for selecting investments, using the prudent investor rule, are safety, liquidity, and yield, in that order of priority.
2. Cash and investment proceeds will be structured to utilize all available funds for investment purposes.

F. Legal, Accounting and Auditing Policies

1. The Charter and Code of the City of Aurora, State of Colorado statutes, and federal laws and regulations will be followed wherever they apply to the financial activities of the City.
2. The source of historical financial information about the City will be the central accounting system as operated and maintained by the Finance Department. The source of all current and future budget information, including spending plans, revenues, and expenditures, is the annual budget document.
3. The City of Aurora Internal Audit Office will audit financial controls and operational efficiencies.
4. An annual external audit will be performed by an independent public accounting firm with the subsequent issuance of a financial report and opinion.
5. The Management and Finance Committee of City Council is the city's audit committee. The audit committee ensures on-going governing body involvement in internal control and financial reporting.

II. General Fund Policies

The General Fund is used to account for the ordinary operations of the City of Aurora, which are financed primarily from taxes and other general revenues. In addition to policies applicable to all funds, the following policies shall apply specifically to the General Fund:

A. Revenue and Expenditure Policies

1. Unless legally designated, revenue that comes into the General Fund is considered to be for general purposes.
2. The City of Aurora will follow a policy of prompt and efficient collection of City imposed taxes.
3. The City of Aurora revenue structure will not rely solely on property taxes or other restricted and inelastic sources of revenues.
4. For the General Fund two types of reserves are maintained: operating reserves and emergency reserves (TABOR and Policy Reserve). When Reserves are used, specific budgetary plans should be formally made for quickly restoring them. To help protect the City's financial future and to maintain a high level of financial creditability, every effort should be made to follow the plan.
5. Operating Reserve: The purpose of the General Fund Operating Reserve is to provide a source of additional funds in cases where Council determines such use is appropriate and necessary. Use of these funds should be for one-time uses (as defined by that policy) and may include paying for unexpected revenue shortfalls in a year, unexpected expenses, including emergencies, and offsetting potential budget cuts as deemed appropriate and necessary by Council. These reserves are also to assist with meeting financial bond rating agency total reserve requirements. When feasible, these reserves should be maintained at a minimum level of approximately 1 – 3 percent of General Fund budgeted revenues. Maintenance of an Operating Reserve of less than 1 percent is not considered financially prudent and should be avoided. When Operating Reserves are used, they should be restored as quickly as feasible, usually from any one-time monies that become available in any budget year.
6. Policy Reserve: A reserve will be held in the General Fund, equal to 10 percent of the General Fund operating budget, adjusted to exclude the Capital Projects Fund transfer, transfers associated with tax incentives, and 2 per 1000-related expenditures.
7. TABOR Reserve: The TABOR reserve is defined by the State Constitution and is to be maintained and the amount adjusted annually in accordance with the Constitution. The reserve is approximately equal to 3 percent of the fiscal year's spending will be held in the General Fund. Any spending of the TABOR reserve must be restored by the end of the following fiscal year. Assets can be used for the TABOR Reserve.

III. <u>Special Revenue Funds Financial Policies</u>

The City of Aurora uses special revenue funds to account for revenues from specific taxes or other restricted or committed revenue that by law or agreements are designated to finance specific activities of city government. In addition to policies applicable to all funds, the following policies shall apply specifically to special revenue funds.

A. Community Development Fund

The Community Development Fund accounts for revenue and expenditures relating to federal grants received from the United States Department of Housing and Urban Development. Community Development expenditures will be spent in accordance with general City financial policies and appropriate federal regulations.

B. Recreation Revenue Fund

The Recreation Fund is used to account for the financing of recreation activities and programs through General Fund subsidies, user fees, and charges for services.

1. Council, from time to time, examines the appropriateness of the relationship between revenues raised by fees compared to revenues raised by transfers of General Fund monies.
2. Increases in costs related to pay increases mandated by City policy, utilities charges, maintenance contracts, and other mandatory requirements, will generally be funded through an increase in the General Fund transfer.

C. Cultural Services Fund

The Cultural Services Fund accounts for revenue from fees, donations, grant funds from the Scientific and Cultural Facilities District (SCFD) and other grantors, proceeds from the Art in Public Places (AIPP) ordinance and General Fund subsidies.

1. Council, from time to time, examines the appropriateness of the relationship between revenues raised by fees compared to revenues raised by transfers of General Fund monies.
2. Increases in costs related to pay increases mandated by City policy, utilities charges, maintenance contracts, and other mandatory requirements, will generally be funded through an increase in the General Fund transfer.

D. Gifts & Grants Fund

The Gifts & Grants Fund is used to account for revenue received for specific purposes according to appropriate laws and agreements. In addition to policies applicable to all funds, the following policies shall apply specifically to the Gifts & Grants Fund:

1. Gift & Grant Funds will be pursued and gift and grant opportunities will be evaluated based on current and future financial implications. Gift & Grants Fund expenditures will be in accordance with the expressed or implied purpose stated in the terms of the gift or grant.
2. Revenue is recorded based on a signed award.

E. Development Review Fund

The Development Review Fund was created to account for revenues and expenditures for services related to providing for enhanced review of development plans and for construction (building) inspections. At the time the

Development Review Fund was created, it was clear that management was to adjust staffing and costs in accordance with the workload and revenues. A fund balance was envisioned as part of the financial and operational structure. The fund balance would be built-up in times of high revenue and could be used to provide for quality service and staffing during times of rapidly changing workload levels.

1. The Development Review Fund should be operated as a special revenue fund and is intended to be entirely self-sufficient.
2. The budget process for the Fund should allow for increases or decreases in staffing during the year. One acceptable process is the Manager advising Council informally of any proposed change outside the scope of the budget. If no one on Council objects, the Manager may begin to implement that change. The change should be formally considered by Council at the next available routine supplemental appropriation.
3. A fund balance shall be maintained at a level sufficient to:
    a. Fund costs during a significant slowdown to allow for service quality to be maintained while still reducing expenditures (and staff) as quickly as feasible,
    b. Fund costs for a period of time where further staff reductions would destroy base capabilities,
    c. Fund the ramp-up of workload during a rapid increase in development activity.

F. Enhanced E-911 Fund

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

1. The E-911 Surcharge will be used to fund call center call takers and $2.0 million in capital costs, including the annual debt service for the 800 MHz Radio replacement. The call takers were moved from the General Fund in 2015.
2. The remainder of the costs will be funded by a transfer from the General Fund, equal to the cost of the call takers noted previously.
3. The funds available associated with the more restrictive E-911 Surcharge related expenditures and the rest of the fund will be kept separate and used for its intended purpose.

G. Social Service Agency Funding Financial Policies

Specific financial policies concerning support to outside agencies for community and human services include the City's desire to assist those outside agencies

without significantly affecting the primary service responsibilities of the City of Aurora. In addition to policies applicable to all funds, the following policies shall apply specifically to social service agency funding:

1. Basic responsibility for governmental support of social services rests with federal, state, and county governments.
2. City involvement in support of social or community services shall occur under the following guidelines:
   a) The organization involved must be a nonprofit agency.
   b) The service or program shall substantially meet a community need of Aurora citizens.
   c) The service or program does not duplicate or significant overlap services provided by agencies currently receiving grant funding from the City of Aurora.
   d) Agencies providing assistance to City departments by servicing referred clients shall be given priority consideration for funding.
   e) The agency sponsors agree to submit periodic financially detailed expenditures, the number of clients served who are residents within the City, and a ratio of resources utilized per client according to municipal boundaries.
3. Agencies receiving grant funding from surcharges for the conviction of a municipal offense must demonstrate a commitment to Aurora law enforcement and were identified by ordinance and resolution in 2006.
   a) Services provided by the organization should assist and or enhance the mission of Aurora law enforcement to provide for public safety.
4. Each year the City Council will review the basic decision to provide funding to the agency and/or the amount of an award.
5. City Council discourages the submission of out-of-cycle budget requests for social service agencies. The only exception to this policy is requests for charitable contributions related to the purchase of tables at charitable social events. Such requests may be considered if:
   a) The amount requested does not exceed funds set aside by Council or within a department budget for such purpose;
   b) If an individual Council member recommends the request and it is approved by the full Council; and
   c) The organization is a partner in assisting meeting community needs and there is a public expectation of a City presence at the event.

IV. <u>Capital Improvements Projects Funds Financial Policies</u>

The Capital Improvements Program (CIP) is a process that identifies City capital projects needed to maintain current capital assets and support new development and services.

A. Revenue and Expenditure Policies

1. A capital improvement project is defined as the construction, acquisition or improvement of infrastructure, facilities, or other qualifying asset that costs at least $25,000 and which has a long-term benefit of five years or more, or extends the useful life of the improved asset by five years or more. Also included are:
    a) Direct personnel costs associated with engineering, design, inspection, and project management. Direct supply, service, and support costs, such as those related to construction, financial services, or major procurement bidding costs may also be charged to CIP projects.
    b) Major street renovation.
    c) Initial purchase or replacement of computer and communications hardware, as long as the hardware has a life of five or more years. Initial purchase or replacement of computer and communications software, will also apply, as long as the software equals or exceeds $25,000 in any given year.
    d) Multi-organization one-time purchases / replacements of a number of similar pieces of equipment costing at least $200,000 in total.
2. The legal level of control for a capital improvement program will be the project as defined in Section H of the budget document.
3. Any request to transfer budget from one project listed in the Capital Improvement Program Summary by Fund, Department, and/or Project, to another project similarly listed will require approval by City Council.
4. Council authorization is not required to establish subordinate project codes that will be used to track revenues, expenditures, and budgets for components within an appropriated capital project as long as such transfers remain within a single fund and department. Council authorization is also not required for budget transfers among subordinate project codes established in this master-subsidiary manner.
5. A department may not enter into a contract without sufficient appropriation to cover the contract.

V. <u>Enterprise Funds Financial Policies</u>

The enterprise funds are used to establish, finance, and account for the acquisition, operation, and maintenance of City of Aurora programs which are entirely or predominantly self-supporting by user charges or dedicated revenues. In addition to policies applicable to all funds, the following policies shall apply specifically to the enterprise funds:

A. Revenue and Expenditure Policies

1. Enterprise fund revenue will be generated by the sale of goods and services or from other dedicated revenues to provide for effective operations.
2. License, permit, and user fees will be periodically reviewed to determine what fees should be charged to provide for sound financial policies.

3. Enterprise funds user fees shall be set at levels sufficient to cover operating expenditures, meet debt obligations, provide additional funding for capital improvements, and provide adequate levels of working capital.
4. Charges to enterprise funds for services provided by the General Fund will be based on a pro rata unit share of each enterprise fund's resource use, taking into account any offsetting no charge or reduced cost service provided by the enterprise fund to other City funds.

VI. Internal Service Funds Financial Policies

Internal service funds are used to finance and account for goods and services furnished by a designated organizational program to other organizational programs within the City of Aurora fund structure. In addition to policies applicable to all funds, the following policies shall apply specifically to internal service funds:

A. Revenue and Expenditure Policies

1. Internal service funds revenue will cover the cost of operations and will be generated by charging City of Aurora budget programs that use such services.
2. Standard rates will be reviewed periodically to determine if charges to other funds are reasonable.
3. The City will operate a risk management program to provide for protection against loss and a reduction in exposure to liability. Such program shall include an employee safety-training program to minimize financial losses to the City.

VII. Debt Service Funds Financial Policies

A. Debt Policies

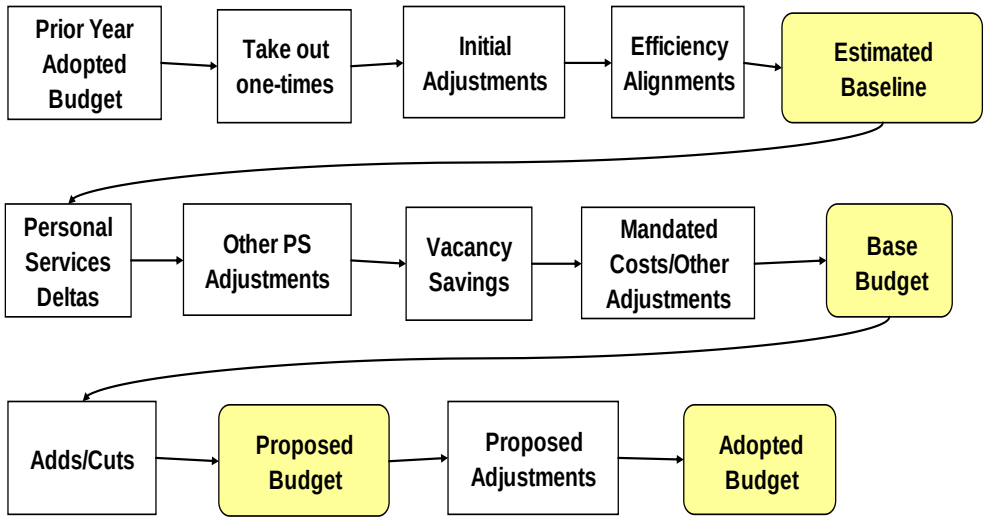
1. The City of Aurora will not use long-term debt to finance operations or for repair or renovation of existing assets unless the remaining useful life following such repair or renovation is extended.
2. Debt issuance decisions should include consideration of the impact of debt service costs and net increased operations and maintenance costs resulting from projects financed with debt.
3. Both capital projects and improvements financed with debt should have a useful life equal to or exceeding the term of the final maturity of the debt issued. Lease-purchase financing will be considered when the useful life of the item is equal to or greater than the length of the lease.
4. Debt should be self-supporting whenever possible, whereby debt service payments are funded from revenues specifically dedicated to retiring the bonds.
5. The total outstanding general obligation indebtedness of the City, less legally excludable outstanding debt, shall not exceed 3 percent of the assessed valuation of the taxable property within the City.

Policies Related to Specific Events

I. Policies related to budget building

A. The **budget process** period is created each year, depending on the procedures that need to take place and the relative importance of these procedures.

B. Most budget processes will follow a flow similar to this:



C. The definitions and policies related to each individual phase of the budget process are as follows:

1. **Prior year adopted budget:** The prior year adopted budget is that budget that was approved by Council during the prior year. Carryforwards, transfers, lapses, or supplementals are not included in this amount.
2. **Take out one-times:** During the creation of the prior year budget, there were items that were added into the budget on a one-time basis. That is, the expenditure was not meant to carry into the next year's budget. Those appropriations are removed during this phase. It is the responsibility of OBFP, with department input, to remove the budgets.
3. **Initial Adjustments:** There are several types of initial adjustments, including:
   a) Prior Year Fall Supplemental Ongoing: This is the addition of ongoing items from the previous year's supplemental. It is the responsibility of OBFP, with department input, to adjust the budgets.
   b) Program Updates: This is the physical rearranging of orgs within a program. When an org moves from one program to another, the history of that org also moves.
   c) Current Year Spring Supplemental Ongoing: This is the addition of ongoing items from the current year's supplemental. It is the responsibility of OBFP, with department input, to adjust the budgets.

4. **Efficiency Alignments:** This is the movement of budget from one org and account to another that results in no bottom-line change. Specific policies pertain to what accounts are allowed to move in the net zero entry process. Because they will be fully updated at another point in the budget building process, budget cannot move into or out of:
    a) Forecasted personal services accounts;
    b) Accounts included in the Zero Base Budget process;
    c) Interfund charge accounts;
    d) Debt related accounts;
    e) Transfer accounts;
    f) Allocated admin accounts;
    g) Utility accounts, and
    h) One-time budget requirements.
5. The sum of the above four steps creates the **Estimated Baseline**.
6. **Personal Services Deltas:** The personal services delta is the amount of difference between the Estimated Baseline and the amount the Personal Services forecasting system calculates for each position. Not every personal services account is forecasted. Changes in accounts not related to the forecast are placed in the next phase, Other Personal Services Adjustments. Policies specific to FTE budgeting are found in a later section.
7. **Other Personal Service Adjustments:** Personal service cost changes not related to the Personal Services Delta phase are entered in this phase.
8. **Vacancy Savings:** Several departments have vacancy targets, which are budgeted personal services savings not usually tied to a specific position. They are primarily used in large departments that have normal turnover throughout the year. If possible, departments are encouraged to not have vacancy savings.
9. **Mandated Costs/Other Adjustments:** Mandated costs are those items where the City has no choice but to fund the costs.
    a) Examples include:
        i. Utilities costs increases driven by rate changes, not costs driven by increased use
        ii. Increased risk charges
        iii. Changes in subsidies and overhead charges driven by mandated costs or base personal services increases
    b) OBFP calculates most of these items.
    c) OBFP will work with departments on items that the department believes qualify as baseline additions versus those that need to be shown as adds.
10. The **Estimated Baseline** plus the sum of steps 6 through 9 creates the **Base Budget**. As a matter of policy, City Council is not presented the detail behind the previous steps, but the detail must be available upon request.

11. **Adds/Cuts:** Those budget changes that are not mandated costs are entered into the budget as adds and cuts. City Council is presented with a list of these adds and cuts.
12. The **Estimated Baseline** plus the Adds/Cuts creates the **City Manager's Proposed Budget**, of which the Council deliberates at the October workshop. The Proposed Budget is the culmination of all of the earlier phases.
13. **Proposed Adjustments:** During City Council's fall workshop, any changes that City Council wishes to make from the Proposed Budget are entered into this phase.
14. The **Proposed Budget** and the Proposed Adjustments create the **Adopted Budget.** This budget is approved by ordinance and entered into One Solution upon formal Council approval.

II. <u>Policies Related to Spring and Fall Supplementals (Amendments):</u>

A. Supplementals are normally done twice a year, once in the spring, and once in the fall.

B. The purpose of a supplemental is to give departments the ability to modify their current working budget to take into account things that were not known at the time of the creation of the approved budget.

C. In the months prior to supplemental entry, OBFP will keep a file with details about possible amendments.

D. Supplemental entry will be done in the Budget Management System (BMS).

E. A supplemental must be requested if:

1. The supplemental will increase the budget of a department within a fund.
2. The supplemental is associated with an operating transfer of funds available from one fund to another.
3. The supplemental moves budget authority between two departments, regardless of whether or not they are in the same fund, with the exception of Non-Departmental.
    a. If the movement of budget authority does not change the intent of the budget (i.e. changing the budget from a debt class to a transfer class), no supplemental is needed.
4. The supplemental moves budget authority between two capital projects, unless a subordinate relationship exists between the projects.
5. The supplemental involves significant lapses of budget appropriation, as defined by the budget officer.

F. **Line Items**: The line items of every supplemental will be comprised of the following types:

1. **New Appropriation**: This is an increase to the budget not from operating transfers. Most supplementals are new appropriations. An org and account is necessary for a new appropriation. A new appropriation must be a positive number.
2. **Operating Transfers**: This is a change to the budget associated with a movement of funds available across funds. A 'transfer-out' org and account on the sending side, as well as a 'transfer-in' org and account for the receiving side, is necessary for an appropriation. Bullet G below, "Offsets", will have more information on this.
3. **Lapse**: This is a decrease to the budget not from operating transfers. An org and account is necessary for a lapse. A lapse must be a negative number.
4. **Payment to a City Funded Entity**: This is a line item pertaining to the transfer of funding to a non-budgeted City Funded Entity (CFE). A 'transfer-out' org and account is necessary for this appropriation.
5. **No Appropriation** – Revenue Only: This is a line item with an amount of zero for the supplemental that includes a revenue offset with no corresponding appropriation. The revenue org and account must be entered as an offset for this type. Bullet G below will have more information on this.

G. **Offsets**: An offset is the amount of an add that will not affect the fund's bottom line, as any expenditure change will be covered by revenue changes or transfers of previously appropriated budget. Revenue that will offset the expenditure supplemental must be entered, when applicable. Offsets can be comprised of the following types:

1. **New Revenue**: The supplemental will be at least partially funded by new revenue. An org and account for the new revenue is necessary for a new revenue offset.
2. **Operating Transfers**: The supplemental will be at least partially funded by an operating transfer. An org and account for the operating transfer is necessary for this offset. As noted above, a 'transfer-out' org and account on the sending side is also necessary.

H. **Special Cases**: Transferring budget authority from one capital org to another will be shown as a lapse (decrease) in the sending org and a new appropriation (increase) in the receiving org.

I. **Net bottom line impact**: This is the difference between the amendment and the offset. This is the amount that the funds available will change, if the supplemental is approved.

J. If two supplementals are related in that for one to be approved, the other must be approved, they will be linked in the BMS system and shown to City Council as one supplemental.

K. After the supplemental list has been checked for accuracy and readability, it is sent to Executive Staff (City Manager and Deputy City Managers (DCMs)) for

approval. OBFP and Executive Staff reserve the right to delete, add, or modify supplementals prior to the supplemental ordinance being sent to City Council.

L. Once Executive Staff approves the supplementals, a single supplemental ordinance is created. The ordinance is composed of :

1. The agenda form
2. The ordinance
3. The supplemental backup material (from BMS)

M. Supplementals are presented to the Management and Finance Committee, which approves the supplemental and forwards it to the full Council.

N. Supplementals are presented to City Council during a special study session and again at the regular Council meeting for the first and second readings.

O. OBFP will upload the org and account information into the One Solution system after the first reading, unless the political climate surrounding the supplemental is such that the approval of the supplemental by City Council cannot be reasonably expected.

City of Aurora, Colorado

2020 CITY MANAGER'S
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Appendix 15

General Improvement District Budgets

General Improvement Districts in the City of Aurora

A General Improvement District (GID) is a taxing unit created for the purpose of acquiring, constructing, installing, operating, or maintaining any public improvement or for the purpose of providing such service. There are currently six voter-approved GIDs in the city.

Cherry Creek Racquet Club Fence General Improvement District (1-2007)

	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	$ -	$ -	$ -	$ -	$ -
Revenue					
Property Tax	64,000	64,000	64,000	64,000	64,000
Total Revenue	**$ 64,000**	**$ 64,000**	**$ 64,000**	**$ 64,000**	**$ 64,000**
Expenditures					
Debt Payment	60,000	60,000	60,000	60,000	60,000
Maintenance	4,000	4,000	4,000	4,000	4,000
Total Expenditures	**$ 64,000**	**$ 64,000**	**$ 64,000**	**$ 64,000**	**$ 64,000**
Ending Funds Available	$ -	$ -	$ -	$ -	$ -

The Cherry Creek Racquet Club Fence General Improvement District (GID) was approved as part of the November 2007 election. The project will not exceed $706,000 and will generate approximately $64,000 annually in revenue from property tax within the district boundaries. Included in that amount is a provision that will bring in up to $4,000 annually for maintenance purposes. The property tax will be used to pay down the debt associated with the construction of the fence, as well as maintenance costs for the upkeep of the fence.

Meadow Hills General Improvement District (3-2008)

	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	$ -	$ -	$ -	$ -	$ -
Revenue					
Property Tax	47,500	47,500	47,500	47,500	47,500
Total Revenue	**$ 47,500**	**$ 47,500**	**$ 47,500**	**$ 47,500**	**$ 47,500**
Expenditures					
Debt Payment	41,000	41,000	41,000	41,000	41,000
Maintenance	6,500	6,500	6,500	6,500	6,500
Total Expenditures	**$ 47,500**	**$ 47,500**	**$ 47,500**	**$ 47,500**	**$ 47,500**
Ending Funds Available	$ -	$ -	$ -	$ -	$ -

The Meadow Hills Country Club General Improvement District (GID) was approved during the November 2008 election. The GID will generate approximately $47,500 annually in revenue from property tax within the Meadow Hills district boundaries to fund the construction of a not-to-exceed $685,000 masonry fence. Included in that amount is a provision that will bring in up to $6,500 annually for maintenance purposes.

Peoria Park Subdivision General Improvement District (1-2008)

	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	$ -	$ -	$ -	$ -	$ -
Revenue					
Property Tax	37,400	37,400	37,400	37,400	37,400
Total Revenue	**$ 37,400**	**$ 37,400**	**$ 37,400**	**$ 37,400**	**$ 37,400**
Expenditures					
Debt Payment	30,400	30,400	30,400	30,400	30,400
Maintenance	7,000	7,000	7,000	7,000	7,000
Total Expenditures	**$ 37,400**	**$ 37,400**	**$ 37,400**	**$ 37,400**	**$ 37,400**
Ending Funds Available	$ -	$ -	$ -	$ -	$ -

The Peoria Park Subdivision General Improvement District (GID), approved during the November 2008 election, will generate approximately $37,400 annually in revenue from property tax within the Peoria Park district boundaries to fund the construction of a not to exceed $388,900 masonry fence. Included in that amount is a provision that will bring in up to $7,000 annually for maintenance purposes.

Pier Point 7 General Improvement District (2-2009)

	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	$ -	$ -	$ -	$ -	$ -
Revenue					
Property Tax	199,750	199,750	199,750	199,750	199,750
Total Revenue	**$ 199,750**	**$ 199,750**	**$ 199,750**	**$ 199,750**	**$ 199,750**
Expenditures					
Debt Payment	199,750	199,750	199,750	199,750	199,750
Total Expenditures	**$ 199,750**	**$ 199,750**	**$ 199,750**	**$ 199,750**	**$ 199,750**
Ending Funds Available	$ -	$ -	$ -	$ -	$ -

The Pier Point General Improvement District (GID), approved during the November 2009 election, was created to provide essential sanitary sewer system improvements and services within the Pier Point district boundaries, including, but not limited to, collection mains and laterals, transmission lines, and related landscaping improvements. The GID will generate approximately $199,750 annually in revenue from property tax within the Pier Point 7 district boundaries. There is a not to exceed $3.5 million in debt associated with the GID to be repaid from property tax within the district boundaries.

Aurora Conference Center General Improvement District (2-2011)

	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	$ -	$ -	$ -	$ -	$ -
Revenue					
Property Tax	9,000,000	10,400,000	12,800,000	15,600,000	17,200,000
Total Revenue	**$ 9,000,000**	**$ 10,400,000**	**$ 12,800,000**	**$ 15,600,000**	**$ 17,200,000**
Expenditures					
Capital Improvements	9,000,000	10,400,000	12,800,000	15,600,000	17,200,000
Total Expenditures	**$ 9,000,000**	**$ 10,400,000**	**$ 12,800,000**	**$ 15,600,000**	**$ 17,200,000**
Ending Funds Available	$ -	$ -	$ -	$ -	$ -

The Aurora Conference Center General Improvement District (GID) was approved during the November 2011 election. Qualified electors voted in favor of authorizing the levy of an ad valorem property tax for the construction of and/or to incentivize a public conference center and related improvements. Its purpose is to attract tourism to the area and stimulate development of property within and surrounding the GID, to provide off-site public infrastructure, and to provide for the payment of future regional infrastructure costs, all for the benefit of GID taxpayers. The budget and proposed mill levy for the Aurora Conference Center GID is currently based on the now completed Gaylord hotel. As development around the Gaylord in the Aurora Conference Center GID continues, the property tax will increase as estimated in years 2021-2024.

Cobblewood General Improvement District (1-2016)

	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	$ -	$ -	$ -	$ -	$ -
Revenue					
Property Tax	32,000	32,000	32,000	32,000	32,000
Total Revenue	**$ 32,000**	**$ 32,000**	**$ 32,000**	**$ 32,000**	**$ 32,000**
Expenditures					
Debt Payment	32,000	32,000	32,000	32,000	32,000
Total Expenditures	**$ 32,000**	**$ 32,000**	**$ 32,000**	**$ 32,000**	**$ 32,000**
Ending Funds Available	$ -	$ -	$ -	$ -	$ -

The Cobblewood General Improvement District (GID) was approved during the November 2016 election. The purpose of the GID is to repair and bring to city standards the neighborhood's private roadway. Upon completion of this work, the road will be conveyed to and maintained by the city. The project will not exceed $935,600 and will generate approximately $32,000 annually in revenue from property tax within the district boundaries. The property tax will be used to pay down the debt associated with the cost of the street improvements.

City of Aurora, Colorado

2020 CITY MANAGER'S
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Appendix 16

Aurora Urban Renewal Authority

Aurora Urban Renewal Authority Proforma Summary

The Aurora Urban Renewal Authority (AURA) was established in the 1980s to assist the city with redevelopment activities. AURA oversees 21 urban renewal areas with a myriad of redevelopment projects and activities citywide. Last year, the Aurora City Council passed legislation to expand the Board of Commissioners of AURA to include four additional members in compliance with HB15-1348. Per contract, the city's Development Services Division acts as staff to AURA. Revenues can originate from loans, tax increment financing (TIF), as well as fees. Revenues exceeding expenditures remain with AURA and are intended to fund obligations such as administrative costs, blight studies, new urban renewal projects and programs, private developer incentives and future land acquisition.

	2018 Actuals	2019 Projection*	2020 Adopted*	2021 Projected*	2022 Projected*	2023 Projected*	2024 Projected*
Beginning Funds Available	**$ 17,097,338**	**$ 21,051,058**	**$ 27,409,809**	**$ 26,042,362**	**$ 28,397,822**	**$ 33,609,107**	**$ 47,923,084**
Revenue							
Sales Tax	$ 4,250,640	$ 11,388,734	$ 12,587,945	$ 13,169,538	$ 13,940,798	$ 14,204,320	$ 13,153,515
Use Tax	3,759,149	2,066,599	2,904,118	5,472,932	2,961,906	3,026,688	2,142,835
Property Tax	8,581,185	26,578,876	28,171,847	29,678,633	34,119,675	36,682,339	38,194,528
Occupational Privilege Tax	667,584	688,344	735,096	755,352	776,042	795,263	815,044
Lodger's Tax	988,468	6,655,435	7,302,699	8,113,618	8,403,219	8,659,450	8,901,411
Fees	(52,452)	38,721	156,431	168,348	175,050	182,088	189,477
Loans and Grants	649,262	11,393,875	-	-	-	-	-
Land Sales	-	-	4,573,800	-	-	4,573,800	-
Interest Income	372,686	544,558	589,586	644,638	736,562	837,371	974,755
Total Revenue	**$ 19,216,521**	**$ 59,355,141**	**$ 57,021,523**	**$ 58,003,059**	**$ 61,113,252**	**$ 68,961,319**	**$ 64,371,565**
Expenditures							
Personal Services	$ 118,454	$ 691,518	$ 1,209,518	$ 1,368,918	$ 1,407,290	$ 1,447,605	$ 1,491,240
Capital Projects	110,701	4,728,397	330,000	3,530,000	3,210,000	2,210,000	20,000
Development Studies/Plans	424,816	87,023	10,000	10,000	10,000	10,000	10,000
Developer Incentives	11,650,616	39,345,189	47,279,582	44,368,082	43,243,236	43,061,996	42,431,985
Intergov'tal Agreements	670,753	1,323,526	1,340,151	1,789,089	4,026,999	3,834,804	4,328,119
Collection Fees	64,666	36,257	30,186	33,248	33,248	33,248	33,248
Debt Related	1,333,305	6,243,281	7,635,400	4,037,051	3,452,366	3,522,666	3,762,065
Transfers Out	862,182	165,102	554,132	511,212	518,828	527,023	147,322
Total Expenditures	**$ 15,235,493**	**$ 52,620,293**	**$ 58,388,969**	**$ 55,647,600**	**$ 55,901,967**	**$ 54,647,342**	**$ 52,223,979**
Surplus / (Deficit)	**$ 3,981,028**	**$ 6,734,848**	**$ (1,367,446)**	**$ 2,355,459**	**$ 5,211,285**	**$ 14,313,977**	**$ 12,147,586**
Ending Funds Available	**$ 21,051,058**	**$ 27,409,809**	**$ 26,042,362**	**$ 28,397,822**	**$ 33,609,107**	**$ 47,923,084**	**$ 60,070,670**

**2019 through 2024 are staff projections of potential uses for cash flow proforma purposes and have not yet been authorized by AURA.*

Factors Affecting Revenue

The 2020 total revenues are expected to decrease by $2.3 million (3.9 percent) due to one-time loans associated with Fitzsimons Gateway A and North Havanna in 2019. Most revenues are pledged to the developers or metro districts via redevelopment agreements. Per state statute, TIF revenues must be used to support activities within the specific URA, so budgets are presented by individual area. Each of the 21 currently open URAs are called out in detail in this summary.

Factors Affecting Expenditures

Total expenditures in 2020 are expected to increase $5.8 million (11.0 percent). This is mainly attributable to increased developer incentives as a result of escalating project implementation. In addition, personal services will increase due to increased staff expenses that are covered by an annual reimbursement from AURA.

Ending Funds Available

In the out years, funds available are projected to increase as existing URAs mature, creating new jobs, adding building assessed valuation, and generating incremental sales and lodger's tax revenues. Some additional revenues are being used to reduce the burden on the General Fund for administrative costs, purchase contracts, and service expenditures as AURA becomes more self-funding. Hypothetical uses of these funds such as capital projects or development studies have been included. Assumptions for each URA's future years are shown on the following pages.

Alameda Center Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 5,496**	**$ 56,056**	**$ 75,677**	**$ 77,931**	**$ 197,861**	**$ 447,924**	**$ 708,663**
Revenues							
Sales Tax	$ 18,111	$ 18,111	$ -	$ 223,000	$ 460,000	$ 474,000	$ 488,000
Use Tax	27,526	840,000	100,000	50,000	2,000	1,000	1,000
Property Tax	4,832	4,490	90,000	232,850	492,000	492,000	520,000
Occupational Privilege Tax	152	468	-	1,920	3,840	3,840	3,840
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	7,500	7,500	7,500	7,500	7,500
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	(62)	1,006	1,354	1,394	3,553	8,054	12,748
Total Revenues	**$ 50,560**	**$ 864,076**	**$ 198,854**	**$ 516,664**	**$ 968,893**	**$ 986,394**	**$ 1,033,088**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	842,569	151,300	291,437	504,690	511,515	534,300
Intergov'tal Agreements	-	1,885	37,800	97,797	206,640	206,640	218,400
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	7,500	7,500	7,500	7,500	7,500
Total Expenditures	**$ -**	**$ 844,454**	**$ 196,600**	**$ 396,734**	**$ 718,830**	**$ 725,655**	**$ 760,200**
Ending Funds Available	**$ 56,056**	**$ 75,677**	**$ 77,931**	**$ 197,861**	**$ 447,924**	**$ 708,663**	**$ 981,551**

In late 2015, the Aurora City Council approved the creation of a new 6.8 acre URA at the northeast corner of South Sable Street and East Alameda Avenue. The Alameda Center urban renewal plan established a single TIF area covering the entire plan area to facilitate the redevelopment of the existing bank and shopping center into a quality transit-oriented development. A public finance and redevelopment agreement was approved in February 2019. The redevelopment project, Parkside, is currently under construction and includes 216 market-rate apartments, 34,500 square feet of commercial space, and a new bank building.

Aurora Conference Center Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 3,914**	**$ 17,134**	**$ 3,028,149**	**$ 3,762,179**	**$ 4,213,798**	**$ 4,676,935**	**$ 5,151,685**
Revenues							
Sales Tax	$ 242,319	$ 7,021,110	$ 7,126,427	$ 7,233,323	$ 7,341,823	$ 7,451,950	$ 7,563,729
Use Tax	743,637	1,022,170	300,000	-	-	-	-
Property Tax	1,418,352	15,337,390	15,337,390	15,797,512	15,797,512	16,271,437	16,271,437
Occupational Privilege Tax	-	61,476	61,476	61,476	61,476	61,476	61,476
Lodger's Tax	-	5,656,617	5,741,467	5,827,589	5,915,002	6,003,727	6,093,783
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	(686)	69,870	70,835	89,778	102,966	116,581	130,635
Total Revenues	**$ 2,403,622**	**$ 29,168,633**	**$ 28,637,595**	**$ 29,009,678**	**$ 29,218,779**	**$ 29,905,171**	**$ 30,121,060**
Expenditures							
Personal Services	$ -	$ 160,000	$ 168,000	$ 176,400	$ 185,220	$ 194,480	$ 204,205
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	2,390,402	25,812,674	27,735,565	28,381,659	28,570,422	29,235,941	29,430,408
Intergov'tal Agreements	-	184,944	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	**$ 2,390,402**	**$ 26,157,618**	**$ 27,903,565**	**$ 28,558,059**	**$ 28,755,642**	**$ 29,430,421**	**$ 29,634,613**
Ending Funds Available	**$ 17,134**	**$ 3,028,149**	**$ 3,762,179**	**$ 4,213,798**	**$ 4,676,935**	**$ 5,151,685**	**$ 5,638,132**

The Aurora Conference Center URA was approved on September 26, 2011. The project includes a 1,500 room hotel with approximately 400,000 square feet of conference facilities. The effective date of allocation for property taxes and all city taxes is April 20, 2015, when the project construction commenced. Taxes generated by the Aurora Conference Center General Improvement District are allocated separately in the urban renewal plan, and began being collected in January 2013. The hotel and conference center opened in late 2018.

Buckingham Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 2,383,938**	**$ 2,879,479**	**$ 3,424,635**	**$ 3,998,389**	**$ 4,565,951**	**$ 5,127,452**	**$ 5,683,047**
Revenues							
Sales Tax	$ 736,746	$ 692,868	$ 720,583	$ 749,406	$ 779,382	$ 810,558	$ 842,980
Use Tax	-	-	-	-	-	-	-
Property Tax	2,218,703	3,031,972	3,062,292	3,092,915	3,123,844	3,155,082	3,186,633
Occupational Privilege Tax	49,725	38,136	63,318	63,951	64,591	65,237	65,889
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	53,440	78,215	82,306	83,129	83,960	84,800	85,648
Total Revenues	**$ 3,058,613**	**$ 3,841,191**	**$ 3,928,499**	**$ 3,989,401**	**$ 4,051,777**	**$ 4,115,677**	**$ 4,181,150**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	1,829,064	2,268,252	2,313,617	2,359,889	2,407,087	2,455,229	2,504,334
Intergov'tal Agreements	656,337	1,027,783	1,041,128	1,061,950	1,083,189	1,104,853	1,126,950
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	77,672	-	-	-	-	-	-
Total Expenditures	**$ 2,563,072**	**$ 3,296,035**	**$ 3,354,745**	**$ 3,421,839**	**$ 3,490,276**	**$ 3,560,082**	**$ 3,631,284**
Ending Funds Available	**$ 2,879,479**	**$ 3,424,635**	**$ 3,998,389**	**$ 4,565,951**	**$ 5,127,452**	**$ 5,683,047**	**$ 6,232,913**

The Buckingham URA was created in 2008. It is located on the east side of Havana Street on the south side of Mississippi Avenue to Florida Avenue. This URA was created to redevelop the former Buckingham Square Mall and to create new retail opportunities and jobs within the area.

There are three TIF areas within the Buckingham URA. TIF areas 1 and 2 have been established for the Gardens on Havana and Veridian projects. A total 22 percent of incremental sales tax and 70 percent of incremental property tax is pledged to support the project while 30 percent of school and county property taxes will be returned to those jurisdictions by cooperative agreements. The entirety of the levy from the Havana Business Improvement District will also be returned by the cooperation agreement approved in August 2010. The remaining revenues will be used to support personal services and capital projects in the area provided by the city or AURA.

TIF area 3 was established in 2012 for the redevelopment of the 1470 South Havana building, with the property and use tax funds flowing to AURA. The TIF funds are being used to repay AURA's cost of constructing the Ironton extension, a crucial connection for the URA. The property tax increment for TIF areas 2 and 3 began in 2016. The TIF revenues for TIF area 2 are distributed to the metro district entity that owns the Gardens on Havana, under that same redevelopment agreement.

City Center II Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 11,717**	**$ 11,913**	**$ 12,108**	**$ 12,302**	**$ 12,499**	**$ 12,699**	**$ 12,902**
Revenues							
Sales Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	197	195	194	197	200	203	206
Total Revenues	**$ 197**	**$ 195**	**$ 194**	**$ 197**	**$ 200**	**$ 203**	**$ 206**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Funds Available	**$ 11,913**	**$ 12,108**	**$ 12,302**	**$ 12,499**	**$ 12,699**	**$ 12,902**	**$ 13,108**

The City Center II URA was created in 2009 and includes approximately 128 acres bounded roughly by S. Sable Street on the west, E. Alameda Parkway on the north, W. Tollgate Creek on the east, and E. Center Avenue on the south.

TIF area 1 was established in 2009 for the intended first phase of the Metro Center project, located at the southwest corner of E. Alameda Parkway and S. Chambers Road on 24.6 acres. When the developer failed to generate sufficient tenant interest in order to begin work in TIF area 1, the development focus shifted to the west side of the property. TIF areas 2, 3, and 4 were established in late 2015, all located at the southeast corner of E. Alameda Avenue and S. Sable Boulevard on roughly 16.5 total acres. The long-time property owner/developer then proposed a new initial phase of development to include 119 apartments; 165 senior living units (offering a continuum of care); 126 hotel rooms; and 34,000 square feet of single-story retail. However, the developer abandoned the master plan and site plan applications in mid-2018 after failing to secure financing for the project.

A new potential developer has expressed interest in the property and recently met with staff in a pre-application meeting. However, at this time there are limited projections for this URA.

Colorado Science and Technology Park Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 873,501**	**$ 1,369,720**	**$ 2,230,807**	**$ 2,497,755**	**$ 2,826,993**	**$ 3,148,978**	**$ 3,462,966**
Revenues							
Sales Tax	$ 73,420	$ 73,227	$ 111,801	$ 114,037	$ 116,318	$ 116,318	$ 116,318
Use Tax	1,180,025	20,309	334,316	365,750	365,750	365,750	365,750
Property Tax	1,956,614	2,417,142	2,012,405	2,216,516	2,216,516	2,216,516	2,216,516
Occupational Privilege Tax	14,033	14,033	17,298	17,298	17,298	17,298	17,298
Lodger's Tax	-	-	236,520	482,501	482,501	482,501	482,501
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	18,480	31,796	33,080	33,742	34,417	35,105	35,807
Total Revenues	**$ 3,242,572**	**$ 2,556,507**	**$ 2,745,420**	**$ 3,229,844**	**$ 3,232,800**	**$ 3,233,488**	**$ 3,234,190**
Expenditures							
Personal Services	$ -	$ 150,000	$ 157,500	$ 165,375	$ 173,645	$ 182,330	$ 191,445
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	2,717,004	1,509,163	2,290,786	2,701,983	2,703,922	2,703,922	2,703,922
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	29,349	36,257	30,186	33,248	33,248	33,248	33,248
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	**$ 2,746,353**	**$ 1,695,420**	**$ 2,478,472**	**$ 2,900,606**	**$ 2,910,815**	**$ 2,919,500**	**$ 2,928,615**
Ending Funds Available	**$ 1,369,720**	**$ 2,230,807**	**$ 2,497,755**	**$ 2,826,993**	**$ 3,148,978**	**$ 3,462,966**	**$ 3,768,541**

The Colorado Science and Technology Park URA (CSTP) was created in 2008. It is located north of Montview Boulevard between Peoria Street and Fitzsimons Parkway. This URA was created to stimulate the development of a state-of-the-art life sciences research park. One TIF area has been established of which 85 percent of sales, use, lodgers and property tax increments are pledged to the metro district for public infrastructure and improvements that have been completed to date. The remaining revenues are currently being used by AURA to support projects on the campus. As revenues increase, AURA will use revenues to support personal services provided by the city in addition to developer incentives and AURA projects. The developer incentive currently reimburses the metro district for campus infrastructure costs incurred. In 2015, construction of Bioscience 2 was completed. The building is owned by the University of Colorado and leased to Fitzsimons Redevelopment Authority. Construction of specific infrastructure to support the building was given consideration as payment in lieu of taxes. TIF projections in 2018 and beyond are premised on the possible future construction of a hotel, and 850 units of housing that are currently being planned. Fitsimons Redevelopment Authority now has title to the former golf course land west of Scranton Street and the CSTP urban renewal plan is anticipated to be amended to create an additional TIF area. If and when the new TIF area is established, a public finance agreement should be executed to govern the use of incremental revenues in the TIF area.

CornerStar Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 9,847**	**$ (576)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 300,000**
Revenues							
Sales Tax	$ 1,192,323	$ 1,216,170	$ 1,240,493	$ 1,265,303	$ 1,290,609	$ 1,316,422	$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	(10,423)	706	-	-	-	-	-
Total Revenues	**$ 1,181,900**	**$ 1,216,876**	**$ 1,240,493**	**$ 1,265,303**	**$ 1,290,609**	**$ 1,316,422**	**$ -**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	1,192,323	1,216,300	1,240,493	1,265,303	1,290,609	1,016,422	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	**$ 1,192,323**	**$ 1,216,300**	**$ 1,240,493**	**$ 1,265,303**	**$ 1,290,609**	**$ 1,016,422**	**$ -**
Ending Funds Available	**$ (576)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 300,000**	**$ 300,000**

The CornerStar URA was created in 2008 with a single TIF area. It is located at the southwest corner of Parker Road and Arapahoe Road on 158 acres. This URA includes 685,000 square feet of planned retail space. Office space and apartments are excluded from the URA. The TIF area only includes the retail development. Also, only the sales and use tax increment is included within the urban renewal plan. All incremental revenues generated are pledged to offset the drainage improvements at the site. The total amount of the incentive is $17.5 million net present value. The developer incentive for this project includes 30 percent of sales tax for the term and 100 percent of use tax for the first two years. The developer receives 100 percent of all TIF revenues received by AURA. The city keeps the cannibalized portion of the sales tax. The use tax collection and payment period ended September 2009, and the pledge of incremental sales tax revenues will end effective September 30, 2023.

Fitzsimons Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 9,167,662**	**$ 11,098,758**	**$ 6,336,971**	**$ 787,286**	**$ 421,495**	**$ 121,952**	**$ 884,389**
Revenues							
Sales Tax	$ 901,189	$ 995,761	$ 1,015,676	$ 1,035,990	$ 1,056,709	$ 1,077,844	$ 1,099,400
Use Tax	2,508	566	901	919	938	938	947
Property Tax	2,354,433	3,108,823	3,139,911	3,171,310	3,203,023	3,235,053	3,267,404
Occupational Privilege Tax	595,528	563,823	580,738	598,160	616,104	634,588	653,625
Lodger's Tax	415,330	311,268	320,606	330,224	340,131	350,335	360,845
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	202,687	214,355	306,912	312,436	318,060	318,060	321,241
Total Revenues	**$ 4,471,675**	**$ 5,194,596**	**$ 5,364,744**	**$ 5,449,039**	**$ 5,534,965**	**$ 5,616,818**	**$ 5,703,462**
Expenditures							
Personal Services	$ -	$ -	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Capital Projects	-	4,700,000	-	3,000,000	3,000,000	2,000,000	-
Development Studies/Plans	302,318	39,463	-	-	-	-	-
Developer Incentives	1,898,069	5,216,920	5,023,536	1,923,501	1,942,736	1,962,163	1,981,785
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	35,317	-	-	-	-	-	-
Debt Related	-	-	5,004,150	4,150	4,150	4,150	-
Transfers Out	304,875	-	386,743	387,180	387,622	388,068	-
Total Expenditures	**$ 2,540,579**	**$ 9,956,383**	**$ 10,914,429**	**$ 5,814,831**	**$ 5,834,508**	**$ 4,854,381**	**$ 2,481,785**
Ending Funds Available	**$ 11,098,758**	**$ 6,336,971**	**$ 787,286**	**$ 421,495**	**$ 121,952**	**$ 884,389**	**$ 4,106,066**

The Fitzsimons URA was created in 2001 to stimulate redevelopment of the former Fitzsimons Army Hospital campus and the surrounding area. In 2008, the plan was amended to remove the portion of the campus that became the Colorado Science and Technology Park URA. This URA has only one TIF area that includes collections from both Adams and Arapahoe Counties. In 2014, the URA was decreased by another 74 acres, which became the Fitzsimons Boundary Area II URA. Existing projects in Fitzsimons Village (Springhill Suites, office building and bank) will remain in this area and continue to generate TIF that will be paid to the Fitzsimons Village Metro District. Projected personal services costs reflect AURA staff costs.

The Developer Incentives line includes the incremental taxes paid under the Fitzsimons Village redevelopment agreement. The 2019 and 2020 years include $6.45 million to be reimbursed for the Fitzsimons Gateway Hotel eligible public improvements. In June of 2019, AURA agreed to the reimbursement agreement to "front-fund" eligible public improvements for the hotel. Also, in 2019, the Capital Projects category includes a total of $4.7 million for already approved, or likely to be approved project investments. In May of 2019, AURA authorized to set aside $1.0 million for affordable housing investments within the Fitzsimons area. In addition, AURA is in discussions with other entities for projects discussed in executive session. Refinancing or other campus capital projects are anticipated in future years.

Fitzsimons Boundary II Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 1,840,121**	**$ 1,766,330**	**$ 2,525,533**	**$ 2,186,247**	**$ 2,833,073**	**$ 3,438,994**	**$ 4,178,671**
Revenues							
Sales Tax	$ 199,037	$ 385,845	$ 440,556	$ 469,511	$ 500,656	$ 534,166	$ 570,225
Use Tax	1,558	227	-	1,180,463	-	-	-
Property Tax	504,053	1,412,702	1,495,312	1,676,952	2,071,882	2,201,047	2,244,344
Occupational Privilege Tax	8,146	8,889	8,924	9,013	9,103	9,194	9,286
Lodger's Tax	573,138	687,550	802,768	881,384	967,729	1,062,566	1,166,732
Fees	(62,357)	31,921	122,131	134,048	140,750	147,788	155,177
Loans and Grants	51,150	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	27,543	52,600	30,957	37,519	48,708	55,435	61,846
Total Revenues	**$ 1,302,268**	**$ 2,579,734**	**$ 2,900,648**	**$ 4,388,890**	**$ 3,738,828**	**$ 4,010,196**	**$ 4,207,610**
Expenditures							
Personal Services	$ 118,454	$ 130,000	$ 120,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Capital Projects	101,708	25,000	20,000	20,000	200,000	200,000	20,000
Development Studies/Plans	3,305	-	-	-	-	-	-
Developer Incentives	-	-	1,478,693	1,873,636	953,179	996,012	968,651
Intergov'tal Agreements	-	-	43,234	143,781	197,909	214,942	217,806
Collection Fees	-	-	-	-	-	-	-
Debt Related	857,055	1,507,309	1,445,000	1,515,000	1,585,000	1,655,000	1,900,000
Transfers Out	295,537	158,222	133,007	89,647	96,819	104,565	112,930
Total Expenditures	**$ 1,376,059**	**$ 1,820,531**	**$ 3,239,934**	**$ 3,742,064**	**$ 3,132,907**	**$ 3,270,519**	**$ 3,319,387**
Ending Funds Available	**$ 1,766,330**	**$ 2,525,533**	**$ 2,186,247**	**$ 2,833,073**	**$ 3,438,994**	**$ 4,178,671**	**$ 5,066,894**

The initial Fitzsimons URA was approved and adopted by the Aurora City Council in 2001. The plan included the establishment of a tax increment area that encompasses the entire URA. A new URA was created in February 2014, that comprises approximately 74 acres located south of Colfax Avenue and across from the campus. Council adopted the Fitzsimons Boundary Area II URA in February 2014. Four separate TIF areas were created with the approval of the urban renewal plan. TIF area 1, Boundary II includes the Hyatt Hotel co-located with Aurora Conference Center, and includes a stand-alone public parking facility. Revenue sources include both the pledged revenues earned through TIF collections, as well as, the restricted revenues generated through Conference Center and Garage net profit/loss. TIF area 2 does not have a redevelopment agreement in place and currently does not have any development plans. TIF area 3 is the 363-unit Legacy at Fitzsimons project, a 5-story multifamily rental project located within Fitzsimons Village. The redevelopment agreement for the $5.7 million incentive was approved in April, 2019. The developer is planning to begin construction in Fall of 2019 and the projections reflect the incentive projections. TIF area 4 is the Forum at Fitzsimons project. AURA signed the redevelopment agreement for this mixed-use project of 397 multifamily rental units, and 27,000 square feet of first floor retail/commercial space, in 2014. The developer is awaiting the final certificate of occupancy (C of O) once some specific work related to the public art sculpture/water feature is completed. The redevelopment agreement dedicates 100 percent of building use taxes, 80 percent of property taxes and 70 percent of sales taxes to the developer. No increment has been distributed at this time, pending the final C of O for the project. The residential portion of the project is currently 80 percent leased and the retail portion is approximately 50 percent leased. Note that per the public finance and redevlopment agreement, 100 percent of incremental building use taxes are also paid to developer with the completion of the project as signified by the C of O. The developer expenses are reflective of this, however the use taxes were collected prior to 2018.

Fitzsimons Gateway A Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ -**	**$ -**	**$ 6,000,000**	**$ 2,009,338**	**$ 302,005**	**$ 536,892**	**$ 814,631**
Revenues							
Sales Tax	$ -	$ -	$ -	$ 83,570	$ 85,242	$ 86,946	$ 88,685
Use Tax	-	-	-	449,400	-	-	-
Property Tax	-	-	-	41,777	349,289	348,872	368,938
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	9,338	367,920	457,856	507,321	536,550
Fees	-	-	-	-	-	-	-
Loans and Grants	-	6,450,000	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	**$ -**	**$ 6,450,000**	**$ 9,338**	**$ 942,667**	**$ 892,387**	**$ 943,139**	**$ 994,173**
Expenditures							
Personal Services	$ -	$ -	$ -	$ 150,000	$ 157,500	$ 165,400	$ 175,000
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	450,000	4,000,000	2,000,000	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	500,000	500,000	500,000	500,000
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ 450,000**	**$ 4,000,000**	**$ 2,650,000**	**$ 657,500**	**$ 665,400**	**$ 675,000**
Ending Funds Available	**$ -**	**$ 6,000,000**	**$ 2,009,338**	**$ 302,005**	**$ 536,892**	**$ 814,631**	**$ 1,133,804**

The Fitzsimons Gateway A URA was approved in November 2015. It is a 2.03 acre URA located one parcel east of the southeast corner of East Colfax Avenue and North Peoria Street. In June of 2019, the AURA board approved an agreement to reimburse the developer for up to $6.45 million in approved public improvement costs to develop a 140-room Hyatt House hotel. The funds for the reimbursement will come from the Fitzsimons Adam's County fund and may possibly be replaced with debt that will be issued by the Finance Department. The debt will be repaid over time from the TIF funds.

Fitzsimons Gateway B Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Revenues							
Sales Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Ending Funds Available	$ -	$ -	$ -	$ -	$ -	$ -	$ -

The Fitzsimons Gateway B URA was approved in November 2015. It is a 2.17 acre URA at the southeast corner of East Colfax Avenue and North Peoria Street. There are currently no definitive plans for the Gateway B site, however, the developer has discussed future implementation of commercial office or mixed-use multifamily development on the parcel. Given that the project remains in the planning phase, no TIF revenues have been generated to date and future revenues remain uncertain.

Fletcher Plaza Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 41,539**	**$ 46,050**	**$ 76,098**	**$ 89,209**	**$ 103,309**	**$ 118,430**	**$ 134,594**
Revenues							
Sales Tax	$ 15,530	$ 31,877	$ 32,833	$ 33,818	$ 34,833	$ 35,878	$ 36,954
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	675	811	360	367	375	375	-
Total Revenues	**$ 16,205**	**$ 32,688**	**$ 33,193**	**$ 34,185**	**$ 35,208**	**$ 36,253**	**$ 36,954**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Projects	-	-	10,000	10,000	10,000	10,000	-
Development Studies/Plans	11,694	2,560	10,000	10,000	10,000	10,000	10,000
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	80	82	85	87	90	92
Total Expenditures	**$ 11,694**	**$ 2,640**	**$ 20,082**	**$ 20,085**	**$ 20,087**	**$ 20,090**	**$ 10,092**
Ending Funds Available	**$ 46,050**	**$ 76,098**	**$ 89,209**	**$ 103,309**	**$ 118,430**	**$ 134,594**	**$ 161,456**

The Fletcher Plaza URA was adopted on January 27, 2003. The Colfax Avenue area around Fletcher Plaza is the historic center of Original Aurora. Public investment in the Aurora Fox Arts Center, Martin Luther King, Jr. Library/Municipal Services Center, public art, alleyway paving, and Fletcher Plaza have contributed to the area's redevelopment and prevented continued deterioration of property. Regardless, the physical and visual image of Colfax Avenue is diminishing and may require investment in the near future in order to support the arts and entertainment district and the projects envisioned for the area.

The city amended the Fletcher Plaza urban renewal plan in June 2014 to delineate a TIF area covering the equivalent of approximately one square block. This area contains a brewery, as well as neighboring parcels that are targeted for new food and beverage establishments in the central portion of the Fletcher Plaza Urban Renewal Area. TIF revenue collection is confined to sales and use tax only. These revenues will be used to incentivize further diversification of the neighborhood commercial tax base, compliment the offerings of the Aurora Cultural Arts District, and allow for future development incentives.

Highpointe Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Revenues							
Sales Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

The Highpointe URA was established in 2006 to stimulate development of a resort hotel in the north most part of the city near the airport. Although the redevelopment agreement was amended during 2008, the project has not proceeded, therefore, no project assumptions are being made.

Horizon Uptown Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ 1,589,288**	**$ 4,121,197**	**$ 6,739,712**	**$ 12,497,134**
Revenues							
Sales Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Use Tax	-	-	1,577,000	2,506,000	1,673,000	2,659,000	1,775,138
Property Tax	-	-	-	-	2,879,000	4,722,308	5,937,000
Occupational Privilege Tax	-	-	288	480	576	576	576
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	20,000	20,000	20,000	20,000	20,000
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	12,000	25,429	65,939	122,792	214,910
Total Revenues	**$ -**	**$ -**	**$ 1,609,288**	**$ 2,551,909**	**$ 4,638,515**	**$ 7,524,676**	**$ 7,947,624**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	2,000,000	1,747,254	2,196,690
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	20,000	20,000	20,000	20,000	20,000
Total Expenditures	**$ -**	**$ -**	**$ 20,000**	**$ 20,000**	**$ 2,020,000**	**$ 1,767,254**	**$ 2,216,690**
Ending Funds Available	**$ -**	**$ -**	**$ 1,589,288**	**$ 4,121,197**	**$ 6,739,712**	**$ 12,497,134**	**$ 18,228,068**

The Horizon Uptown URA was created in March 2010 and will expire in 2035. It is located at the southwest corner of East Colfax Avenue and E-470. This 503-acre urban renewal plan called for the development of approximately 2.9 million square feet of office space, 1.25 million square feet of retail and lodging, and 3,850 residential units. Applicable pledged revenue streams included incremental use and property tax only. Per the 2010 public finance and redevelopment agreement, pledged revenue funds are to be distributed as public improvements are completed. The planned public improvements consisted of public parking structures, a pilot school, and community shared-services facilities, totaling $89.6 million in costs and also the total amount of incentive. The city portion of the incremental use and property tax revenues was to be withheld until the developer delivers a total of 300,000 square feet of Class A office buildings.

In 2018 the developer re-engaged with AURA to discuss current plans. The revised project now calls for 3,004 residential units, 540,000 square feet of retail, and 3.1 million square feet of commercial office space. Public improvements have also changed. Given the significant changes to the project and the unachievable timelines in the 2010 public finance and redevelopment agreement, the developer and AURA are discussing whether to continue the public finance and redevelopment agreement.

Iliff Station Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 996,124**	**$ 1,854,957**	**$ 1,281,661**	**$ 2,262,702**	**$ 3,068,680**	**$ 3,952,158**	**$ 4,844,803**
Revenues							
Sales Tax	$ -	$ -	$ 46,000	$ 48,000	$ 49,000	$ 51,000	$ 53,000
Use Tax	978,280	4,801	-	-	-	-	-
Property Tax	-	329,695	1,272,000	1,270,000	1,342,000	1,341,000	1,419,000
Occupational Privilege Tax	-	-	1,536	1,536	1,536	1,536	1,536
Lodger's Tax	-	-	192,000	224,000	240,000	253,000	261,000
Fees	-	6,800	6,800	6,800	6,800	6,800	6,800
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	24,430	32,187	21,307	37,843	51,621	66,683	81,937
Total Revenues	**$ 1,002,710**	**$ 373,483**	**$ 1,539,643**	**$ 1,588,179**	**$ 1,690,957**	**$ 1,720,019**	**$ 1,823,273**
Expenditures							
Personal Services	$ -	$ 50,000	$ 52,500	$ 55,125	$ 57,881	$ 60,775	$ 63,815
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	889,641	422,925	423,900	446,888	447,113	472,088
Intergov'al Agreements	-	338	76,377	296,376	295,910	312,686	312,453
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	143,877	6,800	6,800	6,800	6,800	6,800	6,800
Total Expenditures	**$ 143,877**	**$ 946,779**	**$ 558,602**	**$ 782,201**	**$ 807,479**	**$ 827,374**	**$ 855,156**
Ending Funds Available	**$ 1,854,957**	**$ 1,281,661**	**$ 2,262,702**	**$ 3,068,680**	**$ 3,952,158**	**$ 4,844,803**	**$ 5,812,920**

The Iliff Station URA was established in April 2014. This was the first new light rail station north of Nine Mile along the Aurora Line. The parcel required for the light rail station and associated parking was acquired by the Regional Transportation District (RTD) in 2013. The City of Aurora provided the majority of the funding for the parking structure, which was complete in early 2016.

The urban renewal plan provides for the establishment of two separate tax increment financing districts that will make incremental property, sales, use, lodger's and occupational privilege taxes available to AURA to support urban renewal projects. TIF area 1 covers the portion of the URA north of East Harvard Avenue and is currently being developed as a 315 market-rate apartment project with 12,400 square feet of ground-floor retail. A redevelopment agreement between AURA and GPAI Iliff Station, LLC (Grand Peaks Development) was executed in October 2017 and provides for up to $11.4 million in TIF support for public improvements.

TIF area 2 covers the portion of the URA south of East Harvard Avenue and contains a 424-unit apartment project, Parq at Iliff, and a soon-to-be-completed 110-room Hampden Inn and Suites. Development in TIF area 2 has been market-driven and no redevelopment agreements are in place.

Nine Mile Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Revenues							
Sales Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

The Nine Mile Station URA was created in 2014 and is located at Parker Road and I-225. The urban renewal plan authorizes the creation of one or more TIF districts to facilitate redevelopment and blight elimination in the area. The urban renewal plan calls for higher density redevelopment providing a mix of retail, commercial and residential uses. The Regatta Plaza shopping center was originally part of Nine Mile Station URA. However, in late 2015, the center was removed from the boundary and reconstituted as four separate urban renewal areas being Plazas 1 through 4. The Public Finance & Redevelopment Agreement for Plaza 1 TIF has been signed and is currently under construction.

Havana North Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 56,167**	**$ 203,861**	**$ 432,476**	**$ 1,139,364**	**$ 1,231,574**	**$ 1,420,661**	**$ 1,613,562**
Revenues							
Sales Tax	$ 70,444	$ 73,421	$ 74,890	$ 107,960	$ 217,736	$ 222,090	$ 226,532
Use Tax	9	-	441,901	89,574	920,218	-	-
Property Tax	3,045	-	262,156	648,413	1,093,609	1,117,004	1,159,791
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	221,863	4,567,625	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	1,548	688	11,305	3,448	7,020	9,145	9,236
Total Revenues	**$ 296,909**	**$ 4,641,734**	**$ 790,252**	**$ 849,395**	**$ 2,238,583**	**$ 1,348,239**	**$ 1,395,559**
Expenditures							
Personal Services	$ -	$ 50,000	$ 52,500	$ 55,125	$ 57,882	$ 60,776	$ 63,815
Capital Projects	8,993	3,397	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	625,838	1,863,484	963,659	999,497
Intergov'tal Agreements	-	-	30,864	76,222	128,130	130,903	135,943
Collection Fees	-	-	-	-	-	-	-
Debt Related	100,000	4,359,722	-	-	-	-	-
Transfers Out	40,221	-	-	-	-	-	-
Total Expenditures	**$ 149,214**	**$ 4,413,119**	**$ 83,364**	**$ 757,185**	**$ 2,049,496**	**$ 1,155,338**	**$ 1,199,255**
Ending Funds Available	**$ 203,861**	**$ 432,476**	**$ 1,139,364**	**$ 1,231,574**	**$ 1,420,661**	**$ 1,613,562**	**$ 1,809,866**

The Havana North URA was created in 2010. Beginning in 2011, the area adopted an urban renewal plan that designated and authorized the use of tax-increment revenues. The area is located at the southwest corner of Havana Street and East 6th Avenue and includes 1.74 acres of the outer parcels of the Fan Fare property. There is one small TIF area created in 2011 that pledges 100 percent of the incremental sales and use tax to AURA to be utilized for future improvements to the area. AURA purchased the Fan Fare property in February of 2014, for $4.0 million through a loan from the Aurora Water Department. Staff issued a request for proposal (RFP) for the redevelopment of the site in January 2015, but closed it when the proposals were deemed non-responsive. A second RFP was issued in May of 2016 with a developer chosen to move forward. The AURA board approved the public finance and redevelopment agreement for a $12.0 million incentive in August, 2019. The board also approved the purchase and sale agreement to sell the 10.3 acre AURA owned site to the developer for $4.0 million, plus accrued interest through closing date. The budget figures reflect the TIF projections from the Argenta proforma. AURA's loan to the city Water Department will be paid off in full after the developer closes on purchasing the 10.3 acre site. The final payoff to the Water Department will reflect AURA's previous interest and/or principal payments made.

Plaza 1 Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 154,981**	**$ (87)**	**$ (87)**	**$ 3,385,945**	**$ 2,197,352**	**$ 1,008,196**	**$ 4,223,854**
Revenues							
Sales Tax	$ -	$ 1,240	$ 882,000	$ 891,000	$ 900,000	$ 900,000	$ 918,000
Use Tax	57,403	10,568	150,000	-	-	-	-
Property Tax	-	22,253	490,000	499,800	499,800	509,796	509,796
Occupational Privilege Tax	-	1,518	1,518	1,518	1,518	1,518	1,518
Lodger's Tax	-	-	-	-	-	-	-
Fees	9,905	-	-	-	-	-	-
Loans and Grants	376,250	376,250	-	-	-	-	-
Land Sales	-	-	4,573,800	-	-	4,573,800	-
Interest Income	36,524	35,136	-	-	-	-	-
Total Revenues	**$ 480,082**	**$ 446,965**	**$ 6,097,318**	**$ 1,392,318**	**$ 1,401,318**	**$ 5,985,114**	**$ 1,429,314**
Expenditures							
Personal Services	$ -	$ 1,518	$ 1,518	$ 1,518	$ 1,518	$ 1,518	$ 1,518
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	10,000	-	-	-	-	-	-
Developer Incentives	248,900	69,197	1,523,518	1,392,318	1,401,318	1,580,000	1,615,000
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	376,250	376,250	1,186,250	1,187,075	1,187,638	1,187,938	1,182,975
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	**$ 635,150**	**$ 446,965**	**$ 2,711,286**	**$ 2,580,911**	**$ 2,590,474**	**$ 2,769,456**	**$ 2,799,493**
Ending Funds Available	**$ (87)**	**$ (87)**	**$ 3,385,945**	**$ 2,197,352**	**$ 1,008,196**	**$ 4,223,854**	**$ 2,853,675**

Plaza 1 is the first phase of redevelopment of the Regatta Plaza shopping center. It includes the newly constructed 78,000 square foot King Soopers, the pending relocation of Key Bank, and about 20,000 square feet of restaurant and retail space. The northside retail shell has been constructed with the first tenants expected to open by end of 2019. The TIF area has been created and is pledged 100 percent to the master developer for the completion of infrastructure. The city loaned AURA $21.5 million for the acquisition of all properties and site preparation. Debt Service is scheduled and will come from future land sales and any TIF proceeds applied from Plaza 2-4 URAs.

Plaza 2 Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Revenues							
Sales Tax	$ -	$ -	$ -	$ 466,200	$ -	$ 476,690	$ -
Use Tax	-	-	108,173	-	-	-	-
Property Tax	-	-	-	-	236,334	236,334	241,061
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	**$ -**	**$ -**	**$ 108,173**	**$ 466,200**	**$ 236,334**	**$ 713,024**	**$ 241,061**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	108,173	466,200	236,334	713,024	241,061
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ -**	**$ 108,173**	**$ 466,200**	**$ 236,334**	**$ 713,024**	**$ 241,061**
Ending Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Plaza 2 is to commence upon completion of Phase 1 and currently includes retail space, and a public park/plaza. It also is to include construction of a pedestrian bridge over Parker Road to the RTD light rail station. The TIF area has been established and is due to begin upon approval of a site plan estimated to occur in 2020.

Plaza 3 Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Revenues							
Sales Tax	$ -	$ -	$ -	$ -	$ 175,578	$ 175,578	$ 179,090
Use Tax	-	-	-	830,826	-	-	-
Property Tax	-	-	-		-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	**$ -**	**$ -**	**$ -**	**$ 830,826**	**$ 175,578**	**$ 175,578**	**$ 179,090**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	830,826	175,578	175,578	179,090
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ 830,826**	**$ 175,578**	**$ 175,578**	**$ 179,090**
Ending Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Plaza 3 is part of the Regatta Plaza redevelopment that includes the construction of a vertical mixed use project providing about 200 residential units and ground floor commercial space. The TIF has been created and is to begin upon site plan approval estimated to occur in 2021.

Plaza 4 Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Revenues							
Sales Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'tal Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Plaza 4 represents the last phase of Regatta Plaza redevelopment and which is proposed to include additional residential units and commercial space in a mixed use concept. It also includes a Class A office tower of eight to twelve stories. The TIF area has been created and is to take effect upon approval of a site development plan.

Westerly Creek Village Urban Renewal Area

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 1,148,926**	**$ 1,371,366**	**$ 1,985,781**	**$ 2,244,427**	**$ 2,302,035**	**$ 2,858,124**	**$ 3,412,184**
Revenues							
Sales Tax	$ 801,520	$ 879,104	$ 896,686	$ 914,620	$ 932,912	$ 951,570	$ 970,602
Use Tax	768,204	167,959	-	-	-	-	-
Property Tax	121,153	914,408	1,010,381	1,030,588	1,051,200	1,072,224	1,093,669
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Loans and Grants	-	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	18,332	26,994	18,976	19,356	19,743	20,138	20,541
Total Revenues	**$ 1,709,209**	**$ 1,988,465**	**$ 1,926,043**	**$ 1,964,564**	**$ 2,003,855**	**$ 2,043,932**	**$ 2,084,812**
Expenditures							
Personal Services	$ -	$ 150,000	$ 157,500	$ 165,375	$ 173,644	$ 182,326	$ 191,442
Capital Projects	-	-	300,000	500,000	-	-	-
Development Studies/Plans	97,499	45,000	-	-	-	-	-
Developer Incentives	1,374,855	1,070,473	1,099,149	1,128,618	1,158,901	1,190,020	1,222,000
Intergov'tal Agreements	14,416	108,576	110,748	112,963	115,221	117,526	119,877
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Total Expenditures	**$ 1,486,770**	**$ 1,374,049**	**$ 1,667,397**	**$ 1,906,956**	**$ 1,447,766**	**$ 1,489,872**	**$ 1,533,319**
Ending Funds Available	**$ 1,371,366**	**$ 1,985,781**	**$ 2,244,427**	**$ 2,302,035**	**$ 2,858,124**	**$ 3,412,184**	**$ 3,963,677**

The Westerly Creek Urban Renewal Area was created in 2013 and is located in northwest Aurora and comprised of an area generally bounded by Montview Boulevard, East 26th Avenue, Dayton Street, Westerly Creek, and north of 25th Avenue between Dayton and Peoria Street. The urban renewal area includes two significant projects: the planned Stapleton-Aurora development, which includes a 322 single-family residential development with some commercial development to follow; and the Stanley Marketplace project, completed and now fully leased located in the far northwest corner of the urban renewal area. In 2015, AURA amended the urban renewal plan creating four TIF districts, two covering the Stanley Marketplace and two covering Stapleton-Aurora, to facilitate redevelopment and blight elimination. These TIF districts include: Stanley Market Place (TIF area 1), Stanley Residential (TIF area 2), Stapleton-Aurora Residential (TIF area 3), and Stapleton-Aurora Phase II (TIF area 4). Stanley Market Place, now completed, is the renovation of the Stanley Aviation manaufacturing facility into a 96,000 new urban retail center. Stanley Residential is an approved but not constructed 200 unit apartment complex on the southern edge of the Stanley property. Stapleton-Aurora Residential is a 322 unit single family and attached residential development between E. 25th Avenne and E. 26th Avenue from Fulton to Peoria. Stapleton-Aurora Phase II extends from Moline to Peoria. Stapleton-Aurora Phase II has a 265 unit apartment complex under construction and 2 new hotels in the planning review phase even though it currently does not have an AURA supported redevelopment project under agreement.

AURA Non-TIF Fees

	2018 Actuals	2019 Projected	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Funds Available	**$ 403,406**	**$ 376,098**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Revenues							
Sales Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-	-
Occupational Privilege Tax	-	-	-	-	-	-	-
Lodger's Tax	-	-	-	-	-	-	-
Fees	94,753	23,800	554,132	511,212	518,828	527,023	147,322
Loans or Grants & Gifts	(267,445)	-	-	-	-	-	-
Land Sales	-	-	-	-	-	-	-
Interest Income	9,581	6,891	1,500	1,500	1,500	1,500	1,500
Total Revenues	**$ (163,111)**	**$ 30,691**	**$ 555,632**	**$ 512,712**	**$ 520,328**	**$ 528,523**	**$ 148,822**
Expenditures							
Personal Services	$ -	$ 406,789	$ 555,632	$ 512,712	$ 520,328	$ 528,523	$ 148,822
Capital Projects	-	-	-	-	-	-	-
Development Studies/Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergov'l Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Transfers Out	(135,803)	-	-	-	-	-	-
Total Expenditures	**$ (135,803)**	**$ 406,789**	**$ 555,632**	**$ 512,712**	**$ 520,328**	**$ 528,523**	**$ 148,822**
Ending Funds Available	**$ 376,098**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

In 2005, the city had three urban renewal areas. Since that time, the city has created 18 additional urban renewal areas (and closed one) comprised of a number of redevelopment projects, each with its own distinct redevelopment agreement. During 2008, AURA began implementing fees as a part of these redevelopment agreements. These fees are not part of the tax increment revenues and are therefore less restricted in terms of their project applications. The fees are intended to reimburse AURA for the upfront staff costs required to research and negotiate the agreements, as well as to offset the ongoing costs of contract implementation which can extend for periods of 10 to 25 years. These fees are related both to the staff time allocated to each project as well as the scope and complexity of the individual project and agreements.

City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 17
Water Authority Budgets

Water Authorities

Authorities (Aurora-Colorado Springs Joint Water Authority and Busk-Ivanhoe Water System Authority) formed by contract between the City of Aurora and the City of Colorado Springs and the Board of Water Works of Pueblo, Colorado for the purpose of developing and operating water resources, systems, and facilities in whole or in part for the benefit of the parties.

Aurora-Colorado Springs Joint Water Authority

	2017 Actual	2018 Actual	2019 Original Budget	2019 Projected	2020 Adopted
Beginning Cash & Cash Equivalents	**$ 71,061**	**$ 84,688**	**$ 81,838**	**$ 81,838**	**$ 121,675**
Revenue					
Transmission Service Charge	73,040	50,000	100,000	100,000	200,000
Other	99	102	50	94	94
	$ 73,139	**$ 50,102**	**$ 100,050**	**$ 100,094**	**$ 200,094**
Expenditures					
Operating	59,512	52,951	69,948	60,256	173,270
Capital	-	-	75,000	-	-
	$ 59,512	**$ 52,951**	**$ 144,948**	**$ 60,256**	**$ 173,270**
Ending Cash & Cash Equivalents	**$ 84,688**	**$ 81,838**	**$ 36,940**	**$ 121,675**	**$ 148,499**

The Aurora-Colorado Springs Joint Water Authority is a political subdivision of the state of Colorado formed in 1983 for the purpose of developing water resources, systems or facilities for the benefit of the City of Aurora and the City of Colorado Springs. The Authority constructed and operates an extension pipeline to transmit raw water from the outlet works of Twin Lakes Reservoir to the existing Otero Pumping Station intake pipeline. The Authority furnishes water transmission services to each city and charges each city a transmission service charge sufficient to cover annual project costs (50-50 participation share between Aurora and Colorado Springs).

Busk-Ivanhoe Water System Authority

	2017 Actual	2018 Actual	2019 Original Budget	2019 Projected	2020 Adopted
Beginning Cash	**$ 310,216**	**$ 440,214**	**$ 525,356**	**$ 507,291**	**$ 423,313**
Revenue					
Operating assessments	450,000	450,000	450,000	450,000	450,000
Other	55,764	31,637	25,000	32,694	25,000
	$ 505,764	**$ 481,637**	**$ 475,000**	**$ 482,694**	**$ 475,000**
Expenditures					
Operating	334,294	337,195	367,844	333,881	361,823
Capital	41,472	77,365	213,000	232,791	57,000
	$ 375,766	**$ 414,560**	**$ 580,844**	**$ 566,672**	**$ 418,823**
Ending Cash	**$ 440,214**	**$ 507,291**	**$ 419,512**	**$ 423,313**	**$ 479,490**

The Busk-Ivanhoe Water System Authority was created in 2008 to effectuate the development, operation, maintenance, and capital improvement of the Busk-Ivanhoe Water System ("System") for the mutual benefit of the Pueblo Board of Water Works of Pueblo, Colorado and the City of Aurora, Colorado. The System consists of collection/transmission ditches, dams, reservoirs, pipelines, water tunnels, and other related infrastructure/appurtenances located in Pitkin and Lake Counties by which waters may be collected, stored, and diverted from the western slope of Colorado to the eastern slope of Colorado; water rights; and other related buildings/facilities and equipment located at Ivanhoe Reservoir in Pitkin County.

City of Aurora, Colorado

2020 CITY MANAGER'S
ADOPTED BUDGET

Appendix 18
Glossary

Glossary of Terms

2 per 1000

2 per 1000 is a City of Aurora mandated target of staffing two sworn police officers for every one thousand city residents.

Accounting System

An accounting system is the total set of records and procedures that are used to record, classify and report information on the financial status and operations of the city.

Accrual

The accrual basis of accounting recognizes transactions and events as they are earned or incurred, even though they may not yet have been received or paid in cash.

Adopted Budget

An adopted budget is the City Council approved financial plan for the ensuing year.

Amended Budget

The amended budget is the adopted budget, including any changes that occurred per ordinance during the year. This budget does not include carryforwards or non-ordinance related transfers or lapses.

Appropriation

An appropriation is an authorization made by the City Council that permits city officials to incur obligations against and to make expenditures from governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period. In practical terms, a department's total appropriation cannot legally be exceeded.

Appropriation Ordinance

An appropriation ordinance is passed by City Council to authorize an expenditure of a designated amount of public funds for a specific purpose. Typically, ordinances are passed for the annual budget, a spring supplemental appropriation and a fall supplemental appropriation.

Art in Public Places (AIPP)

The Capital Improvement Program provides funding for the city's Art in Public Places Program which was established in 1993. Generally, an amount equal to one percent of the construction cost of each capital project is dedicated to the program for the acquisition and maintenance of public art.

Aurora Capital Leasing Corporation (ACLC)

The ACLC is a Colorado nonprofit corporation that purchases, leases, or acquires personal property of any kind for the use and benefit of the City of Aurora. The ACLC enters into lease purchase agreements with the city called certificates of participation (COPs) to finance construction of new facilities.

Balanced Budget

A balanced budget is one in which total expenditures equal total revenue. An entity has a budget surplus if expenditures are less than revenues. It has a budget deficit if expenditures are greater than revenues.

Baseline Budget

A department's baseline or target budget amount is set by the City Manager at the initiation of the budget development process. While the total amount of all requirements may exceed the amount available in the target budget, the most critical requirements must be included within the target amount.

Baseline Budget Adjustment

A baseline budget adjustment is made in the budget for maintaining service levels from the prior year. Due to the large quantity and relative significance of base budgets, base budget adjustments are categorized into several different categories: one-time removals; mid-year modifications; compensation adjustments; mandated costs; grant/designated revenue adjustments; and other adjustments. The prior year's original budget plus base budget adjustments equal the Base Budget. The addition of the Base Budget and budget amendment requests equal the operating budget.

Bond

A bond is a long-term written promise to repay (debt) a specified amount of money (the face amount of the bond) on a pre-determined date (the maturity date). In addition, periodic interest payments must be made throughout the life of the bond. Bonds are typically used for long-term debt to pay for specific capital expenditures.

Budget Category

The budget category is the 'parent' budget level of a related group of budget classes. The total amount of the related budget classes represents the budget category. For example, the budget category 'Salaries & Benefits' is made up of <u>all</u> budget classes for personal services—Regular Salary, Salary Driven Benefits, Non-Salary Driven Benefits, Temporary Compensation, Overtime and Special Pay.

Budget Class

The budget class is the 'parent' budget level of a related group of budget sub-objects. The total of the related sub-objects represents the budget class. For example, the budget class 'Salary Driven Benefits' is made up of several pension sub-objects, two Federal Insurance Contributions Act Tax (FICA) sub-objects, Medicare and various insurance-related sub-objects.

Budget Coordinator (DBC or BC)

The Department Budget Coordinator (DBC) is the department director's representative in budget matters. The DBC assists the director in all phases of budget development and execution.

Budget Transfer

A transfer of approved funds from one program to another is called a budget transfer. A 'Budget Transfer Request' form is used to request and document transfers between programs. Monies cannot be transferred between departments, between Council-approved capital projects or between funds without City Council approval.

Building Repair Fund (BRF)

The Building Repair Fund is included as part of the Capital Projects Fund and provides funding for major repair of city facilities such as the repair and maintenance of roofs, signage, lighting, floor repair and carpet replacement, interior/exterior painting, HVAC system replacements and electrical distribution repair.

Capital Budget

The capital budget allocates existing funds and anticipated revenues for the development and improvement of facility and infrastructure projects valued at $25,000 or more. All projects must have a long-term benefit of at least five years.

Capital Improvement Program (CIP)

The Capital Improvement Program is a proposed schedule for five years of anticipated expenditures to construct, repair or acquire needed capital infrastructure and/or facilities. Projects in the first year of the plan are fully funded in the budget year; projects in years two (2) through five (5) are planned for future funding. The plan is updated annually.

Capital Project Funds

Capital project funds are utilized for major capital acquisition and construction and are reported separately from ongoing operating activities. Capital projects funds are established to provide for all general government infrastructure and facilities including streets, parks, information systems and facilities.

City Manager's Proposed Budget

The proposed budget is presented to City Council by the City Manager. It is the cumulative result of the City Manager's review and decisions regarding department target budgets, non-departmental items and selected target budget adjustments.

Community Development Fund

The Community Development Fund is composed of the United States Department of Housing and Urban Development grant awards consisting of the Community Development Block Grant and Home Investment Partnerships Grant. All funds are spent on qualifying programs within the city.

Comprehensive Annual Financial Report (CAFR)

The CAFR is a set of city financial statements that comply with the accounting requirements established by the Governmental Accounting Standards Board (GASB) and must be audited by an independent auditor using generally accepted government auditing standards.

Conservation Trust Fund (CTF)

Pursuant to Colorado law, the CTF is to be used for the acquisition, development and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. The primary source of revenue is Colorado Lottery proceeds distributed by the State of Colorado.

Contingency

A contingency is a budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contingent Employee

Contingent employees are also referred to as temporary or contract employees. A contingent employee is one whose employment with the city is subject to a standardized employment agreement.

Cultural Services Fund

The Cultural Services Fund accounts for cultural services provided to citizens such as programs in performing arts, fine arts, history, and public art.

Debt Service

Debt service is the cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Debt Service Funds

The debt service funds are established to accumulate resources to pay the principal, interest, and agency fees on long-term debt. Mill levies dedicated to a specific bond issuance and special assessment debt are accounted for within various debt service funds.

Deficit

A deficit is an excess of expenditures over revenues for any given year.

Department

A department is the basic organizational unit of city government that is functionally unique in its delivery of services.

Designated Funds Available

Designated funds available are those portions of total funds available that must be spent for a particular purpose.

Designated Revenues Fund

The Designated Revenues Fund was established in 1997 to manage various revenues restricted for specific purposes, which are neither gifts or grants. Surcharge-funded programs, certain incentive programs, and the Aurora Channel are examples.

Development Review Fund

The Development Review Fund provides support for new development within the city including plans review and building inspection. Revenues originate from development-related fees.

Encumbrance

An encumbrance is the legal commitment of appropriated funds to purchase an item or service in the future.

Enhanced E-911 Fund

The Enhanced E-911 Fund provides for personnel answering 911 (emergency) calls and the acquisition, development and maintenance of 911 equipment and systems to receive, dispatch, and respond to citizens' 911 calls.

Enterprise Funds

Enterprise funds house activities for which a fee is charged to external users in exchange for goods or services. These funds have been established to manage operations (a) that are financed and operated in a manner similar to private business and are predominantly supported by user charges; or (b) where Council has decided that periodic determination of revenue earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

Expenditure

An expenditure is the actual spending of funds for goods, services or other designated purposes.

Expenditure Summary

An expenditure summary details the highest level analysis of expenditures presented in the budget.

Fiduciary Fund

A fiduciary fund is an account with funds from assets that the government holds as a trustee and that it cannot use to fund its own programs. Fiduciary funds include pension and employee benefit trust funds, agency funds, external investment trust funds and private-purpose trust funds.

Fiscal Year

The 12-month period which represents the city's budget year is a fiscal year. The city's fiscal year is January 1 through December 31.

Fitzsimons Redevelopment Authority

The Fitzsimons Redevelopment Authority (FRA) is a special-purpose governmental entity created in 1996 under an intergovernmental agreement between the City of Aurora and the University of Colorado Regents for leading the planning, implementation and redevelopment efforts of the former Fitzsimons Army Medical Center.

Fixed Asset

Tangible assets valued over $5,000 with a useful life of more than one year, such as infrastructure, equipment and buildings that may be depreciated over time.

Fleet Management Fund

The Fleet Management Fund is an internal service fund responsible for the centralized fuel and maintenance costs for city-owned motorized vehicles and equipment. Operations are funded by charges to departments to recover costs associated with the provision of these services.

Full-Time Equivalent (FTE)

The FTE value represents a budgeted, benefited position and is based on the number of hours per week an employee works. Generally, an employee who works 40 hours per week is considered to be one FTE. *Note: Effective July 1, 2018, the average hours per week for a 24-hour shift firefighter are 48 hours.*

Functions

Functions are groups of interdependent, closely-related services or activities contributing to a common objective.

Fund

A fund is an independent fiscal and accounting entity with a self-balancing set of accounts.

Funds Available for Appropriation

Funds available are monies available for appropriation and expenditure by designated city departments.

Fund Balance

Fund balance is the difference between assets and liabilities for any given fund. Fund balance differs from funds available in that funds available is only currently available financial assets while fund balance includes non-available financial assets such as, but not limited to, current encumbrances and carryforward adjustments, investments to fair value adjustments and deferred revenue adjustments.

General Fund

This is the chief operating fund for the city government and accounts for all financial resources unless there is a compelling reason to report an activity in some other fund type.

General Improvements District

A general improvements district is a taxing unit created for the purpose of acquiring, constructing, installing, operating or maintaining any public improvement or for the purpose of providing a service.

General Obligation Bond

A general obligation bond is issued upon direction of City Council and requires approval in a city election. The city's general obligation bonds have a maturity of no more than 15 years. The bonds are repaid from general revenues of the city or from specific sources approved by voters.

Gifts and Grants Fund

The Gifts and Grants Fund was established to account for all types of gifts and grants received by the city for operating programs and capital improvement projects. Gifts and grants are generally received from other governments or private sources.

Goals and Priorities

Goals and priorities describe the strategic vision for the city as approved by Council.

Golf Courses Fund

The Golf Courses Fund is an enterprise fund established for the operation and maintenance of city-owned and/or city-operated golf courses. The fund is supported by user charges for green fees, driving range fees, and cart rentals, as well as pro shop sales and concessions.

Governmental Fund

A governmental fund is a self-balancing set of accounts that are maintained for governmental activities. Financial statements of governmental funds are prepared on the modified accrual basis of accounting.

Grant

A grant is a contribution by the state or federal government or another organization to support a particular function.

Internal Service Funds

Internal service funds are established to centralize the management of goods and services furnished by one department to other departments within the city on a cost-reimbursement basis.

Lapse

A lapse is a reduction of existing appropriation and spending authority.

Legal Debt Margin

The city may have an outstanding legal debt margin equal to no more than three percent of the city's total assessed valuation. Certain deductions to outstanding debt are allowed, including voter-approved debt, general obligation water bonds, capital lease obligations, revenue bonds, and special assessment bonds.

Mandated Costs

Expenses the city must fund to maintain service levels. Examples include increasing fuel prices or insurance costs.

Master Capital Project

The master capital project is the legal level of control for a capital appropriation and is the level at which City Council approves the capital budget. The related master is a 'budget only' project under which multiple related capital subsidiary projects may exist.

Marijuana Tax Revenue Fund

The Marijuana Tax Revenue Fund was created in 2017 in order to account for the city's retail marijuana sales tax collections, as well as the city's share of the state special sales tax based on the sale of retail marijuana within the city's boundaries. Per ordinance, revenue generated by the two percent special sales tax rate is designed for Homelessness Services, with the remaining amount available for appropriation as determined by City Council.

Mill

A mill is a unit used in property tax assessment. One mill is equal to 1/1000 of a dollar and is multiplied by the taxable value of property to determine the total amount of property tax due.

Modified Accrual

Modified accrual is a basis of accounting that recognizes transactions and events when they become measurable and available. Any physical assets with future benefits are expensed when they are acquired as opposed to depreciated over the life of the asset.

Nexus

The Nexus program awards yearly grants to community service agencies with a nexus or connection to law enforcement. The program is funded by municipal surcharge revenue that may only be directed to agencies who can demonstrate a strong service commitment to law enforcement. The eligible agencies are set by ordinance.

Open Space Fund

The Open Space Fund is funded by Arapahoe and Adams County Open Space taxes. The fund appropriates funding for park land acquisitions and improvements, construction, maintenance, and management and patrol of parks and open space. Revenues and expenditures for the two counties are tracked separately within the fund.

Operating Budget

The operating budget includes portions of the budget pertaining to daily operations that provide basic governmental services. Also included are appropriations for expenditures such as personal services, commodities, services and transfers.

Operating Transfer

An operating transfer moves funds available between budgeted funds as shown in the fund summaries. Operating transfers require City Council approval.

Original Budget

The budget that was originally adopted by City Council. This budget does not include supplemental budget requests.

Parking and Mobility Fund

The Parking and Mobility Fund is a special revenue fund that was created to implement the Park Aurora Parking and Mobility Business Plan. The goal of the plan is to provide efficient parking management operations and a safe and positive parking environment for customers while supporting the transit-oriented development, urban center, and the place-making goals of the community.

Parks Development Fund

The Parks Development Fund was established to provide for the development of park facilities in newly developed areas of the city. Funds are contributed by developers in accordance with agreements with the city.

Performance Measures

Performance measures are specific quantitative measures of the quality and/or quantity of services provided by a city program.

Policy Reserves

Policy reserves are reserves held in the General Fund, equal to ten percent of the General Fund operating budget, adjusted to exclude the Capital Projects Fund transfer, transfers associated with tax incentives, and 2 per 1000-related expenditures.

Pro Forma

The pro forma document is a budgeting tool used to project revenues and expenditures in future years based on various assumptions.

Program

A program is the organizational level at which operating funds are budgeted. In many departments, the program is the lowest organizational level.

Program Budget

The program budget includes goals, objectives, significant changes, expenditures, and performance measures associated with a program. They are presented in the budget document by department, with a department summary preceding all programs.

Projection

The projection includes anticipated expenditures for the current year, including current year encumbrances, less encumbrances carried forward from the prior year.

Proprietary Fund

A proprietary fund is a government fund that has profit and loss aspects; it therefore uses the accrual rather than the modified accrual accounting method. The two types of proprietary funds are the enterprise fund and the internal service fund.

Recreation Fund

The Recreation Fund accounts for recreational services provided to citizens and is funded by user fees and a General Fund transfer.

Revenue

Revenue is income received by the city from taxes, fees, gifts, grants, reimbursements, intergovernmental revenues, interest earnings and other sources.

Revenue Bond

A revenue bond is secured by the pledge of specific revenues issued to finance a capital improvement. Generally, city revenue bonds are issued only by enterprise funds.

Risk Management Fund

The Risk Management Fund accounts for centralized costs of self-insurance retention, administration, safety, and occupational health programs and excess insurance coverage for claims and judgements made against the city.

Service Fees

Service fees is an umbrella term for all fees and charges assessed by city operations for services provided. Fees and charges are reviewed each year by the departments. Revisions may be recommended based on City Council guidance, cost of services and other factors. The City Manager approves service fees each year.

Special Improvement District

Special improvement districts are formed to construct improvements and assess the cost upon the property benefited by the improvements. Improvements may consist of constructing, grading, paving, pouring, curbing, guttering, lining or otherwise improving the whole or any part of any street or providing street lighting or drainage facilities in the city.

Special Revenue Funds

Special revenue funds are used to account for revenues received by the city that are required by law, contract, or city policy to be spent for a specific purpose. An example is a tax that is designated for the purchase and maintenance of open space.

Staffing Summary

The staffing summary includes all city full-time equivalent (FTE) positions.

Subfund

A set of self-balancing accounts at an organizational level lower than the fund.

Subsidiary Capital Project

The subsidiary capital project is a lower-level mechanism for accounting and tracking specific project budgets that are related to one master capital project.

Supplemental Appropriation Ordinance

A supplemental appropriation ordinance is passed by City Council to authorize expenditure of funds in addition to appropriations in the approved annual budget authorization ordinance.

Surplus

A surplus is an excess of revenues over expenditures for any given year.

TABOR Reserve

The TABOR reserve is defined by the State Constitution and is to be maintained and the amount adjusted annually in accordance with the Constitution. The reserve is approximately equal to three percent of the fiscal year's spending and is held in the General Fund. Any spending of the TABOR reserve must be restored by the end of the following fiscal year. Assets may be used for the TABOR Reserve.

Tax Increment Financing (TIF)

TIF is often used to finance redevelopment projects in urban renewal areas. TIF allows a local authority to leverage taxes to assist in financing redevelopment projects, such as infrastructure and environmental cleanup in blighted areas.

Transportation Improvement Program (TIP)

The TIP identifies the priority of federally funded highway, transit and alternative mode transportation (trails) improvements to be completed by the Colorado Department of Transportation (CDOT) and other local government sponsors. The TIP is prepared by the Denver Regional Council of Governments (DRCOG), in cooperation with CDOT and the local implementing agency (the city).

Undesignated Fund Balance

Undesignated fund balance includes those portions of total funds available that may be spent for any purpose.

Urban Renewal

Urban renewal is the process of revitalizing a blighted urban area through large-scale redevelopment or new development.

Visit Aurora

Visit Aurora is the official destination marketing organization for the city of Aurora and acts as the primary liaison between meeting planners and hotel partners.

Wastewater Fund

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

Water Fund

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

ACRONYMS

ACAD	Aurora Cultural Arts District
ACED	Adams County Economic Development
ACLC	Aurora Capital Leasing Corporation
ACOF	Aurora Community of Faith
AdCo	Adams County Open Space Fund
ADA	Americans with Disabilities Act
AEDC	Aurora Economic Development Council
AFB	Air Force Base
AFR	Aurora Fire Rescue
AFY	Aurora For Youth
A-GRIP	Aurora Youth Development and Gang Reduction Implementation Plan
AIPP	Art In Public Places
AKCRT	Aurora Key Community Response Team
AMC	Aurora Municipal Center
APA	Aurora Police Association
APAC	Aurora Police Activities Club
APD	Aurora Police Department
ArCo	Arapahoe County Open Space Fund
AURA	Aurora Urban Renewal Authority
BID	Business Improvement District
BMUT	Building Materials Use Tax
BRD	Building Repaid Fund
CABC	Citizens' Advisory Budget Committee
CAD	Computer Aided Dispatch
CAPSTC	City of Aurora Public Safety Training Center
CAFR	Comprehensive Annual Financial Report
CATPA	Colorado Auto Theft Prevention Authority
CBI	Colorado Bureau of Investigation
CCIC	Colorado Crime Information Center
CCSD	Cherry Creek School District
CDBG	Community Development Block Grant
CDOT	Colorado Department of Transportation
CHCD	Citizens' Advisory Committee on Housing, Community Development
CHDO	Community Housing Development Organizations
CIP	Capital Improvement Program
CLG	Certified Local Government
CMATT	CATPA Metropolitan Auto Theft Team
CML	Colorado Municipal League
COP	Certificate of Participation
COOP	Continuity of Operations Plan
CPF	Capital Projects Fund
CPI	Consumer Price Index
CSI	Crime Scene Investigation
CTF	Conservation Trust Fund
CWAC	Citizens' Water Advisory Committee
DARE	Drug Abuse Resistance Education
DBC	Department Budget Coordinator
DCM	Deputy City Manager
DIA	Denver International Airport
DR	Disaster Recovery
DRCOG	Denver Regional Council of Governments
DRF	Development Review Fund
DUI	Driving Under the Influence
EA	Environmental Assessment

EEOC	Equal Employment Opportunity Commission
EMS	Emergency Medical Services
OBFP	Office of Budget and Financial Planning
EOEP	Elected Officials and Executive Personnel's Defined Benefit Plan
ERP	Enterprise Resource Planning
ESG	Emergency Solutions Grant
ESWU	Employee Support and Wellness Unit
FAST	Fugitive Apprehension and Surveillance Team
FRA	Fitzsimons Redevelopment Authority
FRB	Force Review Board
FTE	Full-Time Equivalent
G & G	Gift and Grants Fund
GDP	Gross Domestic Product
GERP	General Employees Retirement Plan
GFOA	Government Finance Officers Association
GID	General Improvements District
GIS	Geographic Information System
GO	General Obligation
GOCO	Great Outdoors Colorado Trust Fund
GON	Graffiti Off Neighborhoods
GRASP	Gang Rescue and Support Project
GREAT	Gang Resistance Education and Training
HIDTA	High Intensity Drug Trafficking Area
HOAP	Home Ownership Assistance Program
HOME	Home Investment Partnership
HR	Human Resources
HRC	Human Relations Commission
HUD	United States Department of Housing and Urban Development
HUTF	Highway Users Taxes and Fees
HVAC	Heating Ventilation Air Conditioning
IAFF	International Association of Fire Fighters
ICMA	International City/County Management Association
IGA	Intergovernmental Agreement
IRS	Internal Revenue Service
IT	Information Technology
IWMP	Integrated Water Master Plan
IVR	Interactive Voice Recognition
JAG	Justice Assistance Grant
MDC	Mobile Data Computer
MET	Motorcycle Enforcement Team
MGD	Millions of Gallons per Day
MHz	Megahertz
MSU	Medical Service Unit
NCIC	National Crime Information Center
NFPA	National Fire Protection Association
NIBRS	National Incident-Based Reporting System
NLC	National League of Cities
NPDES	National Pollutant Discharge Elimination System
NSP	Neighborhood Stabilization Program
O&M	Operations and Maintenance
OAR	Original Aurora Renewal
OBFP	Office of Budget and Financial Planning
ODA	Office of Development Assistance
OEM	Office of Emergency Management
OIIA	Office of International and Immigrant Affairs
OPT	Occupational Privilege Tax
OSF	Open Space Fund
OSNR	Open Space and Natural Resources

PAR	Police Area Representative
PCIDSS	Payment Card Industry's Digital Security Standard
PDF	Parks Development Fund
PEG	Public, Educational, and Government Franchise Fee
PRL	Photo Red Light
PROS	Parks, Recreation, and Open Space
PS Comm	Public Safety Communications
PSS	Professional Standards Section
PUC	Public Utilities Commission
PWP	Prairie Waters Project
RAQC	Regional Air Quality Council
RFID	Radio Frequency Identification
RTD	Regional Transportation District
SAFER	Staffing for Adequate Fire and Emergency Response
CADA	Supervisory Control and Data Acquisition
SCBA	Self Contained Breathing Apparatus
SCFD	Scientific and Cultural Facilities District
SEAM	Southeast Area Maintenance Facility
SID	Special Improvement District
SRO	School Resource Officer
SWAT	Special Weapons and Tactics Team
SWMP	Storm Water Master Plan
T & D	Transmission and Distribution
TABOR	Tax Payers Bill of Rights
TEMS	Tactical Emergency Medical Support
TIF	Tax Increment Finance
TIP	Transportation Improvement Program
TOD	Transit-Oriented Development
UPS	Uninterruptible Power Supply
USPS	United States Postal Service
WISE	Water Infrastructure and Supply Efficiency
VA	Veterans Affairs
VALET	Victim Assistance Law Enforcement Training
VoIP	Voice over Internet Protocol
VPN	Virtual Private Network
WPF	Water Purification Facility