

# 2022



City of Aurora

## 2022 Operating and Capital Improvement Budget

Prepared by the Office of Budget  
and Financial Planning



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# City of Aurora, Colorado

## 2022 Operating and Capital Improvement Budget Acknowledgements

### City Council

Mike Coffman .....	Mayor
Françoise Bergan .....	Mayor Pro-Tem (2022) and Ward VI
Crystal Murillo .....	Ward I
Steve Sundberg .....	Ward II (Incoming)
Ruben Medina .....	Ward III (Incoming)
Marsha Berzins .....	Ward III (Outgoing)
Juan Marcano .....	Ward IV
Alison Coombs .....	Ward V
Angela Lawson .....	At-Large
Curtis Gardner .....	At-Large
Danielle Jurinsky .....	At-Large (Incoming)
Dave Gruber .....	At-Large (Outgoing)
Dustin Zvonek .....	At-Large (Incoming)
Allison Hiltz .....	At-Large (Outgoing)

### City Executive Staff

Jim Twombly .....	City Manager
Jason Batchelor .....	Deputy City Manager
Laura Perry .....	Deputy City Manager
Roberto Venegas .....	Deputy City Manager
Marshall Brown .....	Interim Deputy City Manager



# Office of Budget and Financial Planning Team

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Gregory Hays..... Budget Officer  
Jackie Ehmann..... Budget and Finance Program Manager  
Mike Franks..... Budget and Finance Program Manager  
Kerstin Claspell..... Lead Budget Analyst  
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**You can also access an electronic version of the 2022 Operating and Capital Improvement Budget by visiting the URL below:**

<https://www.auroragov.org/budget>



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*Distinguished  
Budget Presentation  
Award*

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**City of Aurora  
Colorado**

For the Fiscal Year Beginning

**January 01, 2021**

*Christopher P. Morrill*

**Executive Director**





# Special Recognition

The following individuals and groups played a key role in the development of the 2022 budget for the City of Aurora. They are recognized here for their hard work and valuable contributions.

## **Council Appointees**

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Dr. Zelda DeBoyes (Outgoing), Court Administrator  
Mike Ridder (Interim), Court Administrator  
Dan Brotzman, City Attorney  
Shawn Day, Presiding Judge

## **Commission Appointees**

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Matt Cain, Civil Service Administrator  
Douglas Wilson, Chief Public Defender

## **Deputy City Managers**

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Jason Batchelor  
Roberto Venegas  
Laura Perry  
Marshall Brown (Interim)

## **Department Directors and Managers**

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Aurora Water – Marshall Brown  
Aurora911 – Tina Buneta  
Communications – Kim Stuart  
Finance – Terri Velasquez  
Fire – Fernando Gray  
Housing and Community Services – Jessica Prosser  
Human Resources – Ryan Lantz  
Information Technology – Scott Newman  
Library & Cultural Services – Midori Clark  
Parks, Recreation & Open Space – Brooke Bell  
Planning & Development Services – Andrea Amonick (Interim)  
Police – Vanessa Wilson  
Public Works – Cindy Colip

## **Department Budget Staff**

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Aurora Water – Jo Ann Giddings, Gail Thrasher, Fernando Aranda Perozo, Greg Hansen and Sonya Gonzalez  
Aurora911 - Kerstin Claspell  
City Attorney's Office – Jan Adamcyk and Anabell Pi  
City Council – Greg Hays  
Civil Service Commission – Mark Smith  
Communications – Kerstin Claspell  
Court Administration – Yvonne Madril-Brawner  
Finance – Mike Franks  
Fire – Mathew Wasserburger  
General Management – Greg Hays and Jackie Ehmann  
Information Technology – Liz Rehwalt  
Housing and Community Services – Mike Franks  
Human Resources – Bill Levine  
Judicial – Andrea Paquette  
Library & Cultural Services – Matthew Kipp  
Parks, Recreation & Open Space – Diana Vancleve and Sarah Maier  
Planning & Development Services – Marvina Redding  
Police – John Schneebeck, Mara Nelson and Hannah Sowell  
Public Defender – Reyna Lopez  
Public Works – Elly Watson

## **Council-Appointed Citizen Committees**

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Citizens' Advisory Budget Committee  
Citizens' Advisory Committee on Housing and Community Development  
Citizens' Water Advisory Committee



# 2022 Aurora, Colorado City Council



**Mike Coffman**  
Mayor



**Françoise Bergan**  
Ward VI (Mayor Pro Tem)



**Crystal Murillo**  
Ward I



**Steve Sundberg**  
Ward II



**Ruben Medina**  
Ward III



**Juan Marcano**  
Ward IV



**Alison Coombs**  
Ward V



**Curtis Gardner**  
At Large



**Danielle Jurinsky**  
At Large



**Dustin Zvonek**  
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**







# Introduction to the City of Aurora 2022 Adopted Budget

This 2022 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 2022 budget as adopted by City Council this past fall. The figures and narratives published in this document also provide the originally adopted 2021 budget by City Council and an updated status of the 2021 projection at the time the 2022 budget was adopted. There are inevitably final 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 2023 budget.

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 *Strategic Plan* section discusses status and process for Aurora's Strategic Plan, including vision, mission, values, outcomes, and strategic priorities. 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 *2022 General Fund Revenue Overview* provides a detailed description of the city's revenue outlook for 2022 and beyond for the General Fund. The *Long-Range General Fund Financial Outlook* identifies expected revenues and expenditures for all general government functions through 2026. 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.

In order to make this document more easily accessible to all, the following FAQ has been added to allow the reader to jump in and learn without needing to interact with the whole document:

- **If I want to get an overall view of important topics to Aurora, but don't need all that detail, where do I go?**
  - Sure, start with the Budget Message (Section A). It is a high-level view of what is important, written in the voice of Jim Twombly, our City Manager. After that, read the Executive Summary (Section B). It has some great summaries about Aurora's budget. The Strategic Plan discussed in Section C. The rest of the book is detail.
- **If I want to learn more about how the city budgets, including a general timeline and how citizens can get involved?**
  - Appendix 13: Budget Process and Calendar (page J-95) has information on that. There is also a Public Input section that is in the 2022 Proposed Book (found here: [https://www.auroragov.org/city\\_hall/city\\_finances\\_budget/city\\_budget](https://www.auroragov.org/city_hall/city_finances_budget/city_budget))
- **What if I want to learn more about the City of Aurora, such as demographics?**
  - Go to the Profile of Aurora (Section D).
- **What if I want to dig deep into where the General Fund gets its money?**
  - The General Fund Revenue Section (Section E) will do the trick.
- **What does the future of the General Fund look like from a budget perspective?**
  - The Financial Outlook (Section F) shows revenue and expenditure projections through 2026.
- **I'm interested in the city's capital program. Where do I go?**
  - Great! The Capital Improvement Program (CIP) can be found in Section I.
- **What revenues and expenditures are associated with marijuana?**
  - Good question! The Marijuana Tax Revenue Fund Summary is on page F-28. Additional detail is found in Appendix 5, starting on page J-43.
- **I'm a policy nut! I can't get enough! Do you have financial policies?**
  - Well sure! Appendix 14 starting on page J-101 has our financial policies.
- **Where can I get more information about the Police budget?**
  - The Police Department pages start on page H-180.
- **What does the debt of Aurora look like?**
  - The Debt section can be found in Appendix 10, page J-73

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

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2022 CITY MANAGER'S  
ADOPTED BUDGET

## BUDGET MESSAGE





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

**FROM:** Jim Twombly, City Manager

**DATE:** January 31, 2022

**SUBJECT:** 2022 Adopted Budget

I am pleased to transmit to you the City Manager’s Adopted Budget for 2022. This budget message provides a brief overview of the approach used to develop the budget.

The 2022 Adopted Budget reflects the City of Aurora’s strong recovery from the impacts of the COVID-19 pandemic. Strong revenue growth has allowed the city to fund a variety of critical items. In addition, the city received funding as part of the American Recovery Plan Act (ARPA) which will allow for a variety of transformational projects to occur. In fact, not only is 2022 balanced, but 2023 is balanced to within 1.1 percent, with most of that being one-time in nature. Despite these positive outcomes, the city still has some financial challenges ahead as reflected by projected shortfalls in 2024 to 2026.

The 2022 Adopted Budget is balanced for all funds and provides a sound financial plan to provide funding for the best possible municipal services. While strong revenue growth allowed the city to address a variety of critical items, the number of competing priorities provides challenges. Despite this, I am confident that the 2022 Adopted Budget lays the groundwork for addressing the city’s key requirements. The 2022 Adopted Budget includes a total of \$983.3 million in appropriations for all funds. This is \$63.3 million more than the 2021 Original Budget of \$920.1 million, with \$103.7 million coming from increased operating spending, offset by \$40.4 million decrease in capital spending. Most of the operating increase is in the General Fund, which is increasing \$57.6 million. The majority of the capital decrease is accounted for in the Water Fund decreasing \$44.2 million.

**Table 1. All Funds 2021-2022 Growth**

	2021 Original	2022 Adopted	Dollar Change	Percent Change
Operating (all funds)	\$ 641,744,129	\$ 745,448,440	\$ 103,704,311	16.2%
Capital (all funds)	278,312,917	237,882,389	(40,430,528)	-14.5%
<b>Total (all funds)</b>	<b>\$ 920,057,046</b>	<b>\$ 983,330,829</b>	<b>\$ 63,273,783</b>	<b>6.9%</b>



**Table 2. Operating Budget General Fund/Other Funds 2021-2022 Growth**

	2021 Original	2022 Adopted	Dollar Change	Percent Change
General Fund	\$ 368,560,925	\$ 426,148,586	\$ 57,587,661	15.6%
Other Funds	273,183,204	319,299,854	46,116,650	16.9%
<b>Operating total (all funds)</b>	<b>\$ 641,744,129</b>	<b>\$ 745,448,440</b>	<b>\$ 103,704,311</b>	<b>16.2%</b>

The 2022 Adopted Budget for the General Fund is \$426.1 million, \$57.6 million (15.6 percent) more than the 2021 Original Budget of \$368.6 million. A significant portion of this variance is based on the following changes:

- \$17.3 million (30.0 percent) is required for ongoing amendments primarily associated with the Equal Pay Equal Work Act, street maintenance, and the addition of 102.0 FTE in the General Fund;
- \$13.3 million (23.1 percent) is required for personal services related adjustments, including \$9.3 million in salary, salary-related and health/dental adjustments and \$4.0 million in public safety and pension placeholders;
- \$11.9 million (20.7 percent) is required for other adjustments, including the Capital Projects Fund transfer adjustment, subsidy transfer adjustments, Risk and Fleet fund charges, utility increases, and department-specific mandated costs;
- \$8.5 million (14.8 percent) is required for one-time amendments across several departments.

Attachment 8 in the Executive Summary and the department pages have additional detail on each amendment.

Based on the strong revenue growth the city has experienced recently, staff felt it was important to minimize future shortfalls in addition to funding critical requirements. The 2022 budget is completely balanced, and 2023 is balanced to within \$4.9 million. This equates to 1.1 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 public safety needs in each year of the five-year plan.

## **ECONOMIC FACTORS AND CITY REVENUES**

The City of Aurora General Fund revenue estimates for the 2022 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 revenue estimates. BRD chose to forecast revenue based on three economic scenarios created by Moody’s, including a baseline scenario, an optimistic scenario, and a pessimistic scenario. These different forecasts provide sensitivity analysis around more favorable and unfavorable economic conditions.

Looking forward, there are concerns about worker shortages, inflation, and supply chain disruptions. Further, while significant progress has been made in combating the COVID-19 pandemic, there are still lingering concerns about variants of the virus. Given these concerns, city

management decided to use an adjusted version of the BRD pessimistic forecast called the cautious growth scenario. Adjustments were made to reflect the most current revenue data, to slightly moderate the levels of growth, to reflect the impact of the Taxpayer's Bill of Rights (TABOR) on property tax revenues, and to reflect the sales tax impacts of the expiration of the Cornerstar Urban Renewal Area in 2023.

National GDP decreased by a total of 3.4 percent in 2020, the first full-year decline since 2009 and the largest annual decline since 1946. Consensus forecasts, averaging the forecasts from 28 entities, project U.S. real GDP growth of 5.7 percent in 2021 and 4.0 percent in 2022. The BRD pessimistic forecast assumes that U.S. real Gross Domestic Product (GDP) will increase by 5.2 percent in 2021 and 3.8 percent in 2022. Even in the pessimistic scenario, GDP growth is projected to exceed the medium-term average GDP growth of 3.4 percent and GDP will exceed pre-pandemic levels in 2021.

Benefiting from a strong economic recovery, General Fund sources are projected to grow by 5.1 percent in 2021. This revised 2021 projection equates to a \$48.1 million (13.4 percent) increase compared to the 2021 Original Budget. Per city ordinance, capital-related use tax revenue is transferred to the Capital Projects Fund and is therefore not available to fund General Fund operations. After making this transfer, General Fund operating revenues are projected to be \$39.3 million (12.1 percent) above the 2021 budget. The projection is based on a scenario where COVID-19 case counts remain persistently high, causing some impacts on consumer confidence and consumer spending that result in lower economic growth in 2022. Despite these concerns, in 2022 the unemployment rate is projected to improve steadily and drop below 5.0 percent and retail trade will grow by 2.9 percent. As a result, General Fund sources are estimated to experience growth of 2.4 percent, or \$9.9 million, in 2022. Revenue projections 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 2022 ADOPTED BUDGET**

### **Funding for Historically Underfunded Items**

The 2022 budget provided the city a unique opportunity to fund a variety of items that have historically been underfunded. This was possible based on stronger than anticipated economic growth and the one-time infusion of funding as part of the ARPA. This allowed the city to provide funding for a variety of items:

- Employee Compensation – The city is implementing a variety of changes which will ensure compliance with the Equal Pay Equal Work Act of Colorado. This work resulted in the establishment of a market-based system and adjustments to employee base pay impacting approximately 800 employees. In addition, the city established a new performance management system focused on supporting employee development which should enhance morale and retention efforts;
- Enterprise Resource Planning System – The City of Aurora is implementing a new Enterprise Resource Planning (ERP) system to standardize, streamline and integrate

business processes across finance, human resources, and procurement. In recognition of the long-term impact on workload, the city is adding 20.0 FTE positions in Information Technology, Finance and Human Resources;

- Fleet – In recognition of the city’s long-term fleet requirements, one-time funding has been included in Public Works to augment the number of vehicles replaced as part of the fleet replacement program in 2022. In addition, funding was included in the Police Department to replace older vehicles, including three Emergency Response Team (ERT) transport vans and three Snow Polar Rangers with trailers in order to rescue stranded individuals during snowstorms;
- Housing/Homelessness – The 2022 budget includes one-time ARPA funding for affordable housing gap financing and a housing match software which will allow the city to expand affordable housing units and to streamline the process for identifying affordable housing options. Additionally, ARPA funding will allow the city to develop a safe outdoor space for individuals experiencing homelessness which will provide temporary shelter for individuals working on obtaining a permanent housing solution.

### **Police Department Civilianization**

The city is continuing efforts to civilianize the Police Department which will enhance services provided to residents and allow sworn officers to focus on other issues. The department is adding 6.0 FTE Community Service Officers and equipment to handle responses to non-violent minor crimes and minor traffic incidents such as non-injury traffic accidents, traffic direction, and disabled vehicles. In addition, the department is adding 5.0 FTE Electronic Support Section Analysts to manage IT and technology-related items. Both changes will allow civilian personnel to manage low threat activities which should enhance services to Aurora residents and allow officers to focus on other tasks.

### **American Rescue Plan Act (ARPA)**

On March 11, 2021, ARPA was signed into law by the President. The intent of the legislation is to provide state, local and tribal governments with significant resources to respond to the COVID–19 public health emergency and its economic impacts. As part of this legislation, the City of Aurora will receive a total of \$65.4 million to address issues made worse by COVID-19 and \$4.1 million in HOME Investment Partnerships program funding to address affordable housing and homelessness support related activities. The city plans to utilize funding to enhance services provided to residents impacted by COVID-19 and to fund a variety of transformational projects that will have a long-lasting impact on City of Aurora residents.

While the 2022 budget utilizes \$8.6 million of this funding for several key initiatives, the process of identifying projects is ongoing. The city is preparing to embark on a community engagement process that will focus on identifying Aurora residents’ priorities. This information will assist city management with prioritizing projects and finalizing a formal recommendation for City Council. A finalized plan will be shared with residents as will an annual performance report that tracks individual project success.

## **Road Maintenance**

The 2022 budget includes funding of \$10.4 million to address a road maintenance shortfall that has existed for years. Funding was identified from a variety of sources, including marijuana funds, prepaying the debt for Hogan Parkway, Colorado Senate Bill 21-260, year-end savings, and additional General Fund and Capital Projects Fund contributions. This funding will help to address a \$15 to \$20 million annual shortfall. This will allow the Public Works department to perform critical maintenance and reduce projected declines in the city's road conditions.

Additional funding for this purpose could be included in an adopted federal infrastructure bill. The US Senate approved a \$1 trillion bipartisan infrastructure bill to update America's roads, bridges and broadband networks. The adopted bill includes \$550 billion in new spending with \$110 billion specifically for road, bridge and major transportation projects. The intent of this investment would be to repair and rebuild roads and bridges with a focus on climate change mitigation, resilience, equity, and safety for all users, including cyclists and pedestrians. Complementary to this Road Maintenance proposal, the next section reviews the need to address the backlog of road maintenance deferred projects in order to resolve the entire challenge.

## **Capital Infrastructure Master Plan (CIMP)**

The city is expanding efforts to identify a long-term solution to ensure existing assets are maintained and replaced at the appropriate level for current service levels. An example of this is the road maintenance backlog discussed above. In 2008, the city reviewed existing assets and identified a list of \$1.8 billion in potential projects. Since this time, the city has reviewed a variety of options for funding long term capital infrastructure requirements. In addition, funds are included in the 2021 projection to cover the cost of hiring a vendor to assist with public outreach, project prioritizing and other activities related to establishing a long-term funding plan. The city is in the process of finalizing an agreement with a vendor and departments are currently reviewing updated requirements with City Council. At this time, it is anticipated that a long-term funding plan will be discussed during 2022 and incorporated into the city's long-term financial plan. The long-term funding plan will address how the city will propose to raise revenue to address the needs identified by both Council and the community.

## **LONGER TERM OUTLOOK**

Despite strong revenue growth in 2022 and being close to balanced in 2023, the outlook for the General Fund from 2024 to 2026 shows a revenue shortfall in each year. To address this, staff will continue to identify efficiencies and bring forth revenue-raising ideas. The city's soon to be adopted strategic plan and the transition to priority-based budgeting will be key moving forward. These initiatives should allow the city to measure the success of key programs and to monitor finances at a programmatic level.

## **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

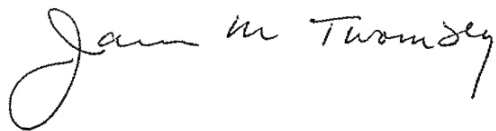
during the year. In addition, Council and staff receive invaluable input from citizens as they participate in budget town hall meetings in the spring and ward meetings throughout the year.

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, 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 and a visionary policy framework within which these budget plans and recommendations could be formulated. The cooperative process undertaken by Council and city staff has been especially important for ensuring that the budget remains balanced while maintaining essential city services and an extraordinary quality of life for the citizens of Aurora.

Respectfully submitted,

A handwritten signature in cursive script that reads "Jim Twombly". The signature is written in black ink and is positioned above the printed name and title.

Jim Twombly  
City Manager



# City of Aurora, Colorado

2022 CITY MANAGER'S  
ADOPTED BUDGET

## EXECUTIVE SUMMARY





## 2022 Adopted Budget Executive Summary

The Executive Summary provides an overview of the 2022 Adopted Budget and the various factors that have influenced its creation. The intent is to help the reader more easily understand the city's 2022 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 2022 ADOPTED BUDGET

A number of factors have contributed to the formulation of the 2022 Adopted Budget. The following section of the Executive Summary discusses in detail the impact of the national and local economies in guiding the development of the budget.

#### Economy

##### *National*

The impacts of the pandemic-induced recession last year were significant. National Gross Domestic Product (GDP) decreased by a total of 3.4 percent in 2020, the first full-year decline since 2009 and the largest annual decline since 1946. Consensus forecasts, averaging the forecasts from 28 entities, project U.S. real GDP growth of 5.7 percent in 2021 and 4.0 percent in 2022. The cautious growth forecast used in the 2022 budget assumes that U.S. real GDP will increase by 5.2 percent in 2021 and 3.8 percent in 2022. Even in this pessimistic scenario, GDP growth is projected to exceed the medium-term average of 3.4 percent and GDP will exceed pre-pandemic levels in 2021.

U.S. consumer spending was the primary driver of the drop in GDP in 2020 and has been essential to the ensuing economic recovery. For 2021, retail trade is projected to grow by at least 10.5 percent (in a pessimistic economic scenario) and as much as 14.2 percent (in an optimistic scenario). That stated, not all sectors of the economy are feeling the recovery equally. Interestingly, consumer spending on services remained 5.7 percent below pre-recession levels as of the end of the first quarter of 2021. In contrast, consumer spending on goods over the same time period has increased 13.0 percent.

The national unemployment rate reached 14.4 percent in April 2020 and has generally declined since that point in time. As of May 2021, the unemployment rate stood at 5.5 percent. The cautious growth scenario used in the 2022 budget assumes that the national unemployment rate will continue to improve and will drop below 5.0 percent in 2022. As the unemployment rate has come down, concerns in the national labor market are increasingly focused on a shortage of workers. In particular, there is concern that forecasted economic growth in the short and medium term may

not materialize if there are not enough willing workers to support the economic expansion that might otherwise happen based on strong consumer demand.

### *Colorado and Aurora*

The first confirmed case of COVID-19 was discovered in Colorado on March 5, 2020. This was quickly followed by the closure of various institutions in the state and a statewide stay-at-home order that took effect March 26, 2020. The pandemic-induced recession had an immediate impact on commerce locally, with Aurora's year-over-year sales tax collections falling 12.6 percent in May 2020. Thanks in part to an unprecedented level of federal stimulus and pent-up consumer demand from the economic shutdown, an economic recovery began in the second half of 2020. At the close of a challenging year in 2020, it was interesting to note that the City of Aurora's sales tax growth rate exceeded the State of Colorado sales tax growth rate and outperformed many jurisdictions within Colorado's metropolitan areas.

In the first half of 2020, the nation and the state entered a pandemic-induced recession. Economic growth in the State of Colorado exceeded national growth both in 2019 before the COVID-19 pandemic as well as in 2020. One factor helping the state and local economy is strong migration into the State of Colorado, specifically for the working-age population. Growth in personal income in the Denver-Aurora metropolitan area has also outperformed national personal income growth most years since 2009.

In May, the unemployment rate in Colorado was 5.7 percent and the unemployment rate in Metro Denver was 5.8 percent. Both of these figures are a bit higher than the 5.5 percent national unemployment rate in May. Regardless, these figures are significantly better than 6.9 percent unemployment rate in January for both the State of Colorado and the Denver Metro Area. Under the cautious growth scenario contained in the 2022 budget, employment in the State of Colorado will grow by 3.9 percent in 2022 and will grow by 1.5 percent to 2.4 percent each of the three years thereafter. As has been typical of the pandemic-induced recession and the subsequent recovery, different sectors are likely to experience job growth unevenly. More recently, some of the biggest gains in employment have been in the leisure and hospitality sector (a sector that was one of the most heavily impacted by job losses during the pandemic).

The Leeds Business Confidence Index, a local measure of business expectations, remained at record levels for third quarter expectations overall with all six components recording positive expectations. Optimism regarding the state economy increased to a record level looking into the third quarter of 2021. Optimism related to sales and hiring were also particularly strong. Panelists listed increased demand, the reopening of the economy, decreased COVID-19 cases, and the vaccine as reasons for optimism looking forward.

The City of Aurora's cautious growth revenue forecast for the 2022 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 revenue estimates. There are both upside and downside risks to the cautious growth forecast. Although current economic indicators have been steadily improving, there remains downside risks. The Delta variant of the coronavirus

is behind steadily increasing case counts in all fifty states as of July 2021. If case counts continue to rise and vaccination efforts are not able to successfully counter this trend, it is possible that additional pandemic restrictions, reduced consumer appetite for some products and services, and other negative economic impacts could occur. On the other hand, progress over the last few months combating COVID-19 has been largely successful, the current delta variant outbreak notwithstanding. This has fueled strong consumer demand that has started to stretch into harder hit sectors like restaurants, bars, hotels, and movie theaters.

## BUDGET OVERVIEW – ALL FUNDS

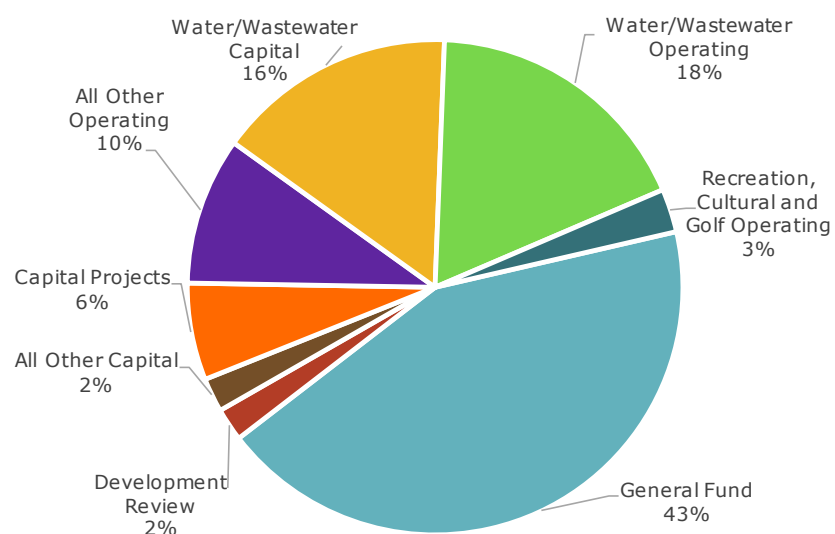
The city’s budgeted funds include the General Fund, the Capital Projects Fund, the Water and Wastewater funds, the Recreation and Golf Courses funds, the Development Review Fund and various other internal service, special revenue, and debt service funds. Appropriations for these funds provide for operating, 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-16 summarize appropriations and past (actual) spending for the city’s funds.

The 2022 Adopted Budget includes a total of \$983.3 million in appropriations for all funds. This is \$63.3 million more than the 2021 Original Budget of \$920.1 million, with \$103.7 million coming from increased operating spending, offset by \$40.4 million decrease in capital spending. Most of the operating increase is in the General Fund, which is increasing \$57.6 million. The majority of the capital decrease is accounted for in the Water Fund decreasing \$44.2 million.

Of the increase in operating costs, personal services accounts for \$40.2 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 2022 maintain financial parity with the police and fire collective bargaining contracts with a 3.0 percent wage increase and a 3.0 percent increase in the city’s contribution for health and dental insurance. Additionally, 170.5 FTE were added to the budget mostly in the General Fund, which is increasing by 102.0 FTE.

The 2021 operating expenditure projection for all funds is \$86.6 million higher than the original budget due primarily to increased transfers from the General Fund to the Capital Projects Fund for I-70/Picadilly Interchange and a new enterprise resource planning (ERP)

**Figure 1. 2022 Total Appropriations by Fund**



system.

Figure 1 illustrates the distribution of total appropriations in 2022. The General Fund accounts for approximately 43 percent of total appropriations, while another 24 percent of the 2022 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 15 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 2022 General Fund budget.

**Table 1. 2022 Expenditure and Budget Summary - General Fund**

Sources	Amount	Comment
<b>Revenue and Transfers</b>	<b>\$417,760,945</b>	Moderate sales and use tax collections are anticipated in 2022, \$431,300 from amendments.
<b>Total Sources</b>	<b>\$417,760,945</b>	<b>Total 2022 Sources</b>
2021 Original Budget	\$368,560,925	Initial base budget
Base Budget Adjustments	5,250,887	Addition of one-time 2021 expenditure reductions/spring supplemental: \$4.7 million in one-time reductions, \$563,300 spring supplemental, including 3.0 FTE
Cost Drivers	25,213,751	\$13.3 million in personal services adjustments, including \$9.3 million in salary, salary-related and health/dental adjustments and \$4.0 million in public safety and pension placeholders; \$11.9 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.
Amendments	24,039,023	\$15.5 million ongoing amendments primarily associated with Equal Pay Equal Work Act, street maintenance step, and the addition of 80.0 FTE across all departments, and \$8.5 million one-time amendments across several departments. Additional details can be found in the department pages.
Council Adjustments	3,084,000	At the September 25 Budget Workshop, Council added a net \$3.1 million in additional budget, including 19.0 FTE. The FTE include 17.0 FTE Firefighters in Fire, 1.0 FTE Ranger in Parks, Recreation, and Open Space, and 1.0 FTE Retail Specialist in Planning and Development Services. A summary of these adjustments can be found in Appendix 1.
<b>Total Uses</b>	<b>\$426,148,586</b>	<b>Total 2022 Adopted General Fund Budget</b>

**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 56 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. 2022 General Fund Sources**

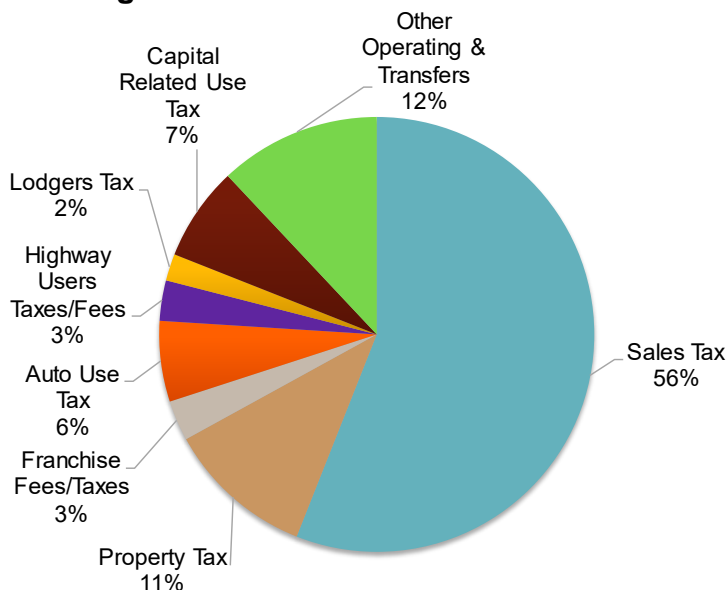


Table 2 provides a summary of General Fund sources of revenue and the anticipated growth in key categories.

General Fund revenue in 2022, excluding transfers, is estimated to grow at a rate of 3.1 percent or \$12.7 million over the 2021 year-end projection. The major component of revenue growth in 2022 is a \$6.9 million increase in sales tax over the 2021 projection. Internal charges for service are increasing by \$3.9 million, largely reflecting a change in how overhead to the Development Review Fund is charged. This change alone will increase internal charges for service by \$2.8 million, which will be offset by a decrease in transfers to the General Fund of \$2.8 million.

**Table 2. Summary of Key General Fund Revenue Sources**

Sources of Funds	2020 Actual	2021 Projection	2022 Adopted	2020-2021 Change	2021-2022 Change
General Sales Tax	\$ 213,780,431	\$ 227,237,131	\$ 234,162,053	6.3%	3.0%
Property Tax	44,885,758	43,811,941	45,820,061	(2.4%)	4.6%
Capital-Related Use Tax	29,123,631	31,313,785	29,096,379	7.5%	(7.1%)
Auto Use Tax	21,481,130	23,524,814	24,199,869	9.5%	2.9%
Franchise Fees/Taxes	14,237,533	15,027,588	15,147,809	5.5%	0.8%
Highway Users Fees/Taxes	11,446,018	11,965,014	12,301,052	4.5%	2.8%
Lodger's Tax	4,428,408	6,399,007	7,998,759	44.5%	25.0%
All Other Operating Revenue	43,671,921	45,743,313	49,034,963	4.7%	7.2%
<b>General Fund Revenue</b>	<b>\$ 383,054,830</b>	<b>\$ 405,022,593</b>	<b>\$ 417,760,945</b>	<b>5.7%</b>	<b>3.1%</b>
Transfers In from Other Funds	4,950,269	2,807,765	-	(43.3%)	(100.0%)
<b>Total General Fund Sources (including transfers in)</b>	<b>\$ 388,005,099</b>	<b>\$ 407,830,358</b>	<b>\$ 417,760,945</b>	<b>5.1%</b>	<b>2.4%</b>
Transfer Out of Capital-Related Revenue	40,655,348	43,451,310	41,905,686	6.9%	(3.6%)
<b>General Fund Operating Revenue (excludes capital transfer)</b>	<b>\$ 347,349,751</b>	<b>\$ 364,379,048</b>	<b>\$ 375,855,259</b>	<b>4.9%</b>	<b>3.1%</b>



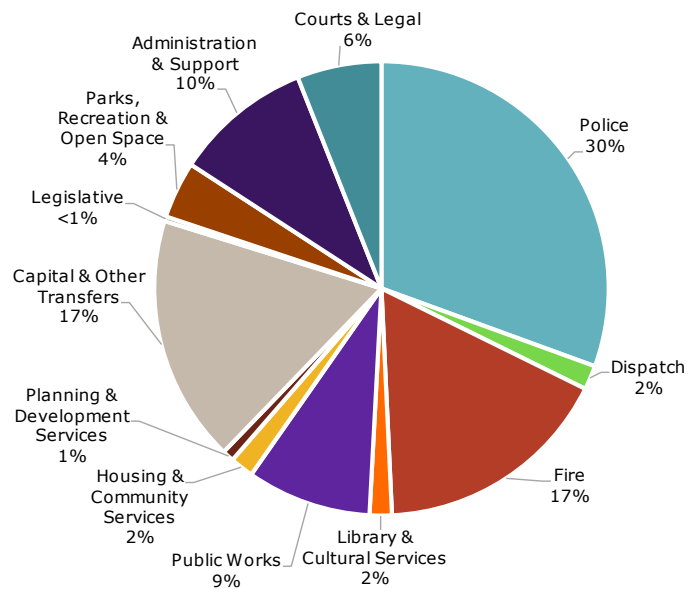
Property Tax revenues are projected to increase by \$2.0 million, which reflects allowable growth in Aurora’s property tax revenue limitation under the Taxpayer’s Bill of Rights (TABOR). Capital-related use tax and audit revenues, which are both projected at historically high levels for 2021, will return to more normal levels of collections in 2022, resulting in a combined decline of \$5.7 million. Other streams are remaining relatively stable. For General Fund operating revenue, the projected 3.1 percent increase in 2022 follows a projected 4.9 percent increase in 2021 over 2020 actual revenue.

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

**General Fund Appropriations**

For 2022, General Fund total appropriations, including transfers, is \$426.1 million, a 15.6 percent increase from the COVID-affected 2021 Original Budget of \$368.6 million. The majority of the increase is due to pay increases and the inclusion of a net 102.0 FTE across all departments, a significant increase in transfers, including the transfer to the Capital Projects Fund based on additional capital-related revenue, as well as the transfer to the Recreation Fund associated with the opening of the Southeast Recreation Center. Included in these changes is the addition of \$3.1 million added by City Council at the September 25 Budget Workshop.

**Figure 3. General Fund Appropriations**



These Council adjustments include the addition of 19.0 FTE, consisting of 17.0 FTE Firefighters in Fire, 1.0 FTE Ranger in Parks, Recreation, and Open Space, and 1.0 FTE Retail Specialist in Planning and Development Services.

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 provide additional detail regarding General Fund expenditures and amendments.

## STAFFING – ALL FUNDS

The 2022 Adopted Budget includes an additional 170.5 FTE versus the 2021 Original Budget, with 159.5 FTE added as part of the 2022 budget process and another 11.0 FTE added in 2021 supplementals. Table 3 breaks out all net position changes by fund for 2022.

**Table 3. 2022 FTE Adds by Fund**

Fund	2021 Original FTE Count	2021 Supp Adj	2022 Adds / Reductions	2022 Transfers and Technical	Net Change	2022 Adopted FTE Count
Comm Development	18.50	-	-	-	-	18.50
Conservation Trust	13.22	-	1.00	-	1.00	14.22
Cultural Services	19.00	-	-	-	-	19.00
Designated Revenue	29.46	(2.00)	-	(3.50)	(5.50)	23.96
Development Review	128.00	-	27.00	-	27.00	155.00
Enhanced E-911	80.00	-	-	-	-	80.00
Fleet Management	48.00	-	-	-	-	48.00
General	2,211.24	3.00	95.50	3.50	102.00	2,313.24
Gifts and Grants	6.10	-	2.00	-	2.00	8.10
Golf Courses	33.00	-	-	-	-	33.00
Marijuana Tax Revenue	-	6.00	-	-	6.00	6.00
Open Space	34.48	-	4.00	-	4.00	38.48
Parking and Mobility	3.00	-	-	-	-	3.00
Parks Development	-	-	-	-	-	-
Recreation	94.00	-	16.00	-	16.00	110.00
Risk Management	10.00	-	1.00	-	1.00	11.00
Wastewater	156.08	(0.25)	4.20	-	3.95	160.03
Water	313.92	4.25	8.80	-	13.05	326.97
<b>Totals</b>	<b>3,198.00</b>	<b>11.00</b>	<b>159.50</b>	<b>-</b>	<b>170.50</b>	<b>3,368.50</b>

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 by fund. Attachment 10 is a detailed list of all positions added.

**Table 4. 2022 FTE Staffing Net Change - General Fund**

Department	2021 Supplemental Adjustments	Adds / Reductions	2022 Transfers / Technical	2022 Net Positions Added	2021 - 2022 Net Change
Aurora911	-	1.00	-	1.00	1.00
City Attorney	-	2.00	-	2.00	2.00
Communications	(2.00)	1.00	-	1.00	(1.00)
Court Admin	-	1.00	-	1.00	1.00
Finance	(1.00)	8.00	-	8.00	7.00
Fire	-	17.00	-	17.00	17.00
General Management	(1.00)	5.00	-	5.00	4.00
Housing and Community Services	1.00	0.50	-	0.50	1.50
Human Resources	-	6.50	-	6.50	6.50
Information Technology	2.00	12.50	-	12.50	14.50
Library and Cultural Svcs	-	2.00	-	2.00	2.00
Parks, Recreation and Open Space	-	6.00	-	6.00	6.00
Planning and Dev. Svcs	-	3.00	3.50	6.50	6.50
Police	4.00	18.00	-	18.00	22.00
Public Defender	-	2.00	-	2.00	2.00
Public Works	-	10.00	-	10.00	10.00
<b>Totals</b>	<b>3.00</b>	<b>95.50</b>	<b>3.50</b>	<b>99.00</b>	<b>102.00</b>

The General Fund increases by a net 102.0 FTE. This is a result of the addition of 80.0 positions in the Proposed Budget, 19.0 positions added by Council at the September 25 Budget Workshop, and a net 3.0 FTE added as part of the 2021 Spring Supplemental.

Table 5 shows the details of the staffing level by fund over time. The total General Fund FTE count is 266.0 greater than 2003 and is at its previous highest point, but the ratio of civil service to career service has changed considerably. Police Civil Service has grown 27.9 percent (161.9 FTE) and Fire Civil Service has grown 45.8 percent (138.5 FTE) while Career Service FTE has dropped 3.0 percent (34.4 FTE), even with the addition of 85.0 FTE when compared to the 2021 Adopted Budget. 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. Excluding that adjustment, career service FTE would have grown 2.5 percent, eclipsing 2003 for the first time in 2022.

The growth in other funds has been mixed. In the Water and Wastewater funds, FTE are up 70.9 percent (202.0 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. An increase of 27.0 FTE in the Development Review Fund in 2022 is the main driver in the 38.4 percent increase in that fund. Increases in the Open Space Fund and the Designated Revenues Fund are the primary drivers in the 55.9 percent (60.7 FTE) increase in All Other FTE. See Attachment 9 for a four-year summary of staffing by fund.

Table 5. FTE and FTE Changes, 2003-2022 (All Funds)

Category/Fund	FTE Count					FTE Change	
	2003	2007	2011	2015	2022	2003-2022	
	Count					Count	%
<b>General Fund</b>							
Police, Civil Service	580.0	635.0	649.3	666.9	741.9	<b>161.9</b>	27.9%
Fire, Civil Service	302.5	311.0	308.0	329.0	441.0	<b>138.5</b>	45.8%
Career Service	1,164.7	1,091.5	948.9	934.2	1,130.3	<b>(34.4)</b>	-3.0%
<b>Subtotal, General Fund</b>	<b>2,047.2</b>	<b>2,037.5</b>	<b>1,906.2</b>	<b>1,930.0</b>	<b>2,313.2</b>	<b>266.0</b>	<b>13.0%</b>
<b>Non-General Funds</b>							
Police Civil (Non-GF)	2.5	2.0	8.8	10.2	2.1	<b>(0.4)</b>	-16.0%
Wastewater/ Water Fund	285.0	403.0	422.0	429.0	487.0	<b>202.0</b>	70.9%
Development Review Fund	112.0	119.3	70.8	82.8	155.0	<b>43.0</b>	38.4%
E-911 Fund	-	5.0	5.0	68.0	80.0	<b>80.0</b>	N/A
Golf Courses Fund	57.0	52.0	45.0	38.0	33.0	<b>(24.0)</b>	-42.1%
Rec & Cultural Svcs Funds	90.8	86.0	79.2	94.8	129.0	<b>38.2</b>	42.1%
All Other FTE	108.5	132.9	145.6	154.6	169.2	<b>60.7</b>	55.9%
<b>Subtotal, Non-General Funds</b>	<b>655.8</b>	<b>800.1</b>	<b>776.3</b>	<b>877.3</b>	<b>1,055.3</b>	<b>399.5</b>	<b>60.9%</b>
<b>Total</b>	<b>2,703.0</b>	<b>2,837.7</b>	<b>2,682.4</b>	<b>2,807.3</b>	<b>3,368.5</b>	<b>665.5</b>	<b>24.6%</b>

## 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.

### Conservation Trust Fund

Operating expenditures for 2022 in the Conservation Trust Fund are \$264,800 (22.0 percent) higher than the 2021 Original Budget. Part of the increase is attributable to the citywide pay and benefit increases. Amendments for 1.0 FTE Utility Locator (ongoing) and Open Space trail snow removal equipment (one-time) impact the comparison as well.

### Development Review Fund

Operating expenditures in 2022 will increase by \$3.6 million (20.3 percent) compared to the 2021 Original Budget. The majority of the increase is due to the addition of a net 15.0 FTE, the details of which can be found in Attachment 10 and in the department pages. Two additional amendments include personal services increases in response to the Equal Pay Equal Work Act in Non-Departmental and an Interdepartmental Growth and Forecasting Model in Planning.

### **Fleet Fund**

In 2022, fuel costs, fully funding the Fleet Apprenticeship Program, and the purchase of a new Fleet utility truck will drive overall expenses to increase \$1.5 million (14.3 percent) over the 2021 Original Budget. There is also a base adjustment that includes funding to restore 2021 furlough reductions to base pay.

### **Enhanced E-911 Fund**

The 2022 operating E-911 budget exceeds the 2021 Original Budget by \$354,500 (4.1 percent). This budget variance is predominately associated with citywide increases in pay and benefits and the restoration of the 2021 furlough reductions. A \$102,100 (3.8 percent) increase in supplies and services for ongoing support and maintenance of 911 technology also accounts for a part of the increase.

### **Gifts and Grants Fund and Impacts of American Rescue Plan and Emergency Rental Relief Funding**

In 2022, expenditures are projected to be \$12.6 million higher than the 2021 Original Budget primarily due to projected spending associated with the ARPA and Emergency Rental Relief grants. Both of these large relief grants will be spent over multiple years.

On March 11, 2021, the American Rescue Plan Act (ARPA) was signed into law by the President. The intent of the legislation is to provide state, local and tribal governments with significant resources to respond to the COVID-19 public health emergency and its economic impacts. As part of this legislation, the City of Aurora will receive a total of \$65.4 million to address issues exuberated by COVID-19. The city plans to utilize this funding to enhance services provided to residents impacted by COVID-19 and to fund a variety of transformational projects that will have a long-lasting impact on City of Aurora residents.

The city is utilizing the Gifts and Grants Fund to account for all ARPA related expenses. In 2022, ARPA funding of \$8.6 million has been included in Gifts and Grants to cover the cost of several critical priorities. Funded items are summarized below:

- \$5.2 million for affordable housing gap financing and a housing match software;
- \$1.7 million for a safe outdoor space for individuals experiencing homelessness and safety renovations at the Aurora Day Resource Center;
- \$979,500 for various infrastructure requirements within the court system;
- \$500,000 for a Disparity Study; and
- \$246,900 for 2.0 FTE positions to assist with leveraging grant funding and grant monitoring and compliance.

In addition to ARPA relief funds, \$11.4 million in Emergency Rental Relief funding was granted from the U.S. Treasury as part of the Emergency Rental Assistance program to assist households that are unable to pay rent or utilities.

### **Marijuana Tax Revenue Fund**

Marijuana Tax Revenue Fund revenue is projected to increase significantly in 2021 and in 2022. Initial thoughts assumed federal stimulus efforts and the closure of multiple entertainment options caused the increase, but recent growth suggests this is a long-term trend as sales continue to be strong despite some federal stimulus programs expiring. Operating expenditures in the Marijuana Tax Revenue Fund are increasing \$2.9 million (24.8 percent) due primarily to an additional \$2.0 million transfer to the Capital Projects Fund for road maintenance as well as additional budget for youth violence prevention and homelessness.

### **Open Space Fund**

Operating expenditures in the Open Space Fund are \$619,800 (11.6 percent) higher compared to the 2021 Original Budget. The increase is mostly in personal services, largely attributable to the citywide pay and benefit increases and the addition of 4.0 FTE, including 3.0 FTE Open Space Ranger Patrol, and 1.0 FTE Landscape Designer.

### **Recreation Fund**

The Recreation Fund is funded primarily through participant fees as well as subsidies from the General Fund. The 2022 increase of \$1.4 million (9.8 percent) in total expenditures over the 2021 Original Budget is largely attributable to the citywide pay and benefit increases, as well as an amendment for \$767,300 including 16.0 FTE for partial-year operations at the Southeast Recreation Center. The additional expenditures will be offset by \$284,200 in new revenue.

### **Risk Fund**

In 2022, expenditures are budgeted to be \$1.6 million (12.1 percent) higher than the 2021 Original Budget. Insurance premiums will increase \$919,800 (34.5 percent) reflecting market-driven premium trends. Self-insured retention amounts and claims will also increase by \$520,000. In addition, 1.0 FTE Safety Specialist was added to the fund. Funds available are expected to be fairly consistent throughout the five-year plan.

### **Water and Wastewater Funds**

The Water and Wastewater funds operate as enterprise funds in which revenues from user fees, development fees and other charges for services must cover all capital and operating costs. The total operating budget for these funds will increase \$22.5 million (14.7 percent) from the 2021 Original Budget. Significant budgetary factors addressed include the following:

- Water Fund operating budget increase of \$12.0 million (13.0 percent), including \$5.7 million in debt payment increases. Personal Services are increasing \$3.6 million, including the citywide pay and benefit increases, the addition of 4.25 FTE in the spring supplemental, and 8.8 FTE across several functions added in the amendments. The remaining \$2.7 million is spread over other account types, such as allocated expenses and supplies and services.



Development fees and water rates will increase 10.6 percent and 3.5 percent respectively in 2022.

- Wastewater Fund operating budget increase of \$10.5 million (17.2 percent), including \$3.6 million in debt payment increases. Utilities are increasing \$4.2 million (15.0 percent) primarily associated with purchased sewer/storm costs. Personal services are increasing \$1.7 million, including the citywide pay and benefit increases and the addition of a net 4.2 FTE across several functions. The remaining \$941,400 is spread over other account types, such as allocated expenses and supplies and services.

Planned rate increases include 4.0 percent in sewer and 3.5 percent in stormwater. Sewer connection fees are projected to increase 6.4 percent and no increase in stormwater development fees are projected.

## 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 2022 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 \$368.4 million in 2021, and \$237.9 million in 2022. A total of \$1.3 billion in capital projects are budgeted or planned between 2022 and 2026 in all funds.

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

- The Capital Projects Fund - \$308.9 million over five years;
- The Open Space Fund - \$42.5 million;
- The Conservation Trust Fund - \$17.2 million;
- Parks Development Fund - \$8.2 million; and
- The Water and Wastewater Funds - \$880.4 million.

### Capital Projects Fund

The Capital Projects Fund (CPF) provides support for general government capital projects. The CPF at minimum 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 public safety staffing program.

The current CPF five-year plan is higher than the previous five-year plan by \$71.9 million (30.3 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. At the September 25, 2021 Budget Workshop, Council added a \$250,000 transfer from the General Fund for traffic calming.

**Table 6. Summary of Capital Projects Fund Projects, 2022-2026**

Project	Total Cost (in \$ millions)	Percent of Total
Street Maintenance, Reconstruction & Improvements	\$ 169.4	54.8%
ARTA Revenue Share: Transportation	25.9	8.4%
Building Repair Projects	21.5	7.0%
Traffic Signal Component Replacement	16.2	5.2%
TIP, Major Traffic Improvements	11.2	3.6%
Fire Station Debt Service / Remodel	10.0	3.2%
Direct Costs – Public Works Engineering and Building Repair	8.6	2.8%
Public Safety Debt Service	7.5	2.4%
Police District 2 Office Space / Security Enhancements	7.3	2.4%
PROS-Related Projects	6.1	2.0%
Traffic Management System	3.5	1.1%
SEAM Cost Share / Fleet Expansion	3.5	1.1%
Direct Costs - Financial and Purchasing Services	3.4	1.1%
Bike/Ped Improvements	3.3	1.1%
Alley Paving Program	2.8	0.9%
IT Systems and Network, Telephone	2.1	0.7%
Art In Public Places	2.1	0.7%
TOD Development Support	1.3	0.4%
E-470 Loan Repayment	1.2	0.4%
Fiber / TMC	1.0	0.3%
ADA Accommodation Equity and Access	1.0	0.3%
<b>Total</b>	<b>\$ 308.9</b>	

***Road Maintenance Shortfall Reduction***

One of the unfortunate truths regarding the capital program as it relates to road maintenance is that given the current ongoing funding, road ratings are anticipated to decline from the good range in the near future. Public Works has estimated the shortfall to be \$15 million to \$20 million annually. During the creation of the 2022 budget, staff identified some untapped sources that can be used to provide an ongoing revenue stream for the shortfall. The sources include:

- Marijuana Funds: There are currently \$2.0 million in unallocated ongoing funds in the Marijuana Tax Revenue Fund that can be used for this purpose;

- Prepay Hogan Parkway debt and reallocate funds: The Marijuana Tax Revenue Fund currently pays \$2.4 million annually for debt related to Hogan Parkway. If the debt were paid using other sources, those funds would be freed up for road maintenance;
- Colorado Senate Bill 21-260: This approved bill will provide additional HUTF revenue starting in 2023 at \$1.3 million, growing each year over the next 10 years;
- Additional General Fund: An additional \$2.0 million transfer from the General Fund to the Capital Projects Fund can be found in the 2022 Non-Departmental amendments;
- Additional Capital Projects Fund: Starting in 2026, additional funds will become available in the Five-Year plan, a portion of which could be set aside for this purpose; and
- Resolution regarding year end additional funds available: Due to conservative revenue and expenditure projections, ending the year with funds available better than originally projected has become the norm. If funds available end up better than projected in any given year, the first \$4.0 million will be used to cover road maintenance.

With these additional sources, the 2022 Adopted Budget may provide as much as \$10.4 million toward the road maintenance shortfall. This additional funding would grow to \$15.0 million by 2026 (as HUTF grows per SB 21-260)

The CIP section of the 2022 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 69.5 percent of the city's planned five-year capital spending. The 2022 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 \$880.4 million for the 2022-2026 period.

In the Wastewater Fund, major capital projects include: First Creek Interceptor (\$51.6 million), New Sewer Line Construction (\$40.6 million), Westerly Creek Future Phases (\$17.9 million), Detention Ponds/Improvements (\$11.5 million), and Miscellaneous Sewer Replacement (\$10.6 million).

In the Water Fund, major capital projects include: Rampart Water Delivery System (\$137.7 million), Wild Horse Reservoir (\$118.0 million initial phase), Water Rights Acquisition (\$103.0 million), Wemlinger Water Purification Facility Improvements (\$55.3 million), Griswold Water Purification Facility (\$43.9 million), and New Transmission and Distribution Water Mains (\$35.6 million).

### **Other Capital Funds**

There are several funds associated with Parks, Recreation, and Open Space (PROS). The Open Space Fund, a combination of Arapahoe County Open Space (ArCo) projects and Adams County

(AdCo) projects, includes \$42.5 million over the five-year plan, which is 3.4 percent of total capital spending. The Conservation Trust Fund, funded through lottery proceeds, has projects totaling \$17.2 million in the five-year plan (1.4 percent of total capital spending). The Parks Development Fund and the Golf Courses Fund also have capital projects. The most significant projects include Median Development (\$5.6 million), Triple Creek Improvements (\$4.0 million), Sports Park Infrastructure Improvements (\$3.4 million), Central Community Park (\$2.9 million), Dome Park, (\$2.7 million), and Aurora Reservoir Improvements (\$2.6 million). 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 911 Systems Cybersecurity Upgrade account for the majority of E-911 spending. During the period 2022-2026, \$7.4 million (0.6 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 2019 through 2022;
- Attachment 4 - Comparison of the 2021 Original Budget to the 2021 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 2021 and 2022;
- Attachment 7 - Significant base budget changes in various city funds;
- Attachment 8 - Amendments listing;
- Attachment 9 - Staffing levels by fund;
- Attachment 10 – Detailed staffing changes;
- Attachment 11 - Five-year Capital Improvement Plan (2022-2026) along with information on appropriations for 2019 through 2021; and
- Attachment 12 - Capital amendments by department and fund.

# Attachment 1

## Budget in Brief

Department	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>Revenues by Source:</b>					
Taxes	336,737,727	357,336,347	326,065,980	379,796,868	386,666,547
Other Revenues	73,541,070	86,402,119	53,951,421	80,255,861	76,917,638
License and Permits	19,099,180	21,094,565	16,081,277	23,419,315	22,139,540
Intergovernmental	80,246,050	95,865,209	43,340,283	95,779,087	79,330,398
Charges for Services	260,603,145	275,203,594	282,170,563	280,946,176	307,977,632
Fines and Forfeitures	6,191,973	4,127,994	5,646,543	4,674,705	5,661,167
Operating Transfers	63,766,401	52,310,775	51,010,886	101,978,443	66,349,196
Sale of Assets	372,420	363,691	226,000	653,467	224,000
Proceeds From Borrowing	0	0	164,000,000	180,806,453	0
<b>Total Revenues</b>	<b>\$840,557,966</b>	<b>\$892,704,294</b>	<b>\$942,492,953</b>	<b>\$1,148,310,375</b>	<b>\$945,266,118</b>
<b>Operating Expenditures by Category:</b>					
Salaries and Benefits	321,303,641	337,958,429	343,482,819	340,968,246	383,684,780
Supplies and Services	159,596,739	182,416,489	169,161,420	189,067,946	201,944,955
Interfund Charges	20,663,448	21,749,007	23,387,886	22,810,140	25,862,321
Debt Related	67,273,476	25,122,372	28,689,417	48,510,520	38,027,738
Capital Related	9,677,477	9,359,664	7,267,950	6,482,323	13,828,241
Transfers Out	75,348,028	67,086,477	69,754,637	120,539,083	82,100,405
<b>Total Operating Expenditures</b>	<b>\$653,862,809</b>	<b>\$643,692,438</b>	<b>\$641,744,129</b>	<b>\$728,378,258</b>	<b>\$745,448,440</b>
<b>Operating Expenditures by Function:</b>					
Administrative Services	35,521,612	40,390,879	41,253,612	45,226,960	50,579,971
Community Services	220,904,230	229,571,440	232,271,393	243,641,525	258,486,707
Council/Appointees	24,478,094	23,852,185	26,249,651	26,605,393	26,609,336
General Management	23,153,596	8,272,441	9,928,556	9,769,887	11,938,917
Non-Departmental (Transfers)	78,979,001	98,899,025	73,147,214	132,718,413	103,408,288
Operations	270,826,276	242,706,468	258,893,703	270,416,080	294,425,221
<b>Total Operating Expenditures</b>	<b>\$653,862,809</b>	<b>\$643,692,438</b>	<b>\$641,744,129</b>	<b>\$728,378,258</b>	<b>\$745,448,440</b>
<b>Capital Improvement Program</b>	<b>\$179,695,977</b>	<b>\$228,943,143</b>	<b>\$278,312,917</b>	<b>\$368,423,523</b>	<b>\$237,882,389</b>
<b>Total Expenditures</b>	<b>\$833,558,786</b>	<b>\$872,635,581</b>	<b>\$920,057,046</b>	<b>\$1,096,801,781</b>	<b>\$983,330,829</b>
<b>FTE by Function:</b>					
Administrative Services	146.5	158.5	160.5	161.5	186.5
Community Services	1,582.5	1,600.0	1,595.0	1,604.0	1,642.5
Council/Appointees	224.0	226.0	225.0	225.0	231.0
General Management	113.5	66.5	68.5	66.5	77.5
Non-Departmental (Transfers)	10.0	5.0	5.0	1.0	14.0
Operations	1,095.5	1,158.0	1,144.0	1,151.0	1,217.0
<b>Total FTE</b>	<b>3,172.0</b>	<b>3,214.0</b>	<b>3,198.0</b>	<b>3,209.0</b>	<b>3,368.5</b>

## Attachment 2

### 2022 Summary of Total Ending Funds (Budgetary Basis)

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

Fund Name	2022 Beg Funds	Revenues	Transfers In	Total Uses *	Net	2022 End Funds
Capital Projects Fund	43,869,508	18,251,622	50,514,786	62,344,487	6,421,921	50,291,429
Community Development Fund	-	4,473,839	257,618	4,731,457	-	-
Conservation Trust Fund	3,770,959	4,200,000	-	6,686,074	(2,486,074)	1,284,885
Cultural Services Fund	1,354,589	1,302,631	1,912,604	3,515,634	(300,399)	1,054,190
Debt Service (SID) Fund	27,845	78,876	-	106,721	(27,845)	-
Designated Revenues Fund	10,482,679	5,475,524	50,000	6,968,084	(1,442,560)	9,040,119
Development Review Fund	15,185,140	21,468,841	-	21,114,212	354,629	15,539,769
Enhanced E-911 Fund	3,259,214	6,562,449	4,892,737	11,422,202	32,984	3,292,198
Fleet Management Fund	267,009	11,801,660	121,000	11,922,660	-	267,009
General Fund	86,870,119	417,760,945	-	426,148,586	(8,387,641)	78,482,478
Gifts & Grants Fund	42,042,509	38,086,047	-	23,450,823	14,635,224	56,677,733
Golf Courses Fund	3,082,390	8,495,000	250,000	8,905,120	(160,120)	2,922,270
Marijuana Tax Revenue Fund	8,489,169	17,385,390	-	14,562,346	2,823,044	11,312,213
Open Space Fund	11,747,576	12,221,060	-	18,205,725	(5,984,665)	5,762,911
Parking and Mobility Fund	-	419,434	746,498	1,165,932	-	-
Parks Development Fund	15,066,999	1,700,000	-	1,636,560	63,440	15,130,439
Recreation Fund	2,906,989	8,039,490	7,540,953	15,936,662	(356,219)	2,550,770
Risk Management Fund	4,804,766	14,596,703	63,000	14,830,840	(171,137)	4,633,629
Wastewater Fund	29,821,338	89,749,113	-	119,217,760	(29,468,647)	352,691
Water Fund	45,292,143	196,848,298	-	210,458,944	(13,610,646)	31,681,497
<b>Total</b>	<b>\$328,340,941</b>	<b>\$878,916,922</b>	<b>\$66,349,196</b>	<b>\$983,330,829</b>	<b>(\$38,064,711)</b>	<b>\$290,276,230</b>

\* Total Uses include transfers out.

**Attachment 3**  
Expenditure Summary: All Funds

Fund Name	2019 Operating	2019 Capital	2019 Actual	2020 Operating	2020 Capital	2020 Actual
<b>Non-General Fund</b>						
Capital Projects Fund	-	68,987,666	68,987,666	-	49,876,652	49,876,652
Community Development Fund	5,476,782	-	5,476,782	7,248,147	-	7,248,147
Conservation Trust Fund	1,149,094	2,652,500	3,801,594	1,234,027	1,328,887	2,562,914
Cultural Services Fund	3,403,480	-	3,403,480	2,707,196	-	2,707,196
Debt Service (SID) Fund	105,380	-	105,380	97,713	-	97,713
Designated Revenues Fund	6,843,606	-	6,843,606	5,408,668	-	5,408,668
Development Review Fund	17,276,848	-	17,276,848	19,187,916	-	19,187,916
Enhanced E-911 Fund	8,477,861	1,294,551	9,772,412	7,896,211	5,813,000	13,709,211
Fleet Management Fund	10,477,207	-	10,477,207	10,131,540	-	10,131,540
Gifts & Grants Fund	5,627,931	13,143,800	18,771,731	40,671,662	2,741,356	43,413,018
Golf Courses Fund	7,700,903	243,500	7,944,403	7,781,867	850,000	8,631,867
Marijuana Tax Revenue Fund	11,781,143	-	11,781,143	11,205,331	-	11,205,331
Open Space Fund	4,905,255	5,281,884	10,187,139	5,059,092	489,489	5,548,581
Parking and Mobility Fund	1,046,764	-	1,046,764	882,184	-	882,184
Parks Development Fund	78,305	2,279,227	2,357,532	24,805	212,200	237,005
Recreation Fund	13,141,094	-	13,141,094	9,286,813	-	9,286,813
Risk Management Fund	10,181,260	-	10,181,260	12,221,053	-	12,221,053
Wastewater Fund	56,755,018	10,066,112	66,821,130	55,983,900	19,995,615	75,979,515
Water Fund	125,847,064	75,746,737	201,593,801	85,107,215	147,635,944	232,743,159
<b>Total Non-General Fund</b>	<b>\$290,274,995</b>	<b>\$179,695,977</b>	<b>\$469,970,972</b>	<b>\$282,135,340</b>	<b>\$228,943,143</b>	<b>\$511,078,483</b>
General Fund	363,587,814	-	363,587,814	361,557,098	-	361,557,098
<b>Total Budget</b>	<b>\$653,862,809</b>	<b>\$179,695,977</b>	<b>\$833,558,786</b>	<b>\$643,692,438</b>	<b>\$228,943,143</b>	<b>\$872,635,581</b>

### Attachment 3

#### Expenditure Summary: All Funds

Fund Name	2021 Operating	2021 Capital	2021 Projection	2022 Operating	2022 Capital	2022 Adopted
<b>Non-General Fund</b>						
Capital Projects Fund	-	87,272,889	87,272,889	-	62,344,487	62,344,487
Community Development Fund	10,623,253	-	10,623,253	4,731,457	-	4,731,457
Conservation Trust Fund	1,468,358	2,347,542	3,815,900	1,721,074	4,965,000	6,686,074
Cultural Services Fund	3,461,065	-	3,461,065	3,515,634	-	3,515,634
Debt Service (SID) Fund	90,904	-	90,904	106,721	-	106,721
Designated Revenues Fund	5,562,793	-	5,562,793	6,968,084	-	6,968,084
Development Review Fund	21,966,395	-	21,966,395	21,114,212	-	21,114,212
Enhanced E-911 Fund	8,863,146	3,482,000	12,345,146	9,104,952	2,317,250	11,422,202
Fleet Management Fund	10,231,083	-	10,231,083	11,922,660	-	11,922,660
Gifts & Grants Fund	17,933,725	-	17,933,725	23,450,823	-	23,450,823
Golf Courses Fund	8,037,756	700,000	8,737,756	8,305,120	600,000	8,905,120
Marijuana Tax Revenue Fund	13,288,501	-	13,288,501	14,562,346	-	14,562,346
Open Space Fund	5,381,603	2,118,517	7,500,120	5,960,142	12,245,583	18,205,725
Parking and Mobility Fund	844,456	-	844,456	1,165,932	-	1,165,932
Parks Development Fund	-	1,002,128	1,002,128	-	1,636,560	1,636,560
Recreation Fund	10,303,220	-	10,303,220	15,936,662	-	15,936,662
Risk Management Fund	14,542,786	-	14,542,786	14,830,840	-	14,830,840
Wastewater Fund	74,309,806	79,648,848	153,958,654	71,402,760	47,815,000	119,217,760
Water Fund	93,532,632	191,851,599	285,384,231	104,500,435	105,958,509	210,458,944
<b>Total Non-General Fund</b>	<b>\$300,441,482</b>	<b>\$368,423,523</b>	<b>\$668,865,005</b>	<b>\$319,299,854</b>	<b>\$237,882,389</b>	<b>\$557,182,243</b>
General Fund	427,936,776	-	427,936,776	426,148,586	-	426,148,586
<b>Total Budget</b>	<b>\$728,378,258</b>	<b>\$368,423,523</b>	<b>\$1,096,801,781</b>	<b>\$745,448,440</b>	<b>\$237,882,389</b>	<b>\$983,330,829</b>



## Attachment 4

### 2021 Original To Projection Variance

Fund Name	<u>2021 Original</u>		2021 Original	<u>2021 Projection</u>		2021 Projection	Project/Orig Variance
	Operating	Capital		Operating	Capital		
<b>Non-General Fund</b>							
Capital Projects Fund	-	39,197,944	39,197,944	-	87,272,889	87,272,889	48,074,945
Community Development Fund	4,961,147	-	4,961,147	10,623,253	-	10,623,253	5,662,106
Conservation Trust Fund	1,456,256	2,345,000	3,801,256	1,468,358	2,347,542	3,815,900	14,644
Cultural Services Fund	3,376,744	-	3,376,744	3,461,065	-	3,461,065	84,321
Debt Service (SID) Fund	107,229	-	107,229	90,904	-	90,904	(16,325)
Designated Revenues Fund	8,544,525	-	8,544,525	5,562,793	-	5,562,793	(2,981,732)
Development Review Fund	17,548,556	-	17,548,556	21,966,395	-	21,966,395	4,417,839
Enhanced E-911 Fund	8,750,424	3,182,000	11,932,424	8,863,146	3,482,000	12,345,146	412,722
Fleet Management Fund	10,429,774	-	10,429,774	10,231,083	-	10,231,083	(198,691)
Gifts & Grants Fund	10,834,004	-	10,834,004	17,933,725	-	17,933,725	7,099,721
Golf Courses Fund	7,985,613	700,000	8,685,613	8,037,756	700,000	8,737,756	52,143
Marijuana Tax Revenue Fund	11,667,493	-	11,667,493	13,288,501	-	13,288,501	1,621,008
Open Space Fund	5,340,315	2,118,517	7,458,832	5,381,603	2,118,517	7,500,120	41,288
Parking and Mobility Fund	1,036,043	-	1,036,043	844,456	-	844,456	(191,587)
Parks Development Fund	-	1,000,000	1,000,000	-	1,002,128	1,002,128	2,128
Recreation Fund	14,511,103	-	14,511,103	10,303,220	-	10,303,220	(4,207,883)
Risk Management Fund	13,226,831	-	13,226,831	14,542,786	-	14,542,786	1,315,955
Wastewater Fund	60,929,079	79,648,848	140,577,927	74,309,806	79,648,848	153,958,654	13,380,727
Water Fund	92,478,068	150,120,608	242,598,676	93,532,632	191,851,599	285,384,231	42,785,555
<b>Total Non-General Fund</b>	<b>\$273,183,204</b>	<b>\$278,312,917</b>	<b>\$551,496,121</b>	<b>\$300,441,482</b>	<b>\$368,423,523</b>	<b>\$668,865,005</b>	<b>\$117,368,884</b>
General Fund	368,560,925	-	368,560,925	427,936,776	-	427,936,776	59,375,851
<b>Total Budget</b>	<b>\$641,744,129</b>	<b>\$278,312,917</b>	<b>\$920,057,046</b>	<b>\$728,378,258</b>	<b>\$368,423,523</b>	<b>1,096,801,781</b>	<b>\$176,744,735</b>

## Attachment 5

### General Fund Expenditures

Department	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Aurora911	6,257,740	6,861,527	6,810,366	6,827,698	7,331,734
City Attorney	6,878,370	7,023,694	7,093,941	7,166,395	7,974,613
City Council	1,247,948	1,239,327	1,351,384	1,354,885	1,422,800
Civil Service Commission	1,175,156	1,091,501	947,363	1,204,037	1,228,968
Communications	3,815,888	3,179,692	3,794,021	3,648,822	4,183,873
Court Administration	10,114,255	9,946,307	10,357,491	10,445,061	11,289,030
Finance	6,957,157	7,667,087	8,282,873	8,428,421	9,789,993
Fire	59,440,671	62,019,521	62,458,706	62,541,066	72,329,087
General Management	9,030,841	3,903,502	4,769,623	4,567,222	5,797,675
Housing and Community Services	5,981,155	5,373,683	6,548,780	6,605,970	7,118,171
Human Resources	2,306,129	2,564,368	2,703,030	2,950,243	3,575,987
Information Technology	12,586,809	13,744,296	13,093,003	14,689,213	18,480,575
Judicial	2,874,629	2,905,087	3,014,246	3,041,243	3,183,889
Library & Cultural Services	6,436,683	5,701,637	5,726,785	5,576,940	6,734,923
Non-Departmental	64,465,602	51,292,731	56,079,429	114,838,983	74,938,048
Parks, Recreation & Open Space	14,244,954	14,170,133	14,919,524	14,279,435	17,237,501
Planning & Development Services	3,071,569	2,840,828	2,934,894	2,823,237	3,541,868
Police	116,421,887	123,718,068	122,318,901	121,892,703	130,265,718
Public Defender	1,267,711	1,737,944	1,527,031	1,599,385	1,919,628
Public Works	29,012,660	34,576,165	33,829,534	33,455,817	37,804,505
<b>Total General Fund Expenditures</b>	<b>\$363,587,814</b>	<b>\$361,557,098</b>	<b>\$368,560,925</b>	<b>\$427,936,776</b>	<b>\$426,148,586</b>

## Attachment 6

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

Significant Decreases in 2021 Funds Available		
Fund	Decrease	Comments
<b>Enhanced E-911</b>	\$ (1,136,461)	Primarily due to increase in overtime expenditures required to maintain appropriate staffing levels in the Aurora911 Center as well spending of funds available on capital projects
<b>General</b>	\$ (20,106,418)	Primarily due to increase in transfers to the Capital Project Fund for the I-70/Picadilly Interchange and Enterprise Resource Planning (ERP) platform
<b>Risk Management</b>	\$ (1,207,791)	Primarily due to increases in insurance premiums and claims
<b>Wastewater</b>	\$ (9,347,146)	Due primarily to the \$16.0 million debt repayment from Wastewater Fund to Water Fund

Significant Increases in 2021 Funds Available		
Fund	Increase	Comments
<b>Capital Projects</b>	\$ 15,069,033	Primarily due to strong revenue growth and receipt of Capital Impact Fees
<b>Development Review</b>	\$ 3,426,680	Revenue in 2021 is projected to be 76.4 percent more than the original budget as development has increased beyond all prior expectation
<b>Gifts and Grants</b>	\$ 31,589,023	Significant American Rescue Plan Act (ARPA) relief funds that have been granted as a result of the COVID-19 pandemic
<b>Marijuana Tax Revenue</b>	\$ 3,239,291	Retail marijuana industry in Aurora projected to generate 26.0 percent more than originally budgeted, appearing to relate to COVID-19 pandemic and increased income due to federal stimulus efforts
<b>Open Space</b>	\$ 4,359,348	Primarily due to higher than expected Intergovernmental (IGA) Revenue
<b>Water</b>	\$ 25,219,316	The projection in 2021 is 7.0 percent higher due to higher development activity and the repayment of the \$16.0 million loan from the Wastewater Fund

Significant Planned Drawdowns of Funds Available in 2022		
Fund	Drawdown	Comments
<b>Conservation Trust</b>	\$ (2,486,074)	Spending on capital construction over the next few years will be higher than average to spend down available funds and resume projections that were intentionally scaled back in 2020 due to COVID-19 uncertainty
<b>Designated Revenues</b>	\$ (1,442,560)	Primarily due to anticipated development incentive payments and increased community trees expenditures drawing down funds
<b>General</b>	\$ (8,387,641)	Primarily attributed to the 17.0 FTE Fire Ladder Company to Station 8 and other one-time amendments, most notably in Police, Fire, Public Works, and Information Technology
<b>Open Space</b>	\$ (5,984,665)	Capital expenditures in 2022 are expected to surpass \$12.2 million, the highest amount in the five-year plan, given significant capital projects
<b>Wastewater</b>	\$ (29,468,647)	Spending of funds available on capital projects
<b>Water</b>	\$ (13,610,646)	Spending of funds available on capital projects

Significant Planned Increases in Funds Available in 2022		
Fund	Increase	Comments
<b>Capital Projects</b>	\$ 6,421,921	Additional unspent capital impact fees
<b>Gifts and Grants</b>	\$ 14,635,224	Driven by the anticipated receipt of the second half of the ARPA grant funds.
<b>Marijuana Tax Revenue</b>	\$ 2,823,044	Continuation of revenue growth from past several years

**Attachment 7 - Significant Base Budget Adjustments, Non-General Fund**

**Attachment 7**  
**Significant Base Budget Adjustments, Non-General Fund**

<b>Fund</b>	<b>Item</b>	<b>Amount</b>	<b>Description</b>
<b>Designated Revenues</b>	2021 Spring Supplemental	\$ (1,967,256)	Primarily for Youth Violence Prevention Program and unanticipated revenue decline for court surcharge program
	Other Adjustments	\$ 412,940	Primarily due to Destination Marketing Improvement Fee adjustment
<b>Development Review</b>	2021 Spring Supplemental	\$ 565,358	Primarily for activation of four Non-Departmental FTE positions
	One-Time Expenditures	\$ 225,147	Primarily due to the restoration of the 2021 furlough reductions
	Other Adjustments	\$ 640,058	Primarily due to Development Review Fund allocation to the General Fund and mandated cost adjustments
	Personal Services Adjustments	\$ 263,957	Primarily due to changes in salaries and benefits
<b>Enhanced E-911</b>	Other Adjustments	\$ 154,865	Primarily towards mandated department costs for IT and minority towards a removal for vacancy savings assumption in Aurora911
<b>Fleet Management</b>	Other Adjustments	\$ 779,798	Primarily due to Fleet mandated cost increases for parts, repairs, sublets, and fuel
	Personal Services Adjustments	\$ 113,508	Primarily due to changes in salaries and benefits and anticipated vacancy savings
<b>Gifts &amp; Grants</b>	One-Time Expenditures	\$ (565,367)	Primarily due to allocated administration adjustments for Fire SAFER grants
	Other Adjustments	\$ 4,714,229	Primarily due to Treasury Emergency Rental for Housing and Community Services
	Personal Services Adjustments	\$ (117,513)	Primarily due to Judicial DOLA grant allocation adjustments
<b>Golf Course</b>	One-Time Expenditures	\$ 173,176	Primarily due to loan repayment and restoration of the 2021 furlough reductions
<b>Marijuana Tax Revenue</b>	Other Adjustments	\$ 939,702	Primarily due to marijuana sales tax revenue transfer to support homelessness programs and programs directly related to youth violence prevention
<b>Recreation</b>	One-Time Expenditures	\$ 108,232	Primarily due to the restoration of the 2021 furlough reductions
	Personal Services Adjustments	\$ 296,599	Temporary labor and other personal services adjustments
<b>Risk Management</b>	Other Adjustments	\$ 1,438,043	Primarily due to adjustments for expected increased insurance premiums and claims to be paid in 2022
<b>Wastewater</b>	One-Time Expenditures	\$ 238,137	Primarily due to the restoration of the 2021 furlough reductions
	Other Adjustments	\$ 8,587,120	Primarily adjustments for debt payments and other contractual obligations as well as an adjustment to the General Fund overhead allocation
	Personal Services Adjustments	\$ 694,840	Primarily for citywide pay and benefit adjustments
<b>Water</b>	2021 Spring Supplemental	\$ 315,657	Primarily due to the addition of 4.0 FTE
	One-Time Expenditures	\$ 487,382	Primarily due to the restoration of the 2021 furlough reductions
	Other Adjustments	\$ 7,877,945	Primarily adjustments for debt payments and other contractual obligations as well as an adjustment to the General Fund overhead
	Personal Services Adjustments	\$ 1,120,184	Primarily for citywide pay and benefit adjustments

## **Attachment 8** Amendments Listing

Attachment 8 will list out the amendments that can be found in the 2022 Adopted Budget.

There are three separate breakdowns of amendments:

**ARPA Amendments:** These are amendments using the American Rescue Plan Act Funds. They are broken into the three allocation buckets: Community Assistance, Infrastructure, and Service Preservation. The detail behind this list can be found in the Non-Departmental department pages.

**General Fund Amendments:** These are amendments specifically in the General Fund. They are broken down by Deputy City Manager, then by department. The detail behind this list can be found in the individual department pages.

**Non-General Fund Amendments:** These are amendments not in the General Fund. They are broken down alphabetically by fund, then by department. The detail behind this list can be found in the individual department pages. For organizational purposes and to limit repetition, the Non-Departmental amendments associated with Equal Pay Equal Work are not shown on this list but will be noted in the summary total.

## Attachment 8

ARPA Amendments (Shows under Non-Departmental)

### Community Assistance

#### General Management

One-Time	Ongoing	FTE	Adjustment Title
\$ 500,000	\$ -	-	Disparity Study
\$ 500,000	\$ -	-	Total Adds

#### Housing and Community Services

One-Time	Ongoing	FTE	Adjustment Title
\$ 5,000,000	\$ -	-	Affordable Housing Gap Financing
200,000	-	-	Aurora Day Resource Center Safety Renovations
-	200,000	-	Housing Matching Software
250,000	1,200,000	-	Safe Outdoor Spaces with Shower, Laundry, Restroom Trailer and Programming
\$ 5,450,000	\$ 1,400,000	-	Total Adds

**\$ 5,950,000    \$ 1,400,000    -    Total Community Assistance**

### Infrastructure

#### Court Administration

One-Time	Ongoing	FTE	Adjustment Title
\$ 30,300	\$ -	-	Courtroom Monitors
576,000	-	-	Courtroom Audio / Video Integration
258,710	-	-	Detention Hardware and Software Upgrades
67,500	-	-	Network Switches
\$ 932,510	\$ -	-	Total Adds

#### Judicial

One-Time	Ongoing	FTE	Adjustment Title
\$ 47,000	\$ -	-	Smart Hubs for the Courthouse
\$ 47,000	\$ -	-	Total Adds

**\$ 979,510    \$ -    -    Total Infrastructure**

## Attachment 8

ARPA Amendments (Shows under Non-Departmental)

### Service Preservation

**Finance**

One-Time	Ongoing	FTE	Adjustment Title
\$ 3,960	\$ 242,933	2.00	Add 2.0 FTE ARPA Grant Positions
\$ 3,960	\$ 242,933	2.00	Total Adds
<b>\$ 3,960</b>	<b>\$ 242,933</b>	<b>2.00</b>	<b>Total Service Preservation</b>
<b>\$ 6,933,470</b>	<b>\$ 1,642,933</b>	<b>2.00</b>	<b>Total ARPA</b>

## Attachment 8

### General Fund Amendments

#### General Fund - Departments not under a Deputy City Manager

##### City Attorney

One-Time	Ongoing	FTE	Amendment Title
\$ 2,730	\$ 217,092	1.00	Add 1.0 FTE Client Group Manager, Public Safety
-	66,310	1.00	Add 1.0 FTE Legal Secretary
\$ 2,730	\$ 283,402	2.00	Total Amendments

##### City Council

One-Time	Ongoing	FTE	Amendment Title
\$ 500,000	\$ 500,000	-	Council Set-Aside
-	16,000	-	Restore Council Contingency
-	22,000	-	Restore Council Travel
\$ 500,000	\$ 538,000	-	Total Amendments

##### Civil Service

One-Time	Ongoing	FTE	Amendment Title
\$ 249,000	\$ -	-	Add Funding for Contingent Staff to Support the Frequency and Size of Academies
\$ 249,000	\$ -	-	Total Amendments

##### Court Administration

One-Time	Ongoing	FTE	Amendment Title
\$ 6,500	\$ 110,137	1.00	Add 1.0 FTE Business Systems Analyst
\$ 6,500	\$ 110,137	1.00	Total Amendments



## Attachment 8

### General Fund Amendments

#### General Fund - Departments not under a Deputy City Manager

##### General Management

One-Time	Ongoing	FTE	Amendment Title
\$ 1,980	\$ 87,842	1.00	City Clerk: Add 1.0 FTE City Clerk Analyst
1,980	90,828	1.00	DEI: Add 1.0 FTE DEI Project Coordinator
64,000	-	-	DEI: Contracted Services - Curriculum, Training Model, and Assessment Tools
50,000	-	-	DEI: Sustainability and Equity Study
-	12,000	-	Internal Audit: Professional Development Funding
95,000	6,000	-	Oil and Gas Division: Air Monitoring System Network
5,940	436,839	3.00	Police Monitor Division: Add 3.0 FTE Police Monitors
\$ 218,900	\$ 633,509	5.00	Total Amendments

##### Information Technology

One-Time	Ongoing	FTE	Amendment Title
\$ 2,500	\$ 109,535	1.00	Add 1.0 FTE GIS Analyst
2,000	168,904	1.00	Add 1.0 FTE Security Operations Supervisor
-	54,045	0.50	Add 1.0 FTE Sr. Procurement Agent (IT, Water)
-	45,000	-	CAPSTC: Increase Operating Funds
85,000	-	-	CAPSTC: Nederman Exhaust
60,000	-	-	CAPSTC: Replace Retention Pond Liner
100,000	-	-	CAPSTC: Telehandler/Telescopic Handler Purchase
150,000	-	-	CAPSTC: Training Office Space
20,000	-	-	CAPSTC: Video Creation/Editing Software
200,000	-	-	Cloud Security Architect
-	1,001,243	8.00	Enterprise Resource Planning: Add Personnel and Other Ongoing Costs
-	-	2.00	OPI Systems Governance and Cost Allocation
200,000	-	-	Physical Security Network Engineer
250,000	500,000	-	Service Execution and Delivery Funding
\$ 1,069,500	\$ 1,878,727	12.50	Total Amendments

**Attachment 8**  
General Fund Amendments

**General Fund - Departments not under a Deputy City Manager**

**Public Defender**

<b>One-Time</b>	<b>Ongoing</b>	<b>FTE</b>	<b>Amendment Title</b>
\$ 1,980	\$ 98,948	1.00	Convert CARES Funded Temporary Deputy Public Defender to 1.0 FTE in the General Fund
1,980	99,791	1.00	Convert DOLA Funded Temporary Deputy Public Defender to 1.0 FTE in the General Fund
\$ 3,960	\$ 198,739	2.00	Total Amendments

**Council Amendments - Departments not under a Deputy City Manager**

**City Council**

<b>One-Time</b>	<b>Ongoing</b>	<b>FTE</b>	<b>Amendment Title</b>
\$ 10,000	\$ -	-	Arts Festival
(500,000)	(500,000)	-	Remove Set-Asides
\$ (490,000)	\$ (500,000)	-	Total Amendments

## Attachment 8

### General Fund Amendments

#### General Fund - Departments under Deputy City Manager Batchelor

##### Aurora911

One-Time	Ongoing	FTE	Amendment Title
\$ 75,000	\$ -	-	Office Space Optimization
-	75,000	-	Professional Development
2,000	101,733	1.00	Restore 1.0 FTE Communications Supervisor
\$ 77,000	\$ 176,733	1.00	Total Amendments

##### Fire

One-Time	Ongoing	FTE	Amendment Title
\$ 150,000	\$ -	-	Ballistic Gear for Firefighters
277,200	-	-	Fire Equipment and Training
78,400	-	-	Firefighter Health and Wellness
700,000	-	-	Paramedic Training Catch-up
250,000	-	-	Station Tones and Alerting System
\$ 1,455,600	\$ -	-	Total Amendments

##### Planning and Development Services

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 87,000	-	1400 Dallas St Building Management
100,000	-	-	City Center Master Plan
-	75,893	1.00	Restore 1.0 FTE GIS Specialist
-	71,724	1.00	Restore 1.0 FTE Management Assistant
-	-	3.50	Technical Transfer of 3.5 Planning FTE from the Designated Revenues Fund to the General Fund (AURA Funded)
\$ 100,000	\$ 234,617	5.50	Total Amendments

## Attachment 8

### General Fund Amendments

#### General Fund - Departments under Deputy City Manager Batchelor

##### Police

One-Time	Ongoing	FTE	Amendment Title
\$ 8,000	\$ 107,611	1.00	Add 1.0 FTE Crime Analyst Supervisor
5,000	78,927	1.00	Add 1.0 FTE Police Personnel Specialist
25,000	670,378	5.00	Add 5.0 FTE Electronic Support Section Analysts
15,000	359,157	5.00	Add 5.0 FTE Records Staff
446,840	425,981	6.00	Add 6.0 FTE Community Service Officer Pilot *
775,400	-	-	APD Vehicle Replacement
-	180,000	-	Crime Lab Equipment Funding
261,200	-	-	Emergency Response Team PPE and Equipment
40,000	-	-	New Laptops for Academy
150,000	-	-	Uniform and Equipment Replacement
\$ 1,726,440	\$ 1,822,054	18.00	Total Amendments

\* Additional 6.0 FTE projected in 2023

#### Council Adjustments - Departments under Deputy City Manager Batchelor

##### Fire

One-Time	Ongoing	FTE	Amendment Title
\$ 1,500,000	\$ 2,100,000	17.00	Add 17.0 FTE Ladder Company to Station 8
\$ 1,500,000	\$ 2,100,000	17.00	Total Amendments

##### Planning and Development Services

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 85,000	1.00	Add 1.0 FTE Retail Specialist
\$ -	\$ 85,000	1.00	Total Amendments

## Attachment 8

### General Fund Amendments

#### General Fund - Departments under Deputy City Manager Brown / Perry

##### Human Resources

One-Time	Ongoing	FTE	Amendment Title
\$ 50,000	\$ -	-	Convert Existing HR Storage Spaces into Office and Conference Room
-	513,093	5.00	Enterprise Resource Planning: Add Personnel and Other Ongoing Costs
-	10,515	-	eSOPH Background Screening Tool
-	83,212	1.50	HR Reorganization: Add 1.5 FTE Offset by Repurposing of Kaiser Clinic for Employee Wellness
-	50,000	-	Restore ARISE Program
-	20,000	-	Restore CORE 4 Training
-	20,000	-	Restore Summer Splash
\$ 50,000	\$ 696,820	6.50	Total Amendments

##### Library & Cultural Svcs

One-Time	Ongoing	FTE	Amendment Title
\$ 90,000	\$ -	-	Donor Management Software Purchase
120,000	-	-	Library Bookshelves and Furniture Replacement
75,000	-	-	Library Copier Replacement
-	121,651	2.00	Restore 2.0 FTE Library Assistant Positions
200,000	200,000	-	Restore Library Materials Acquisition Budget
\$ 485,000	\$ 321,651	2.00	Total Amendments

## Attachment 8

### General Fund Amendments

#### General Fund - Departments under Deputy City Manager Brown / Perry

##### Parks, Rec, and Open Space

One-Time	Ongoing	FTE	Amendment Title
\$ 51,661	\$ 101,602	1.00	Add 1.0 FTE PROS Maintenance Contract Supervisor
198,432	375,708	4.00	Add FTE For Mandated Colorado 811 Utility Location Positions
-	100,000	-	Aurora Reservoir Contract Maintenance*
192,000	108,000	-	Fire Station Landscape and Water Conservation Maintenance
-	226,000	-	Mandated-New Median and Park Property Maintenance Contracts
130,000	-	-	Outsource Commercial Drivers License Training and Testing
\$ 572,093	\$ 911,310	5.00	Total Amendments

\* Includes \$80,000 additional revenue

##### Public Works

One-Time	Ongoing	FTE	Amendment Title
\$ 152,000	\$ 351,332	4.00	Add 4.0 FTE Public Improvement Inspectors*
-	301,338	4.00	Add 4.0 FTE Utility Locator Positions
-	87,068	1.00	Convert Contingent Real Property Specialist to FTE
1,000,000	-	-	Fleet Replacement Program One-Time Increase
50,000	-	-	Professional Services for SharePoint Development
35,000	1,500	-	Purchase Engineering Division Pool Vehicle
275,000	2,000	-	Purchase Pavement Marking Vehicle
2,000	128,202	1.00	Restore 1.0 FTE Traffic Calming Engineer
\$ 1,514,000	\$ 871,440	10.00	Total Amendments

\* Includes \$351,300 additional revenue

#### Council Adjustments - Departments under Deputy City Manager Brown / Perry

##### Parks, Recreation, and Open Space

One-Time	Ongoing	FTE	Amendment Title
\$ 65,000	\$ 74,000	1.00	Add 1.0 FTE Ranger and Vehicle
\$ 65,000	\$ 74,000	1.00	Total Amendments

## Attachment 8

### General Fund Amendments

#### General Fund - Departments under Deputy City Manager Venegas

##### Communications

One-Time	Ongoing	FTE	Amendment Title
\$ 2,000	\$ 112,810	1.00	Add 1.0 FTE Access Aurora Customer Service Manager
-	100,000	-	Restore Half of Advertising Budget
\$ 2,000	\$ 212,810	1.00	Total Amendments

##### Finance

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 200,000	1.00	Add 1.0 FTE Strategic Planning Manager and Software System
-	698,297	7.00	Enterprise Resource Planning: Add Personnel and Other Ongoing Costs
70,000	-	-	Overtime Funding During Enterprise Resource Planning Implementation
300,000	-	-	Workday Report Writing Consulting Services
\$ 370,000	\$ 898,297	8.00	Total Amendments

##### Housing and Community Services

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 45,684	0.50	Add 1.0 FTE Debt Financial Analyst (HCS, Water)
-	250,000	-	Encampment Clean-up Funding
\$ -	\$ 295,684	0.50	Total Amendments

##### Non-Departmental

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 287,367	-	Enterprise Resource Planning: Add Personnel and Other Ongoing Costs
-	2,727,215	-	Equal Pay Equal Work Act Adjustments Impact
-	(83,212)	-	HR Reorganization: Add 1.5 FTE Offset by Repurposing of Kaiser Clinic for Employee Wellness
121,000	-	-	Purchase Replacement Fleet Utility Truck
-	500,000	-	Southeast Recreation Center Partial Year Operations
-	2,000,000	-	Street Maintenance Step Toward Covering Road Maintenance Shortfall
\$ 121,000	\$ 5,431,370	-	Total Amendments

**Attachment 8**  
General Fund Amendments

**Council Adjustments - Departments under Deputy City Manager Venegas**

**Non-Departmental**

<b>One-Time</b>	<b>Ongoing</b>	<b>FTE</b>	<b>Amendment Title</b>
\$ 250,000	\$ -	-	One-Time Transfer from General Fund to Capital Projects Fund for Traffic Calming
\$ 250,000	\$ -	-	Total Amendments

**\$ 9,848,723    \$ 17,274,300    99.00    Total General Fund**



## Attachment 8

### Non-General Fund Amendments

#### Community Development Block Grant Fund Amendments

##### Housing and Community Services

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ (130,013)	-	Anticipated CDBG Program Variance
-	(98,926)	-	Anticipated HOME Program Variance
\$ -	\$ (228,939)	-	Total Adds

#### Conservation Trust Fund Amendments

##### Parks, Recreation and Open Space

One-Time	Ongoing	FTE	Amendment Title
\$ 63,950	\$ 87,244	1.00	Add FTE For Mandated Colorado 811 Utility Location Positions
37,500	250	-	Open Space Trail Snow Removal Equipment
\$ 101,450	\$ 87,494	1.00	Total Adds

#### Designated Revenues Fund Amendments

##### Parks, Recreation and Open Space

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 300,000	-	Emerald Ash Borer Management Plan
110,000	-	-	Parks Vault Toilet Cleaning Services
\$ 110,000	\$ 300,000	-	Total Adds

##### Planning & Development Services

One-Time	Ongoing	FTE	Amendment Title
-	(504,118)	(3.50)	Technical Transfer of 3.5 Planning FTE from the Designated Revenues Fund to the General Fund (AURA Funded)
\$ -	\$ (504,118)	(3.50)	Total Adds

**\$ 110,000    \$ (204,118)    (3.50) TOTAL Designated Revenues Fund**

## Attachment 8

### Non-General Fund Amendments

#### Development Review Fund Amendments

##### General Management

One-Time	Ongoing	FTE	Amendment Title
\$ 1,980	\$ 86,621	1.00	Add 1.0 FTE Analyst in the Office of Process Improvement (OPI)
3,960	183,201	2.00	Add Development Review Fund Staffing
-	228,307	2.00	OPI Systems Governance and Cost Allocation
\$ 5,940	\$ 498,129	5.00	Total Adds

##### Information Technology

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ (116,023)	(3.00)	OPI Systems Governance and Cost Allocation
\$ -	\$ (116,023)	(3.00)	Total Adds

##### Non-Departmental

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ -	(1.00)	Activate and Fund 1.0 FTE Development Review Coordinator in Parks, Recreation and Open Space (PROS)
-	-	12.00	Add Budget Authority for 12.0 FTE in the Development Review Fund
\$ -	\$ -	11.00	Total Adds

##### Parks, Recreation, and Open Space

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 110,137	1.00	Activate and Fund 1.0 FTE Development Review Coordinator in Parks, Recreation and Open Space (PROS)
\$ -	\$ 110,137	1.00	Total Adds

##### Planning & Development Services

One-Time	Ongoing	FTE	Amendment Title
\$ 1,980	\$ 75,188	1.00	Add Development Review Fund Staffing
100,000	-	-	Interdepartmental Growth and Forecasting Modeling Tool
\$ 101,980	\$ 75,188	1.00	Total Adds

## Attachment 8

### Non-General Fund Amendments

#### Development Review Fund Amendments, Continued

##### Public Works

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 143,828	1.00	Add 1.0 FTE Development Review Senior Engineer
21,780	932,779	11.00	Add Development Review Fund Staffing
\$ 21,780	\$ 1,076,607	12.00	Total Adds

**\$ 129,700    \$ 1,644,038    27.00    TOTAL Development Review Fund**

#### Fleet Fund Amendments

##### Public Works

One-Time	Ongoing	FTE	Amendment Title
\$ 121,000	\$ 1,000	-	Purchase Replacement Fleet Utility Truck
-	333,983	-	Ongoing Funding for Fleet Apprenticeship Program
\$ 121,000	\$ 334,983	-	Total Adds

#### Marijuana Tax Revenue Fund Amendments

##### Non-Departmental

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 2,000,000	-	Street Maintenance Step Toward Covering Road Maintenance Shortfall
\$ -	\$ 2,000,000	-	Total Adds

#### Open Space Fund Amendments

##### Parks, Recreation and Open Space

One-Time	Ongoing	FTE	Amendment Title
\$ 65,000	\$ 221,547	3.00	Add 3.0 FTE Open Space Ranger Patrol
2,500	82,645	1.00	Restore 1.0 FTE Landscape Designer
\$ 67,500	\$ 304,192	4.00	Total Adds

## Attachment 8

### Non-General Fund Amendments

#### Parking and Mobility Fund Amendments

##### Public Works

One-Time	Ongoing	FTE	Amendment Title
\$ 50,000	\$ 52,750	-	Increase Professional Services for Parking Enforcement
\$ 50,000	\$ 52,750	-	Total Adds

Includes \$87,000 revenue offset

#### Recreation Fund Amendments

##### Parks, Recreation and Open Space

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 767,250	16.00	Southeast Recreation Center Partial Year Operations
\$ -	\$ 767,250	16.00	Total Adds

Includes \$284,200 revenue offset

#### Risk Management Fund Amendments

##### Human Resources

One-Time	Ongoing	FTE	Amendment Title
\$ 1,825	\$ 97,022	1.00	Add 1.0 FTE Safety Specialist
50,000	-	-	Fitness Equipment Replacement for the Peak Wellness Center
-	(83,212)	-	HR Reorganization: Add 1.5 FTE Offset by Repurposing of Kaiser Clinic for Employee Wellness
\$ 51,825	\$ 13,810	1.00	Total Adds

**Attachment 8**  
Non-General Fund Amendments  
**Wastewater Fund Amendments**

**Aurora Water**

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 18,275	0.20	Add 1.0 FTE Debt Financial Analyst (HCS, Water)
-	40,021	0.40	Add 1.0 FTE Engineer (W/WW Modeling)
-	32,432	0.40	Add 1.0 FTE Engineering Technician
-	43,034	0.40	Add 1.0 FTE Project Engineer (Energy and Facilities)
30,800	43,034	0.40	Add 1.0 FTE SCADA Specialist
2,112	52,796	0.50	Add 1.0 FTE Sr. Natural Resource Specialist
-	21,618	0.20	Add 1.0 FTE Sr. Procurement Agent (IT, Water)
29,000	66,208	0.50	Add 1.0 FTE Superintendent Level 2 (Water Utility Emergency Response Manager)
44,800	34,586	0.40	Add 1.0 FTE Trades Specialist
-	12,003	0.40	Conversion of Temporary Staff to 1.0 FTE - Engineering Technician
-	12,732	0.40	Conversion of Temporary Staff to 1.0 FTE - GIS Specialist
49,315	-	-	Operational Technology (SCADA-Supervisory control and data acquisition) Security Engineer
-	22,457	-	OPI Accela Governance and Cost Allocation
\$ 156,027	\$ 399,196	4.20	Total Adds

## Attachment 8

### Non-General Fund Amendments

### Water Fund Amendments

**Aurora Water**

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 27,410	0.30	Add 1.0 FTE Debt Financial Analyst (HCS, Water)
-	60,029	0.60	Add 1.0 FTE Engineer (W/WW Modeling)
-	48,648	0.60	Add 1.0 FTE Engineering Technician
-	64,548	0.60	Add 1.0 FTE Project Engineer (Energy and Facilities)
46,200	64,548	0.60	Add 1.0 FTE SCADA Specialist
1,088	51,454	0.50	Add 1.0 FTE Sr. Natural Resource Specialist
-	32,427	0.30	Add 1.0 FTE Sr. Procurement Agent (IT, Water)
29,000	66,206	0.50	Add 1.0 FTE Superintendent Level 2 (Water Utility Emergency Response Manager)
67,200	51,877	0.60	Add 1.0 FTE Trades Specialist
4,000	86,288	1.00	Add 1.0 FTE Water Resource Specialist
1,300	60,761	1.00	Add 1.0 FTE Water Utility Worker (Treatment Technician)
-	18,005	0.60	Conversion of Temporary Staff to 1.0 FTE - Engineering Technician
-	19,099	0.60	Conversion of Temporary Staff to 1.0 FTE - GIS Specialist
73,970	-	-	Operational Technology (SCADA-Supervisory control and data acquisition) Security Engineer
-	33,685	-	OPI Accela Governance and Cost Allocation
-	300,000	-	Technical: Rocky Ford II Ongoing Revegetation Maintenance
\$ 222,758	\$ 984,985	7.80	Total Adds

**City Attorney**

One-Time	Ongoing	FTE	Amendment Title
\$ -	\$ 150,009	1.00	Add 1.0 FTE Senior Assistant City Attorney (Water)
\$ -	\$ 150,009	1.00	Total Adds

**\$ 222,758    \$ 1,134,994    8.80    TOTAL Water Fund**

### City Totals

\$ 1,010,260	\$ 6,305,650	58.50	Total Non-General Funds
-	2,367,461	-	Other Funds Equal Pay Equal Work
6,933,470	1,642,933	2.00	ARPA
9,848,723	17,274,300	99.00	General Fund
<b>\$ 17,792,453</b>	<b>\$ 27,590,344</b>	<b>159.50</b>	<b>Total Amendments</b>

## Attachment 9

### Staffing Summary by Fund

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Community Development Fund	18.20	18.20	18.50	18.50	18.50
Conservation Trust Fund	13.22	13.22	13.22	13.22	14.22
Cultural Services Fund	19.00	19.00	19.00	19.00	19.00
Designated Revenues Fund	29.21	29.21	29.46	27.46	23.96
Development Review Fund	127.00	128.00	128.00	128.00	155.00
Enhanced E-911 Fund	80.00	80.00	80.00	80.00	80.00
Fleet Management Fund	48.00	48.00	48.00	48.00	48.00
General Fund	2,191.74	2,224.54	2,211.24	2,214.24	2,313.24
Gifts & Grants Fund	8.40	8.10	6.10	6.10	8.10
Golf Courses Fund	33.00	33.00	33.00	33.00	33.00
Marijuana Tax Revenue Fund	0.00	0.00	0.00	6.00	6.00
Open Space Fund	34.98	34.98	34.48	34.48	38.48
Parking and Mobility Fund	3.00	3.00	3.00	3.00	3.00
Parks Development Fund	0.75	0.75	0.00	0.00	0.00
Recreation Fund	94.00	94.00	94.00	94.00	110.00
Risk Management Fund	10.00	10.00	10.00	10.00	11.00
Wastewater Fund	153.61	156.08	156.08	155.83	160.03
Water Fund	307.89	313.92	313.92	318.17	326.97
<b>Grand Total</b>	<b>3,172.00</b>	<b>3,214.00</b>	<b>3,198.00</b>	<b>3,209.00</b>	<b>3,368.50</b>

**Attachment 10 - Amendment Position Details by Fund**

# Attachment 10

## Amendment Position Details by Fund

### General Fund

<b>Department</b>	<b>FTE Change</b>	<b>Position Description</b>
<b>Aurora911</b>	1.00	Restore 1.0 FTE Communications Supervisor
<b>City Attorney</b>	1.00	Add 1.0 FTE Client Group Manager, Public Safety
	1.00	Add 1.0 FTE Legal Secretary
<b>Communications</b>	1.00	Add 1.0 FTE Access Aurora Customer Service Manager
<b>Court Administration</b>	1.00	Add 1.0 FTE Business Systems Analyst
<b>Finance</b>	1.00	Add 1.0 FTE Strategic Planning Manager and Software System
	7.00	Enterprise Resource Planning - Add Personnel and Other Ongoing Costs
<b>Fire</b>	17.00	Add 17.0 FTE Ladder Company (added by Council during Budget Workshop)
	1.00	City Clerk: Add 1.0 FTE City Clerk Analyst
<b>General Management</b>	1.00	DEI: Add 1.0 FTE DEI Project Coordinator
	3.00	Police Monitor Division: Add 3.0 FTE Police Monitors
<b>Housing and Community Services</b>	0.50	Add 1.0 FTE Debt Financial Analyst (HCS, Water)
	5.00	Enterprise Resource Planning - Add Personnel and Other Ongoing Costs
<b>Human Resources</b>	1.50	HR Reorganization: Add 1.5 FTE Offset by Repurposing of Kaiser Clinic for Employee Wellness
	1.00	Add 1.0 FTE GIS Analyst
<b>Information Technology</b>	1.00	Add 1.0 FTE Security Operations Supervisor
	0.50	Add 1.0 FTE Sr. Procurement Agent (IT, Water)
	8.00	Enterprise Resource Planning - Add Personnel and Other Ongoing Costs
	2.00	OPI System Governance and Cost Allocation
<b>Library &amp; Cultural Services</b>	2.00	Restore 2.0 FTE Library Assistant Positions
	1.00	Add 1.0 FTE PROS Maintenance Contract Supervisor
<b>Parks, Recreation &amp; Open Space</b>	1.00	Add 1.0 FTE Park Ranger (added by Council during Budget Workshop)
	4.00	Add FTE For Mandated Colorado 811 Utility Location Positions
<b>Planning &amp; Development Services</b>	1.00	Add 1.0 FTE Retail Specialist (added by Council during Budget Workshop)
	1.00	Restore 1.0 FTE GIS Specialist
	1.00	Restore 1.0 FTE Management Assistant
	3.50	Technical Transfer of 3.5 Planning FTE from the Designated Revenues Fund to the General Fund (AURA Funded)
<b>Police</b>	1.00	Add 1.0 FTE Crime Analyst Supervisor
	1.00	Add 1.0 FTE Police Personnel Specialist
	5.00	Add 5.0 FTE Electronic Support Section Analysts
	5.00	Add 5.0 FTE Records Staff
	6.00	Add 6.0 FTE Community Service Officer Pilot
<b>Public Defender</b>	1.00	Convert CARES Grant Funded Temporary Deputy Public Defender to 1.0 FTE in the General Fund
	1.00	Convert DOLA Funded Temporary Deputy Public Defender to 1.0 FTE in the General Fund.
<b>Public Works</b>	4.00	Add 4.0 FTE Public Improvement Inspectors
	4.00	Add 4.0 FTE Utility Locator Positions
	1.00	Convert Contingent Real Property Specialist to FTE
	1.00	Restore 1.0 FTE Traffic Calming Engineer
<b>Net FTE Additions, General Fund</b>	<b>99.00</b>	



**Attachment 10 - Amendment Position Details by Fund**

**Attachment 10**

Amendment Position Details by Fund

Non-General Fund

<b>Department</b>	<b>FTE Change</b>	<b>Position Description</b>
<b>Conservation Trust Fund - PROS</b>	1.00	Add FTE For Mandated Colorado 811 Utility Location Positions
<b>Designated Revenues Fund - Planning &amp; Development Services</b>	-3.50	Technical Transfer of 3.5 Planning FTE from the Designated Revenues Fund to the General Fund (AURA Funded)
<b>Development Review Fund - General Management</b>	1.00	Add 1.0 FTE Analyst in the Office of Process Improvement
	2.00	Add Development Review Fund Staffing
	2.00	OPI System Governance and Cost Allocation
<b>Development Review Fund - Information Technology</b>	-3.00	OPI System Governance and Cost Allocation
<b>Development Review Fund - Non-Departmental</b>	-1.00	Activate and Fund 1.0 FTE in Parks, Recreation and Open Space (PROS)
	12.00	Add Budget Authority for 12.0 FTE in the Development Review Fund
<b>Development Review Fund - PROS</b>	1.00	Activate and Fund 1.0 FTE Development Review Coordinator in Parks, Recreation and Open Space (PROS)
<b>Development Review Fund - Planning &amp; Development Services</b>	1.00	Add Development Review Fund Staffing
<b>Development Review Fund - Public Works</b>	1.00	Add 1.0 FTE Development Review Senior Engineer
	11.00	Add Development Review Fund Staffing
<b>Gifts &amp; Grants Fund - Non-Departmental</b>	2.00	ARPA: Add 2.0 FTE ARPA Grant Positions
<b>Open Space Fund - PROS</b>	3.00	Add 3.0 FTE Open Space Ranger Patrol
	1.00	Restore 1.0 FTE Landscape Designer
<b>Recreation Fund - PROS</b>	16.00	Southeast Recreation Center Partial Year Operations
<b>Risk Management Fund - Human Resources</b>	1.00	Add 1.0 FTE Safety Specialist
<b>Wastewater Fund -Aurora Water</b>	0.20	Add 1.0 FTE Debt Financial Analyst (HCS, Water)
	0.40	Add 1.0 FTE Engineering Technician
	0.40	Add 1.0 FTE Project Engineer (Energy and Facilities)
	0.40	Add 1.0 FTE SCADA Specialist
	0.50	Add 1.0 FTE Sr. Natural Resource Specialist
	0.20	Add 1.0 FTE Sr. Procurement Agent (IT, Water)
	0.50	Add 1.0 FTE Superintendent Level 2 (Water Utility Emergency Response Manager)
	0.40	Add 1.0 FTE Trades Specialist
	0.40	Conversion of Temporary Staff to 1.0 FTE - GIS Specialist
	0.40	Conversion of Temporary Staff to 1.0 FTE - Engineering Technician
	0.40	Engineer (W/WW Modeling)

**Attachment 10 - Amendment Position Details by Fund**

**Attachment 10**  
**Amendment Position Details by Fund**

**Non-General Fund**

	0.30	Add 1.0 FTE Debt Financial Analyst (HCS, Water)
	0.60	Add 1.0 FTE Engineering Technician
	0.60	Add 1.0 FTE Project Engineer (Energy and Facilities)
	0.60	Add 1.0 FTE SCADA Specialist
	0.50	Add 1.0 FTE Sr. Natural Resource Specialist
	0.30	Add 1.0 FTE Sr. Procurement Agent (IT, Water)
<b>Water Fund - Aurora Water</b>	0.50	Add 1.0 FTE Superintendent Level 2 (Water Utility Emergency Response Manager)
	0.60	Add 1.0 FTE Trades Specialist
	1.00	Add 1.0 FTE Water Resources Specialist
	1.00	Add 1.0 FTE Water Utility Worker (Treatment Technician)
	0.60	Conversion of Temporary Staff to 1.0 FTE - GIS Specialist
	0.60	Conversion of Temporary Staff to 1.0 FTE - Engineering Technician
	0.60	Engineer (W/WW Modeling)
<b>Water Fund - City Attorney</b>	1.00	Add 1.0 FTE Senior Assistant City Attorney (Water)
<b>Net FTE Additions, Non-General Fund</b>	<b>60.50</b>	

## Attachment 11

### 2019-2026 Capital Improvement Program Summary

Fund\Department	2019 Actual	2020 Actual	2021 Projected Budget	Five-Year Plan					Total Cost 2022 - 2026
				2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Capital Projects Fund</u></b>									
Finance	164,052	612,984	55,714	631,355	650,295	669,804	689,898	710,595	3,351,947
Fire	2,796,309	1,542,955	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
General Management	419,088	0	0	0	0	0	0	0	0
Information Technology	426,000	486,622	12,426,000	426,000	426,000	426,000	426,000	426,000	2,130,000
Non-Departmental	5,073,023	2,352,208	4,878,815	6,240,950	6,945,997	7,839,673	10,364,825	7,896,821	39,288,266
Parks, Recreation & Open Space	1,333,410	2,260,302	646,425	951,890	1,294,790	1,294,790	1,294,790	1,294,790	6,131,050
Planning & Development Services	0	1,037,260	703,285	0	0	0	0	0	0
Public Works	58,775,784	41,584,321	66,562,650	52,094,292	46,371,983	49,410,720	45,374,047	54,721,706	247,972,748
<b>Total Capital Projects Fund</b>	<b>68,987,666</b>	<b>49,876,652</b>	<b>87,272,889</b>	<b>62,344,487</b>	<b>57,689,065</b>	<b>61,640,987</b>	<b>60,149,560</b>	<b>67,049,912</b>	<b>308,874,011</b>
<b><u>Conservation Trust Fund</u></b>									
Parks, Recreation & Open Space	2,652,500	1,328,887	2,347,542	4,965,000	3,417,500	2,377,500	3,715,000	2,705,000	17,180,000
<b>Total Conservation Trust Fund</b>	<b>2,652,500</b>	<b>1,328,887</b>	<b>2,347,542</b>	<b>4,965,000</b>	<b>3,417,500</b>	<b>2,377,500</b>	<b>3,715,000</b>	<b>2,705,000</b>	<b>17,180,000</b>
<b><u>Enhanced E-911 Fund</u></b>									
Information Technology	1,294,551	5,813,000	3,482,000	2,317,250	3,220,000	1,816,500	0	0	7,353,750
<b>Total Enhanced E-911 Fund</b>	<b>1,294,551</b>	<b>5,813,000</b>	<b>3,482,000</b>	<b>2,317,250</b>	<b>3,220,000</b>	<b>1,816,500</b>	<b>0</b>	<b>0</b>	<b>7,353,750</b>
<b><u>Gifts &amp; Grants Fund</u></b>									
Information Technology	0	205,356	0	0	0	0	0	0	0
Parks, Recreation & Open Space	13,071,800	2,536,000	0	0	0	0	0	0	0
Public Works	72,000	0	0	0	0	0	0	0	0
<b>Total Gifts &amp; Grants Fund</b>	<b>13,143,800</b>	<b>2,741,356</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Golf Courses Fund</u></b>									
Parks, Recreation & Open Space	243,500	850,000	700,000	600,000	575,000	350,000	400,000	625,000	2,550,000
<b>Total Golf Courses Fund</b>	<b>243,500</b>	<b>850,000</b>	<b>700,000</b>	<b>600,000</b>	<b>575,000</b>	<b>350,000</b>	<b>400,000</b>	<b>625,000</b>	<b>2,550,000</b>
<b><u>Open Space Fund</u></b>									
Parks, Recreation & Open Space	5,281,884	489,489	2,118,517	12,245,583	10,337,648	6,852,500	6,735,000	6,290,000	42,460,731

**Attachment 11**  
2019-2026 Capital Improvement Program Summary

Fund\Department	2019 Actual	2020 Actual	2021 Projected Budget	Five-Year Plan					Total Cost 2022 - 2026
				2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Open Space Fund</u></b>									
<b>Total Open Space Fund</b>	<b>5,281,884</b>	<b>489,489</b>	<b>2,118,517</b>	<b>12,245,583</b>	<b>10,337,648</b>	<b>6,852,500</b>	<b>6,735,000</b>	<b>6,290,000</b>	<b>42,460,731</b>
<b><u>Parks Development Fund</u></b>									
Parks, Recreation & Open Space	2,279,227	212,200	1,002,128	1,636,560	2,648,135	1,813,879	1,355,805	714,392	8,168,771
<b>Total Parks Development Fund</b>	<b>2,279,227</b>	<b>212,200</b>	<b>1,002,128</b>	<b>1,636,560</b>	<b>2,648,135</b>	<b>1,813,879</b>	<b>1,355,805</b>	<b>714,392</b>	<b>8,168,771</b>
<b><u>Wastewater Fund</u></b>									
Aurora Water	10,066,112	19,995,615	79,648,848	47,815,000	48,825,000	11,772,566	16,911,487	65,659,556	190,983,609
<b>Total Wastewater Fund</b>	<b>10,066,112</b>	<b>19,995,615</b>	<b>79,648,848</b>	<b>47,815,000</b>	<b>48,825,000</b>	<b>11,772,566</b>	<b>16,911,487</b>	<b>65,659,556</b>	<b>190,983,609</b>
<b><u>Water Fund</u></b>									
Aurora Water	75,746,737	147,635,944	191,851,599	105,958,509	98,952,285	197,001,103	106,395,087	181,154,365	689,461,349
<b>Total Water Fund</b>	<b>75,746,737</b>	<b>147,635,944</b>	<b>191,851,599</b>	<b>105,958,509</b>	<b>98,952,285</b>	<b>197,001,103</b>	<b>106,395,087</b>	<b>181,154,365</b>	<b>689,461,349</b>
<b>Total Capital Improvement Program</b>	<b>179,695,977</b>	<b>228,943,143</b>	<b>368,423,523</b>	<b>237,882,389</b>	<b>225,664,633</b>	<b>283,625,035</b>	<b>195,661,939</b>	<b>324,198,225</b>	<b>1,267,032,221</b>

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	2021 Projected Budget	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Capital Projects Fund</u></b>							
Finance	-556,645	-5,498	-5,664	-5,833	-6,009	-6,189	-29,193
Information Technology	12,000,000	0	0	0	0	0	0
Non-Departmental	0	419,242	328,828	336,721	337,514	369,510	1,791,815
Parks, Recreation & Open Space	0	298,000	640,900	640,900	0	0	1,579,800
Planning & Development Services	703,285	0	0	0	0	0	0
Public Works	33,310,000	15,744,559	7,364,447	8,723,651	9,247,661	19,106,866	60,187,184
<b>Total Capital Projects Fund</b>	<b>\$45,456,640</b>	<b>\$16,456,303</b>	<b>\$8,328,511</b>	<b>\$9,695,439</b>	<b>\$9,579,166</b>	<b>\$19,470,187</b>	<b>\$63,529,606</b>
<b><u>Conservation Trust Fund</u></b>							
Parks, Recreation & Open Space	0	1,922,500	925,000	-235,000	2,100,000	2,705,000	7,417,500
<b>Total Conservation Trust Fund</b>	<b>\$0</b>	<b>\$1,922,500</b>	<b>\$925,000</b>	<b>(\$235,000)</b>	<b>\$2,100,000</b>	<b>\$2,705,000</b>	<b>\$7,417,500</b>
<b><u>Enhanced E-911 Fund</u></b>							
Information Technology	300,000	500,000	0	0	0	0	500,000
<b>Total Enhanced E-911 Fund</b>	<b>\$300,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>
<b><u>Golf Courses Fund</u></b>							
Parks, Recreation & Open Space	0	25,000	225,000	100,000	150,000	625,000	1,125,000
<b>Total Golf Courses Fund</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$225,000</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$625,000</b>	<b>\$1,125,000</b>
<b><u>Open Space Fund</u></b>							
Parks, Recreation & Open Space	0	6,715,000	5,155,000	1,560,000	-200,000	6,290,000	19,520,000
<b>Total Open Space Fund</b>	<b>\$0</b>	<b>\$6,715,000</b>	<b>\$5,155,000</b>	<b>\$1,560,000</b>	<b>(\$200,000)</b>	<b>\$6,290,000</b>	<b>\$19,520,000</b>
<b><u>Parks Development Fund</u></b>							
Parks, Recreation & Open Space	0	1,636,560	2,339,735	1,813,879	1,355,805	714,392	7,860,371
<b>Total Parks Development Fund</b>	<b>\$0</b>	<b>\$1,636,560</b>	<b>\$2,339,735</b>	<b>\$1,813,879</b>	<b>\$1,355,805</b>	<b>\$714,392</b>	<b>\$7,860,371</b>
<b><u>Wastewater Fund</u></b>							
Aurora Water	0	9,189,558	23,624,933	-36,663,513	-88,513	65,659,556	61,722,021
<b>Total Wastewater Fund</b>	<b>\$0</b>	<b>\$9,189,558</b>	<b>\$23,624,933</b>	<b>(\$36,663,513)</b>	<b>(\$88,513)</b>	<b>\$65,659,556</b>	<b>\$61,722,021</b>

**Attachment 12**

## Capital Amendment Summary by Fund and Department

Fund\Department	2021 Projected Budget	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b>Water Fund</b>							
Aurora Water	41,730,991	-57,231,147	-41,600,097	98,078,429	-17,255,825	181,154,365	163,145,725
<b>Total Water Fund</b>	<b>\$41,730,991</b>	<b>(\$57,231,147)</b>	<b>(\$41,600,097)</b>	<b>\$98,078,429</b>	<b>(\$17,255,825)</b>	<b>\$181,154,365</b>	<b>\$163,145,725</b>
<b>Total Funding Changes</b>	<b>\$87,487,631</b>	<b>(\$20,786,226)</b>	<b>(\$1,001,918)</b>	<b>\$74,349,234</b>	<b>(\$4,359,367)</b>	<b>\$276,618,500</b>	<b>\$324,820,223</b>





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# City of Aurora, Colorado

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2022 CITY MANAGER'S  
ADOPTED BUDGET

# STRATEGIC PLAN





# STATUS AND PROCESS FOR THE CITY OF AURORA STRATEGIC PLAN

The City of Aurora commenced its strategic planning effort in late 2019. The initiative arose from a City Manager-commissioned management committee recommendation. Raftelis was awarded the facilitation role through a competitive process. The project kicked off in early 2020 with an employee survey. The pandemic's impact on city operations nearly scuttled the project, but City Manager Jim Twombly was adamant that the initiative continues. Raftelis interviewed each Council Member as part of the data gathering process. Each city department nominated one staff member to be a Department Champion. The Champions, in collaboration with the PACE Committee (Partnership for Aurora City Employees), developed draft mission and vision statements. Senior Management reviewed the draft statements and, in a facilitated exercise, developed eight accompanying outcome statements.

Throughout 2020, Raftelis facilitated several virtual public input forums with the following groups:

- Boards and Commissions Chairs
- Representatives from city stakeholder organizations
- General public engagement
- Aurora Immigrant and Refugee Committee

Staff also conducted a citywide public survey through the city's website in both English and Spanish. Based upon the input collected, staff edited the draft framework and developed a set of strategic priorities for each outcome area in preparation for a presentation to City Council at their 2021 Winter Workshop. The framework was further edited based upon Council's input from the workshop.

In 2021, the city acquired a performance management platform (ClearPoint) that will allow the city to manage the strategic plan components internally in one location complete with performance measures and, provide a set of external dashboards that will keep the public apprised of the city's progress. During 2021 staff has focused on developing tactics (actions steps) to support each strategic priority under the outcomes. The tactics will be presented to management for their review and comment in late 2021 or early 2022. The goal is to have a revised strategic plan framework that staff can take to City Council sometime in 2022 for final review and approval.

Once approved, the strategic plan will be implemented through the activation of the tactics. The plan will include performance measures to help the city manage its progress in implementing the plan components to achieve the desired strategic outcomes and vision. The city is also in the process of hiring a Strategy and Performance Manager to oversee the plan's implementation as well as internal and external reporting; assist departments with developing and managing their performance measures; develop, in conjunction with the city's communications department, a public and staff communications plan; participate in the connection of the plan to the city's priority-based budgeting initiative; and, facilitating the annual strategic plan reviews.

Moving forward, the plan will be summarized in the city's annual budget document. The 2022 budget includes the current framework for the city's strategic plan as well as several examples of potential metrics. In future budgets, the city will report on departments ability to meet strategic outcomes and how that impacts the city's operations. In addition, the budget will summarize how the strategic plan impacts the budget development process and the process of identifying strategic priorities.

The current framework for the city’s strategic plan follows.

## ▶ **VISION STATEMENT**

A vision statement articulates a desired future state, what the city believes Aurora will become as a result of efforts under this strategic plan. It is aspirational in nature and worded accordingly. The proposed vision statement embodies the spirit of the Aurora Places community vision in a memorable condensed format.

Aurora will be the safest, most livable city in Colorado, boasting a unique and diverse community identity, vibrant economy, and an inspired future.

## ▶ **MISSION STATEMENT**

A mission statement describes, in overarching terms, how the city will achieve the desired vision. The mission statement presented below was developed largely through the efforts of the PACE committee and representatives from the various departments known as Aurora Champions.

We are Aurora, connecting people and businesses with innovative and efficient services, unique places and experiences, and equitable, affordable access to public resources to enhance our diverse community’s quality of life.

## ▶ **VALUES**

Values are the set of guiding principles and fundamental beliefs that help the city function together as a team and work toward a common vision. While they are not an exhaustive list of possibilities, they are unique to our city government and city staff’s experiences. They are simple to understand and remember. The city calls them Core 4 Values.

They are:

### **RESPECT**

- We live RESPECT by valuing the worth of others; practicing empathy; honoring diversity and differences; and practicing the Golden Rule.

### **INTEGRITY**

- We live INTEGRITY by telling the truth; being consistent; and doing the right thing when no one is looking.

### **PROFESSIONALISM**

- We live PROFESSIONALISM by treating everyone equally; embracing best and safe practices; and collecting data that guides decision-making for accomplishing our goals.

### **CUSTOMER SERVICE**

- We live CUSTOMER SERVICE by “going the extra mile”; being responsive, courteous, and fair; and delivering quality, efficient, and cost-effective services.

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<sup>1</sup> Partnership of Aurora City Employees. The mission of the PACE Committee is “to enrich City employees by connecting them with the Aurora community and by serving as a voice to management within the organization.”

# OUTCOMES AND STRATEGIC PRIORITIES

*The eight outcomes below represent those areas in which staff believes the city needs to be successful to achieve the stated vision. The strategic priorities listed below each outcome statement are the strategies the city intends to employ to achieve these outcomes. Departments will develop departmental tactical plans that will embody the approaches for implementing the strategic priorities. Identical strategic priorities may appear under different outcomes. The tactics employed under each one will be different and geared toward the specific outcome desired.*

*Aurora is a city of diverse communities and people groups. Staff will consider the unique characteristics, needs, and values of community members as tactical approaches are developed.*

*Many of the goals and strategies of the Aurora Places comprehensive plan overlap with the strategic priorities and tactical approaches in this Strategic Plan. Where applicable, staff will identify those strategies and tactics within this Strategic Plan that are also components of the Aurora Places comprehensive plan.*

*According to the Center for Disease Control (CDC) the social determinants of health are “conditions in the places where people live, learn, work, and play that affect a wide range of health risks and outcomes.” The CDC employs a framework that includes 5 key areas:*

- Healthcare Access and Quality
- Education Access and Quality
- Social and Community Context
- Economic Stability
- Neighborhood and Built Environment

*Within this strategic plan, tactics that address any of these components of the framework will be identified with a specific icon.*

*Aurora is not an island. The city overlaps three counties and is neighbor to the state capitol city as well as other growing communities. Staff believes that it is important to partner with the state, county, and municipal neighbors where there is a mutually beneficial fit. Partnering will be a component of our tactics where appropriate.*

# THRIVING

The authentic Aurora character creates opportunities and physical places for community members, organizations, and businesses to grow and succeed.



## Strategic Priorities

1. Develop smart partnerships with businesses, non-profits, arts organizations, and community members to facilitate connections and investment in the City and its residents.
2. Develop an Economic Development Plan that leverages our industry strengths, expands our retail base, and focuses on attracting and retaining diverse, innovative, multi-size employers that provide quality wages, and stable employment opportunities with potential for career advancement.
3. Leverage opportunities to further define Aurora’s sense of place-making and develop unique and diverse districts within the City.
4. Collaborate with non-profits, small businesses, developers, and public health partners throughout the City to address issues related to homelessness.
5. Create effective and forward-looking resource and infrastructure plans on which to build community foundations.

A sample of Performance Measures currently utilized to measure success in this outcome include:

Department	Indicator	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>Planning and Development Services</b>						
	98% of all disbursements and client questions resolved within agreed upon timeframes	100%	100%	98%	98%	98%
	Bucket List: 98% of “bucket list” building permit applications will be checked for compliance with the zoning code in 7 days or less	97%	99%	98%	98%	98%

# SAFE

**Aurora is a place where our diverse communities come together to plan and create approaches to safety that reduce fear of injury and violence and promote community wholeness and well-being.**



## Strategic Priorities

1. Initiate programs to improve service delivery and gain the public’s trust in the City of Aurora Public Safety Departments and Civil Service recognizing that trust levels differ by community.
2. Develop an understanding of our diverse community’s public safety needs and preferences. Identify innovative approaches and appropriate alternatives to traditional responses to protecting and serving the community.
3. Create and maintain a safe, clean, and approachable environment.

A sample of Performance Measures currently utilized to measure success in this outcome include:

Department	Indicator	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>Planning and Development Services</b>						
	Install 100 smoke detectors per year	685	12	100	110	100
	90th percentile response times for first due truck company to structure fires is under 9 minutes 20 seconds	9:38	9:33	< 9:20	8:53	9:20
<b>Police</b>						
	SWAT active control of scene within two hours of request 100% of the time	75%	75%	100%	92%	100%

# PLANNING & MAINTAINED

The community’s needs and aspirations lead Aurora to develop, maintain, and modernize integrated infrastructure, facilities, systems, and processes that support a strong economy and community wellness.



## Strategic Priorities

1. Develop and implement a Capital Infrastructure Master Plan.
2. Implement the comprehensive plan.
3. Become a Smart City, using advanced technology and infrastructure such as utilities, lighting, traffic signals, communication networks, and other related items.
4. Inform and engage the community regarding Aurora’s infrastructure needs to build community understanding and support.

A sample of Performance Measures currently utilized to measure success in this outcome include:

Department	Indicator	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>Public Works</b>						
	Complete 80% of scheduled preventative maintenance services on all equipment within the designated period	77%	50%	80%	70%	80%
<b>Aurora Water</b>						
	Achieve a level of service for the turn-around time for preventative maintenance service for small equipment which is 3 days or less	2 days	2.75 days	=<5 days	2 days	=<3 days

# DIVERSE

**Aurora champions and celebrates diversity of interests, backgrounds, and perspectives in the people and organizations that make our community strong.**



## Strategic Priorities

1. Identify and provide amenities that are needed to attract and retain a full range of diversity (age, race, ethnicity, interests, etc.) in our community.
2. Establish a City organizational ethos that values and reflects the benefits of diversity, equity, and inclusion.
3. Develop a community engagement strategy that encourages participation from diverse members of our community.

A sample of Performance Measures currently utilized to measure success in this outcome include:

Department	Indicator	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>Office of Diversity, Equity and Inclusion</b>						
	Conduct a six-month Equity Champion cohort for 40 employees to advance diversity, equity and inclusion	N/A	N/A	N/A	N/A	40
	Conduct 16 Advancing DEI classes for COA council and staff	N/A	N/A	N/A	N/A	16



# WELLNESS

Aurora provides an environment that allows our community members to live an active lifestyle, with open spaces, clean air and water, walkable neighborhoods and commercial areas, and recreational programming that promotes physical and mental well-being.



## Strategic Priorities

1. Develop a Community wellness campaign to support physical and mental well-being.
2. Develop a comprehensive environmental stewardship plan for the protection and sustainability of our natural resources and open spaces.

A sample of Performance Measures currently utilized to measure success in this outcome include:

Department	Indicator	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>Parks, Recreation &amp; Open Space</b>						
	90% of forestry inspections to be completed within 10 business days	98%	80%	90%	90%	90%
	Respond to 100% of non-emergency ranger patrol inquiries within 2 days	100%	100%	100%	100%	100%
	80% of customers will rate the cleanliness of a facility as either “excellent” or “good”	95%	N/A	85%	N/A	80%

# ENGAGED

Aurora staff and elected officials reach out, listen to, and foster active participation by Aurora’s diverse communities in developing better solutions and making better decisions related to building and improving our community.



## Strategic Priorities

- Develop a community engagement strategy that encourages participation from all members of our diverse communities.

A sample of Performance Measures currently utilized to measure success in this outcome include:

Department	Indicator	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>Communications</b>						
	Number of engaged users (comments, likes, shares, clicks) per city Facebook post	142	373	50	201	100
<b>Library &amp; Cultural Services</b>						
	The Art in Public Places Program will have an average of 50 citizen contacts per month regarding public art through meetings, artist talks, presentations, tours, etc.	105	97	50	100	50

# EQUITABLE

Aurora responsibly manages the City’s economic, human, financial, natural and manufactured resources to protect the community’s well-being against the effects of disasters, major disruptions, and other adverse conditions.



## Strategic Priorities

1. Partner with the community and businesses to provide equitable access to quality-of-life needs, resources and amenities, removing barriers and creating opportunities.
2. Incorporate components of diversity, equity and inclusion into employee performance standards.
3. Manage City assets to ensure broader access to programs and resources and become more purposeful across departments to address gaps.

A sample of Performance Measures currently utilized to measure success in this outcome include:

Department	Indicator	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>Housing and Community Services</b>						
	Provide down payment and/or closing cost assistance to first-time homebuyers	2	0	2	3	3
<b>Office of Diversity, Equity and Inclusion</b>						
	Conduct a six-month Equity Champion cohort for 40 employees to advance diversity, equity and inclusion	N/A	N/A	N/A	N/A	40
	Conduct 16 Advancing DEI classes for COA council and staff	N/A	N/A	N/A	N/A	16

# RESILIENT

Aurora responsibly manages the City’s economic, human, financial, natural and manufactured resources to protect the community’s well-being against the effects of disasters, major disruptions, and other adverse conditions.



## Strategic Priorities

1. Assure continued focus on the City’s financial planning, policy adherence, and long-term financial viability.
2. Invest in emergency preparedness for the community including moving beyond natural disasters to other types of crises and disruptions.
3. Foster community resilience through neighborhood focused programs that build capacity, trust and relationships among neighbors.
4. Develop a comprehensive environmental stewardship plan for protection and sustainability of resources and open spaces.
5. Continue to attract a diverse business and industrial base.
6. Develop and implement a climate stewardship plan.

A sample of Performance Measures currently utilized to measure success in this outcome include:

Department	Indicator	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>Finance</b>						
	Maintain appropriate reserve levels - Tabor, Policy, Operating	Yes	Yes	Yes	Yes	Yes





# City of Aurora, Colorado

2022 CITY MANAGER'S  
ADOPTED BUDGET

## PROFILE OF AURORA



## 2022 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 2019 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 Perry; and
- Deputy City Manager Batchelor.



# Aurora in Brief

The City of Aurora covers 160.7 square miles, establishes the eastern border of the metro-Denver area, and includes portions of Adams, Arapahoe, and Douglas Counties. The City has 87.1 square miles of developed land and 73.6 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:** 378,826 (2021 est.)  
Up 53,748 (16.5%) from 2010 Census

**Housing Units:** 148,087 (2021 est.)  
Up 17,047 (13.0%) from 2010 Census

Age	Income/Employment	Education	Industrial Sectors
Median Age 34.3	<b>Income</b> <ul style="list-style-type: none"> <li>• Per Capita \$33,574</li> <li>• Median Household \$69,235</li> </ul> <b>Total Civilian Labor Force</b> 220,941	Percent of Aurora's population 25 years and older with at least a: <ul style="list-style-type: none"> <li>• High School Diploma (or eqv.) 88.3%</li> <li>• Bachelor's Degree 31.1%</li> <li>• Graduate Degree 11.4%</li> </ul>	<b>Largest industries</b> Services; Trade (wholesale and retail); and Construction  <b>Product Types</b> Healthcare; education; defense systems; financial services
<b>% Between Ages</b>  <ul style="list-style-type: none"> <li>• 19 and Under 27.1%</li> <li>• 20-34 years old 24.0%</li> <li>• 35-64 years old 37.2%</li> <li>• 65 years and over 11.6%</li> </ul>			

## QUALITY OF LIFE\*

## TAXES

### Home Values and Costs (2021)

Median home value	\$376,023
Median gross apartment rent (per month)	\$1,420*

<b>2021 Colorado Personal Income Tax</b>	<b>2021 Colorado Corporate Income Tax</b>
<b>4.55%</b>	<b>4.55%</b>

### 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	29	31
Middle	7	10
High	9	7
Combined grades/Other	23	3
TOTAL	68	51

### 2021 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

- |                            |                          |
|----------------------------|--------------------------|
| • 148.6 miles of collector | • 160.3 miles of major   |
| • 870.9 miles of local     | • 37.5 miles of minor    |
| • 226.8 miles of private   | • 84.2 miles of highways |

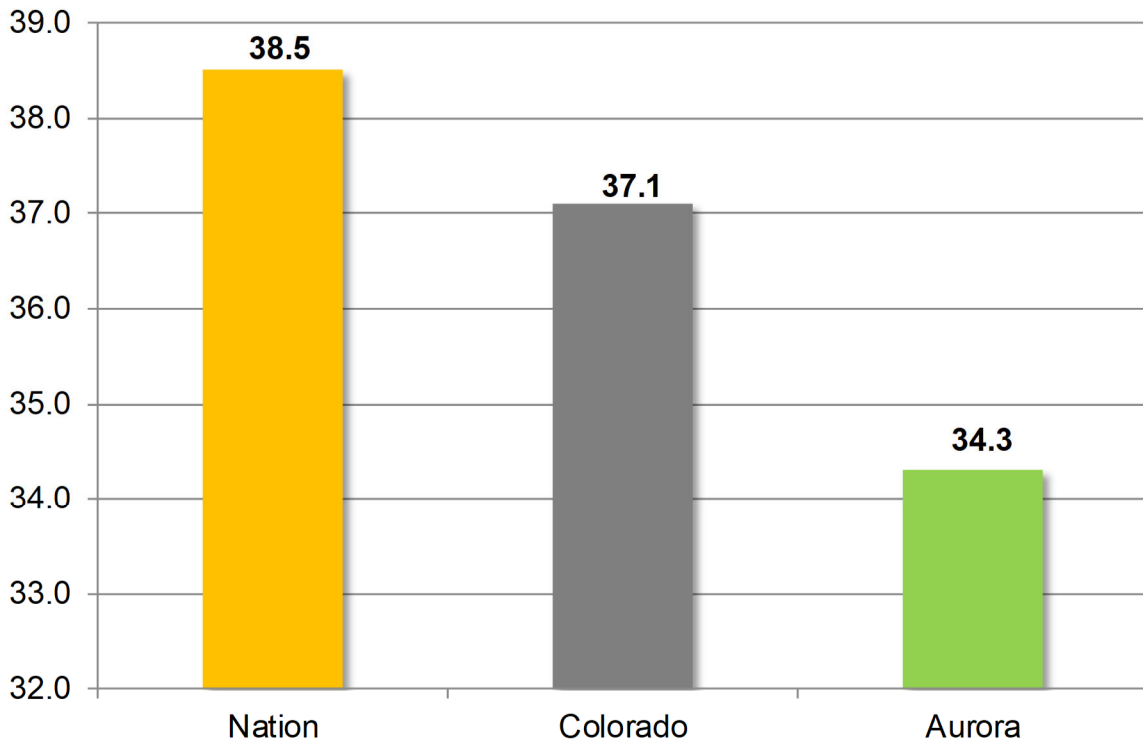
**Total: 1,528.3 Miles**

\*Due to the impact of the COVID-19 pandemic, US Census 2020 data is delayed. ESRI geographic survey data is used.

\*\*Schools located in City of Aurora only.

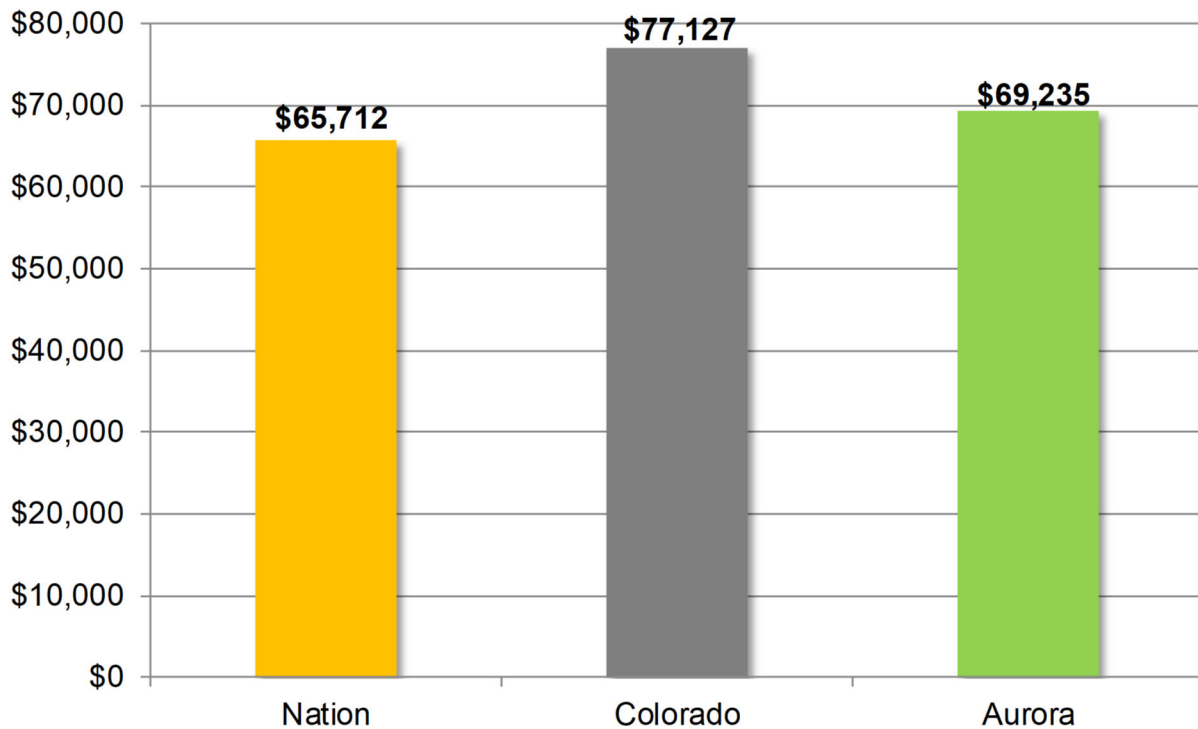
### Median Age\*

Source: 2019 American Community Survey One-Year Estimates, US Census Bureau



### Median Household Income\*

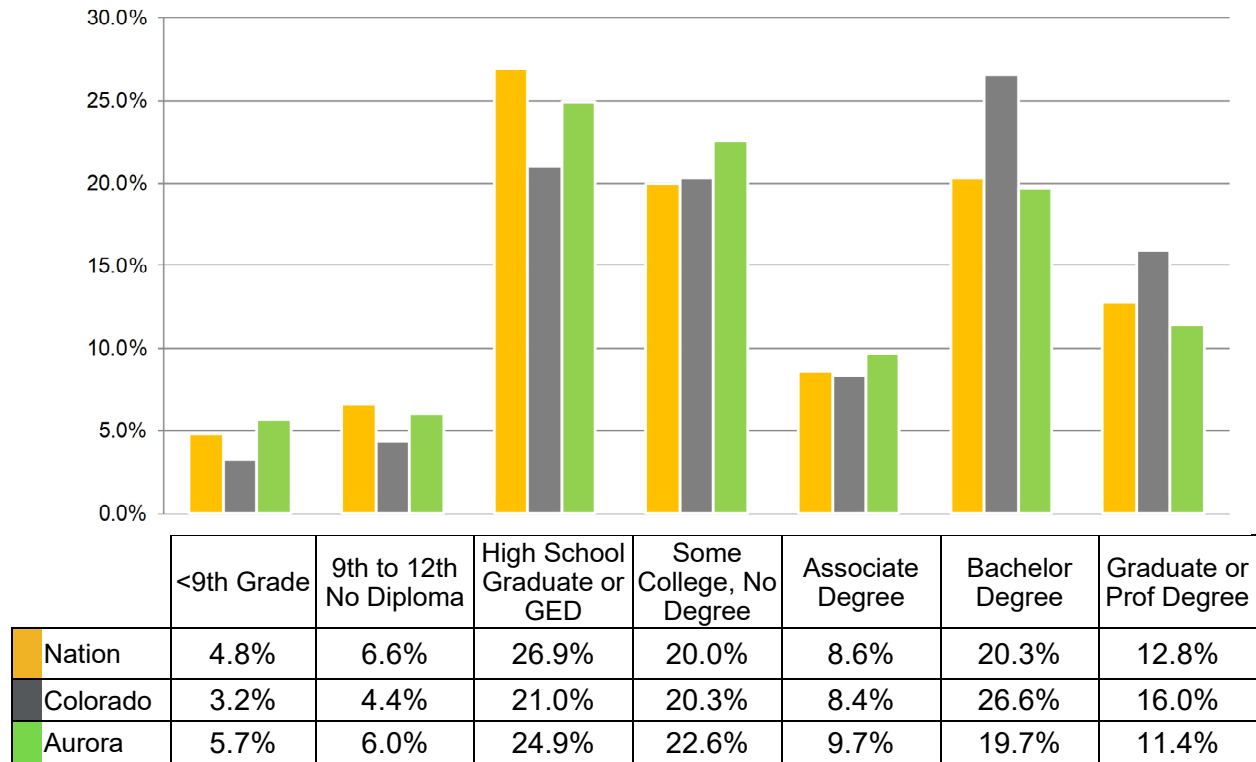
Source: 2019 American Community Survey One-Year Estimates, US Census Bureau



\*Due to the impact of the COVID-19 pandemic, US Census 2020 data is delayed.

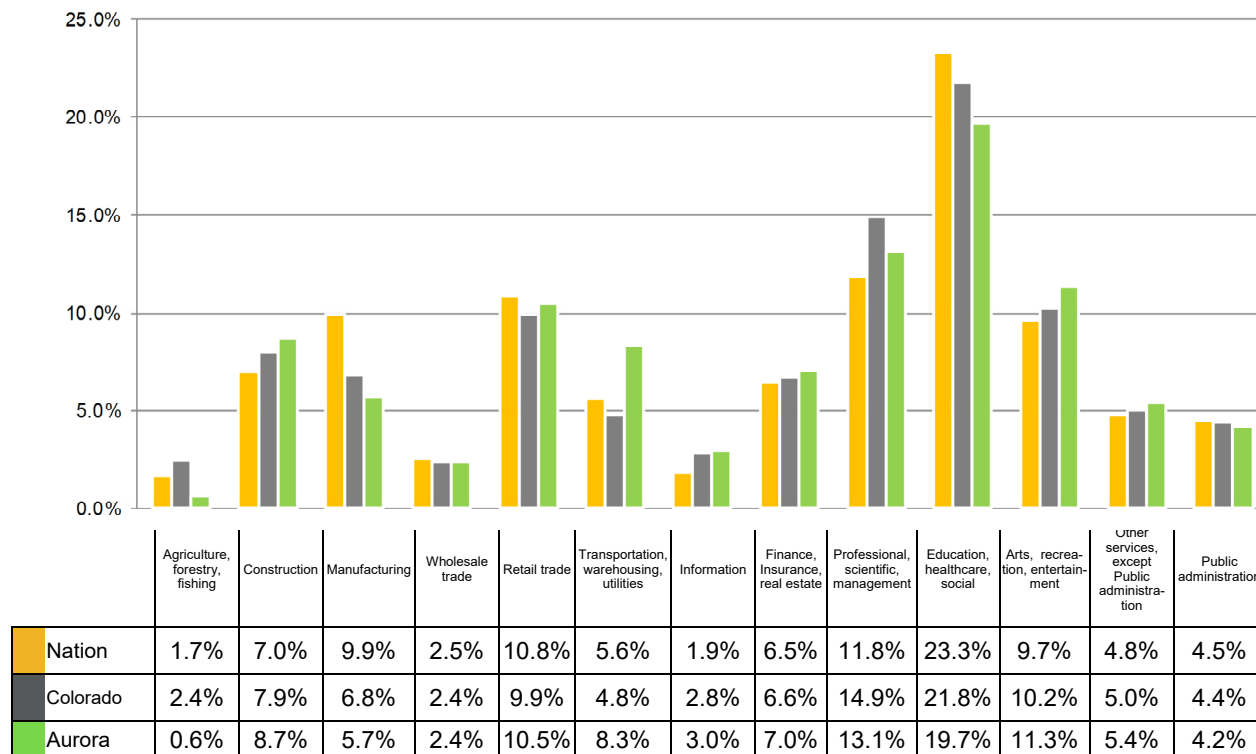
### Educational Attainment\*

Source: 2019 American Community Survey One-Year Estimates, US Census Bureau



### Workforce by Industry\*

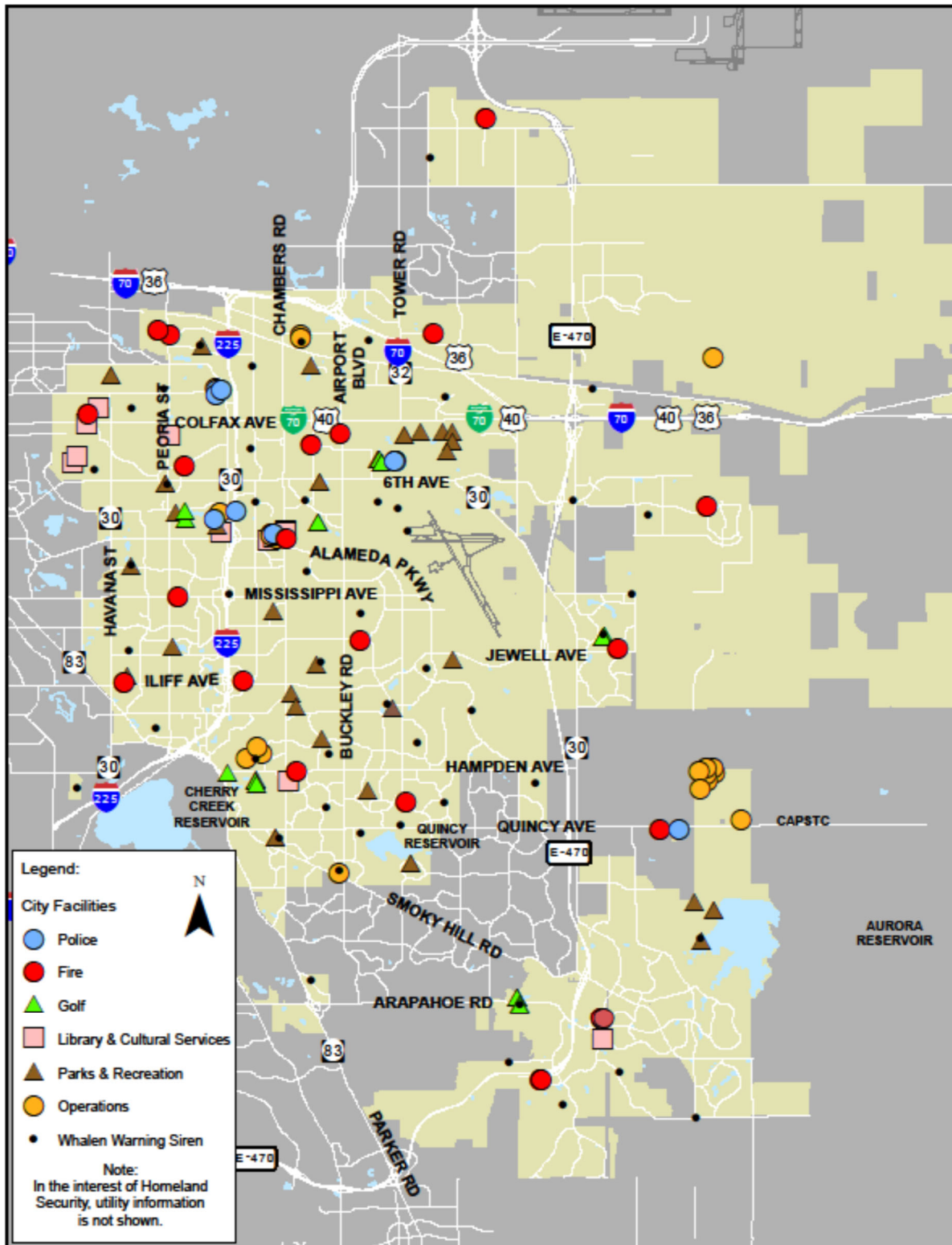
Source: 2019 American Community Survey One-Year Estimates, US Census Bureau



\*Due to the impact of the COVID-19 pandemic, US Census 2020 data is delayed.

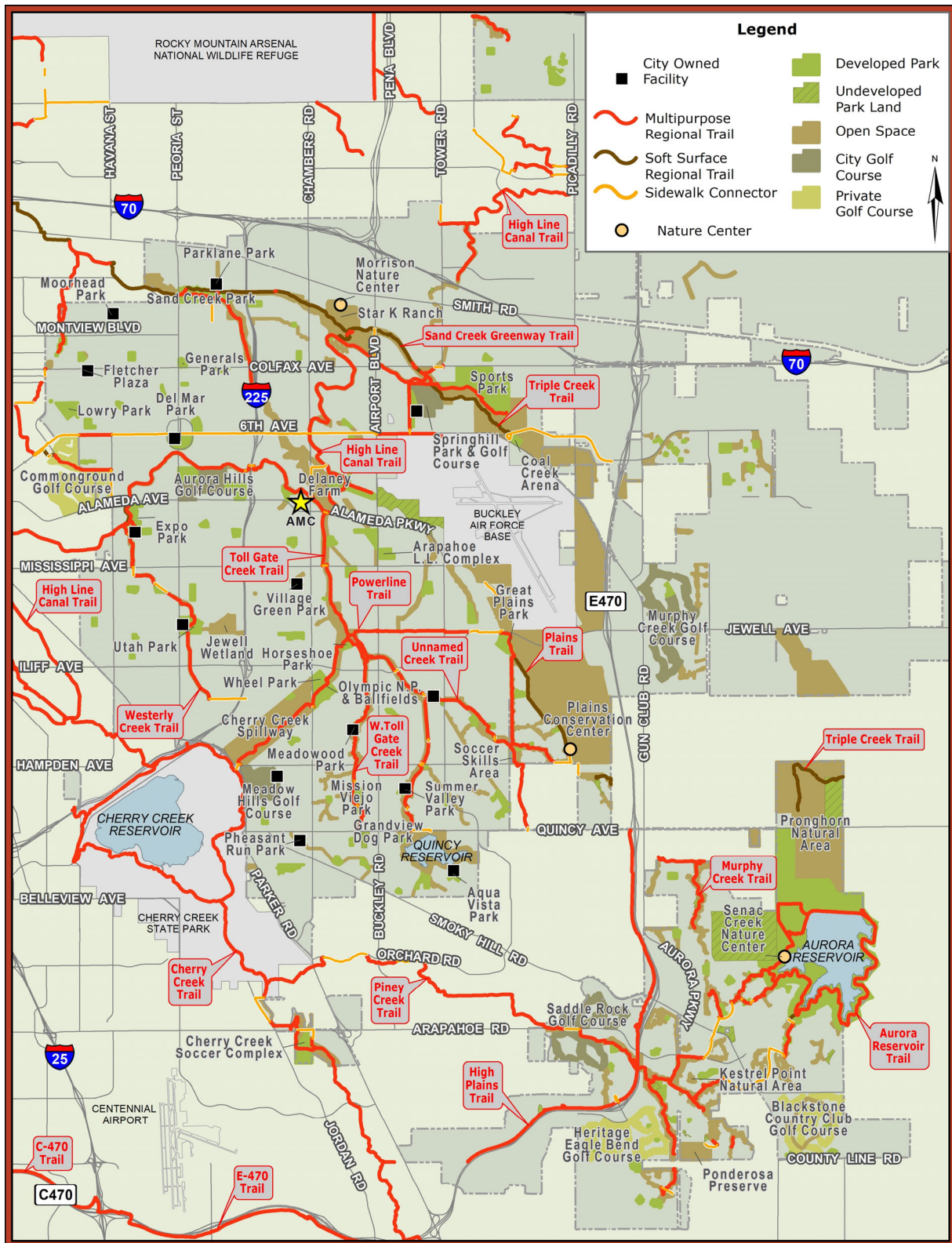
### City Facilities

Source: City of Aurora Public Works Department



## Parks, Recreation, and Open Space - Sites and Facilities

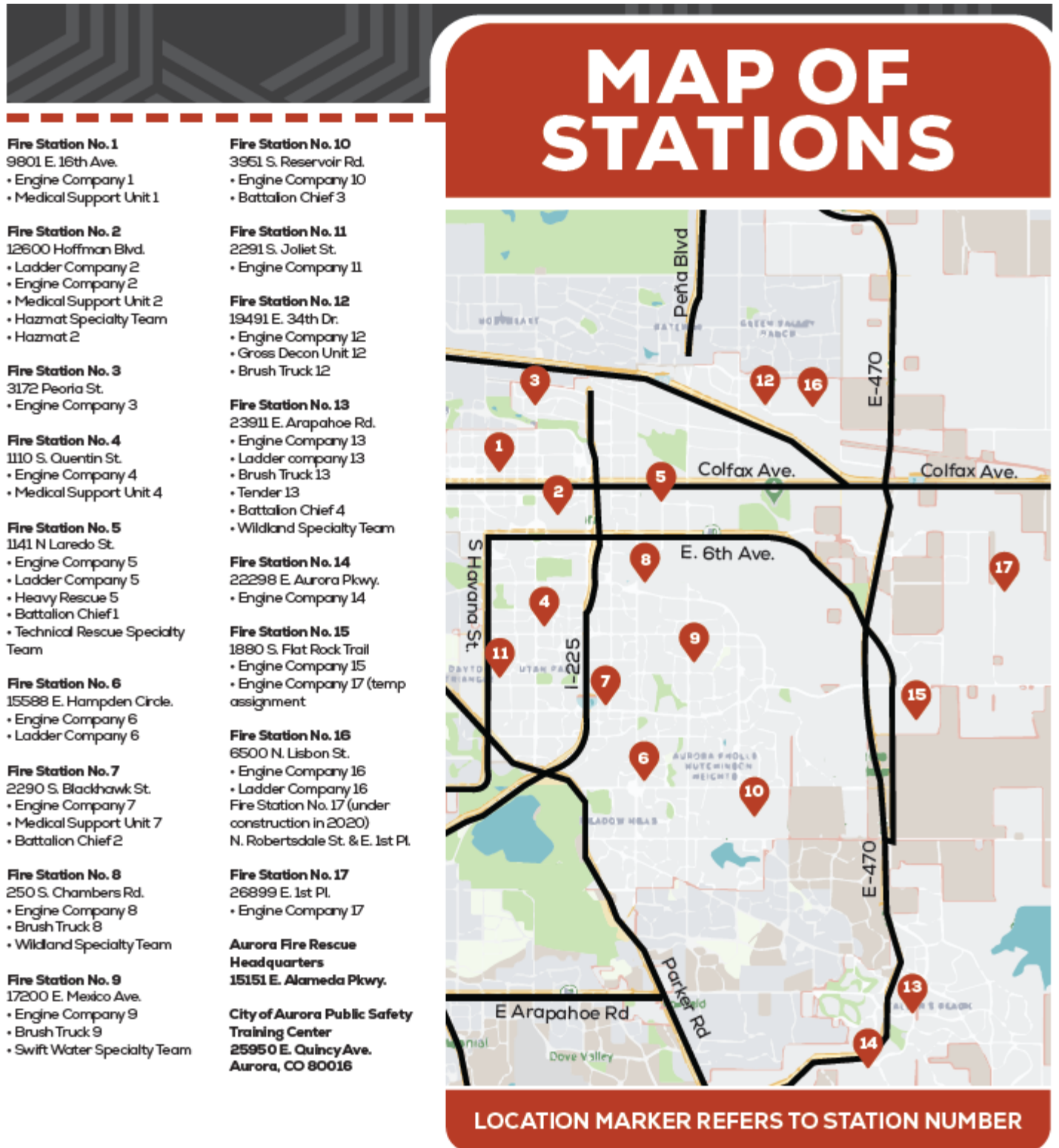
Source: City of Aurora PROS Department





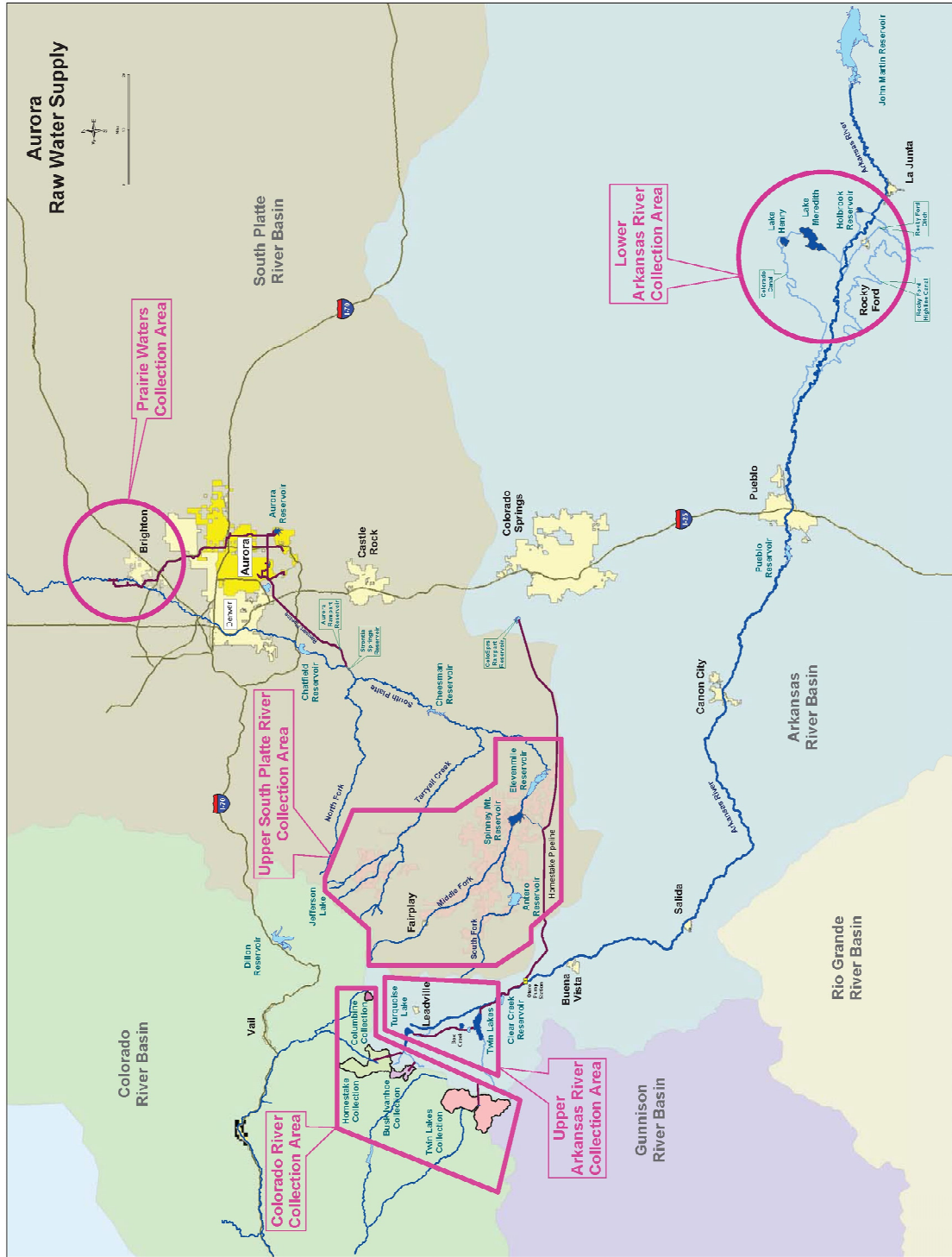
## Fire Stations

Source: City of Aurora Fire Department



# Raw Water Supply

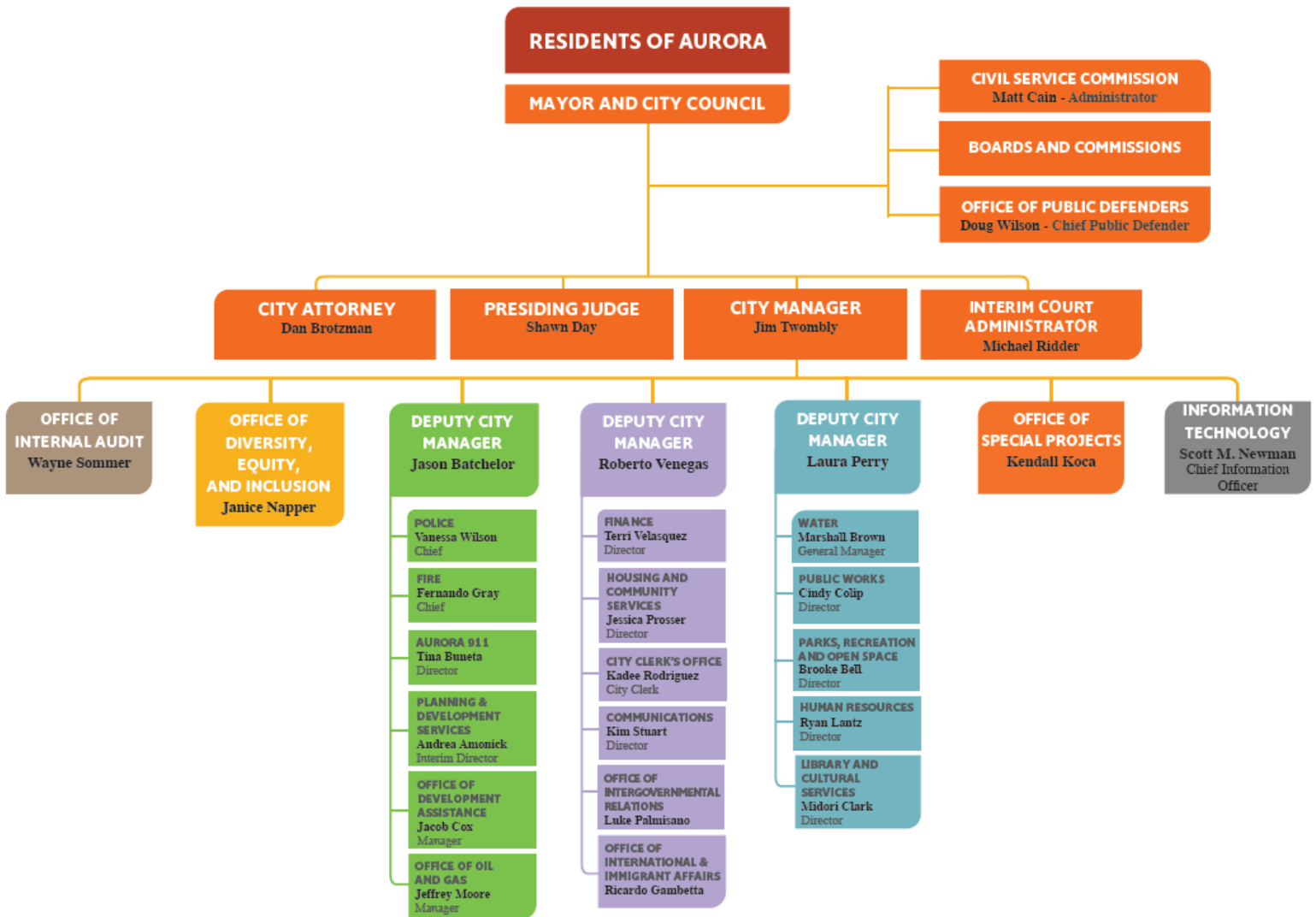
Source: Aurora Water



# City of Aurora

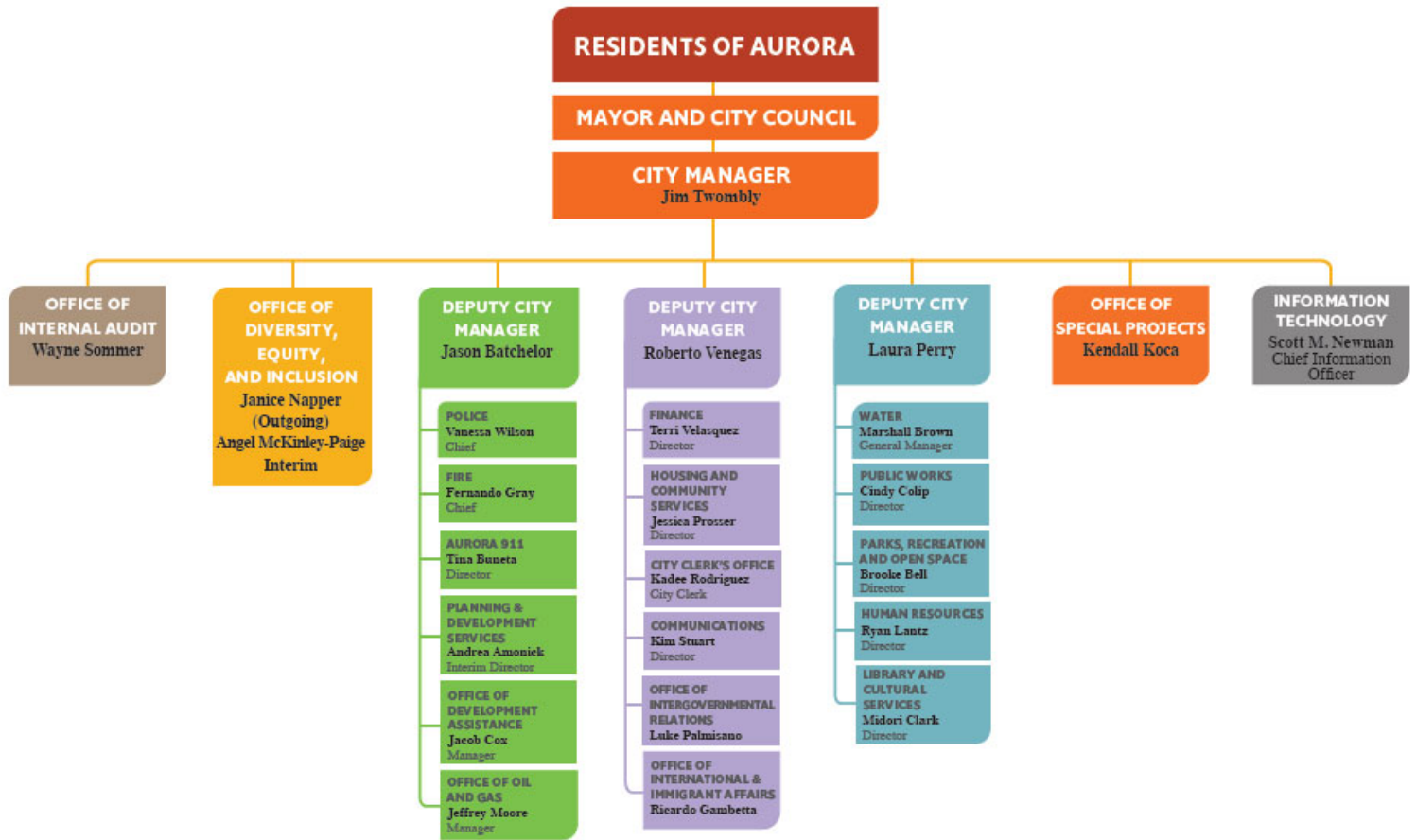
**SUMMARY**

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.

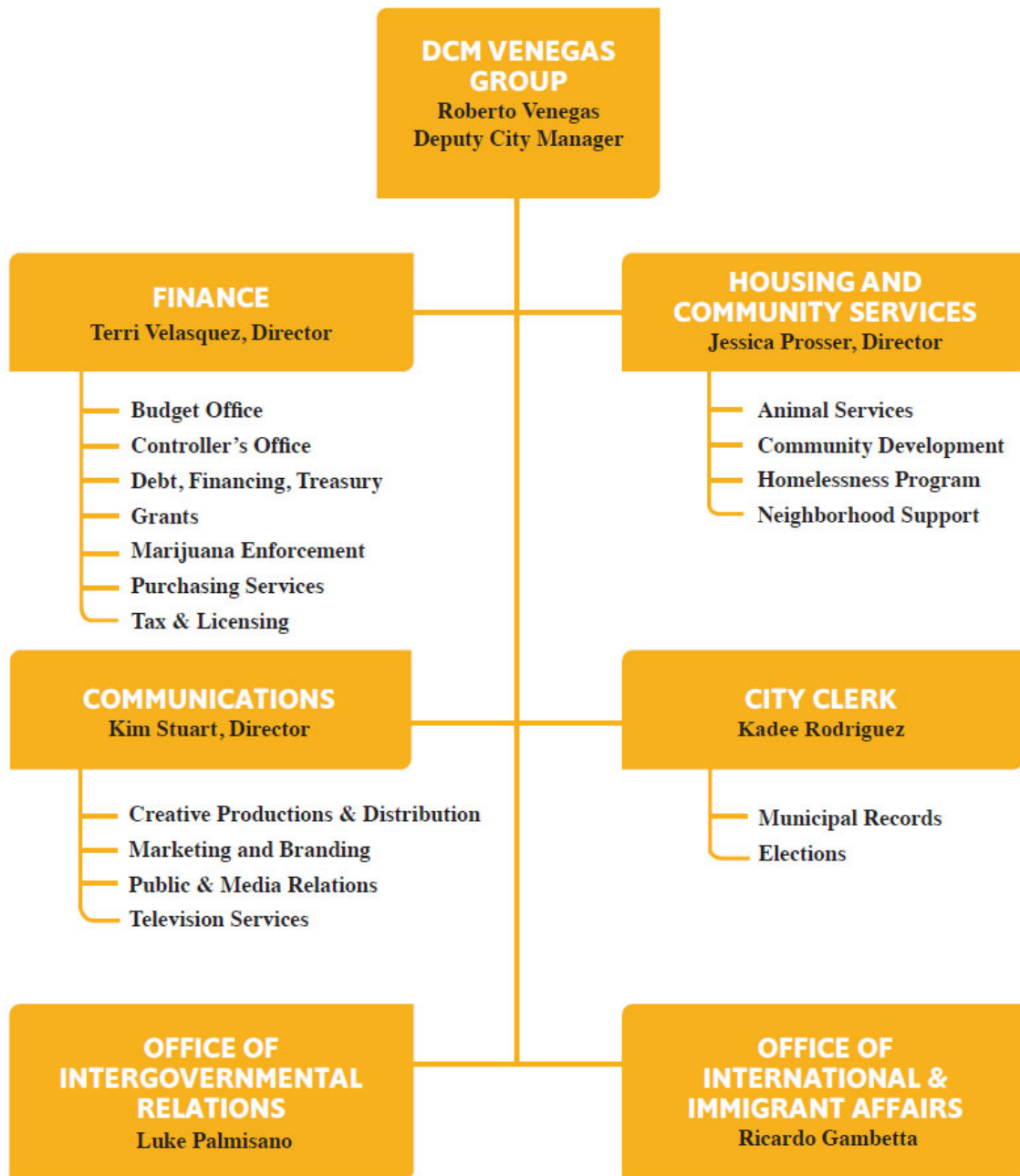




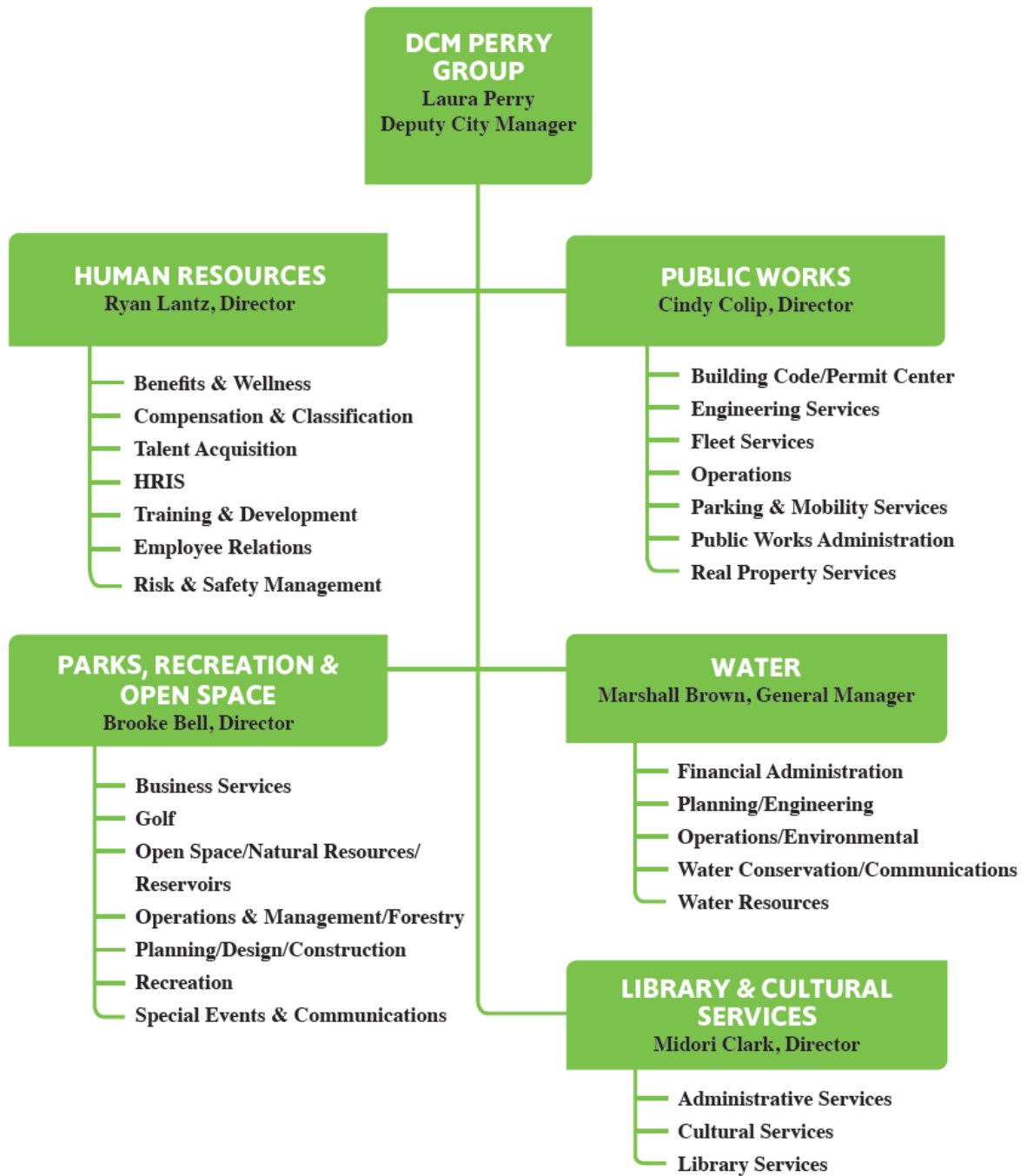
# City Manager



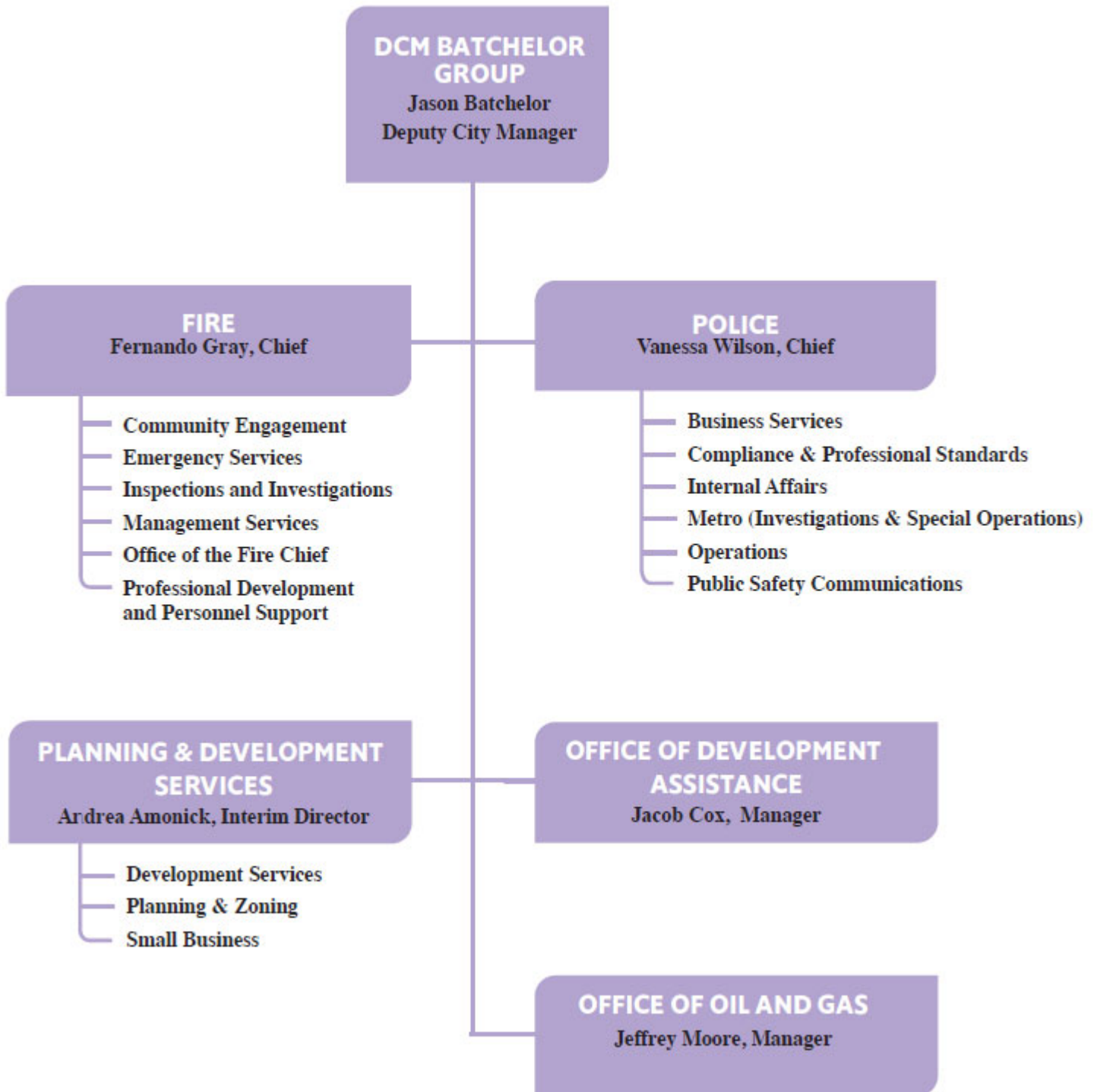
# Deputy City Manager Venegas



# Deputy City Manager Perry



# Deputy City Manager Batchelor







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# City of Aurora, Colorado

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2022 CITY MANAGER'S  
ADOPTED BUDGET

## GENERAL FUND REVENUES



## 2022 General Fund Revenue Overview

The City of Aurora General Fund revenue estimates for the 2022 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). Econometrically-derived tax forecasts calculated by the BRD are used for the five-year horizon ending in 2026 for five revenue sources to include sales, automobile use, building use, other use, and property taxes which together constitute 80 percent of the total General Fund revenues. The remaining sources of revenue are 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 the 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 City of Aurora departments. In many ways, the City of Aurora's economy functions like the economy of the Denver Metro region, the state of Colorado, and the nation—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. This is evidenced by the positive 5.3 percent increase in City of Aurora sales tax revenues in 2020, a period in which most municipalities experienced sharp declines in economic activity and revenues. It is believed that the pandemic resulted in more Aurora residents staying and shopping in the city, which benefited sales tax collections.

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 revenue estimates. BRD chose to model three forecasts including the Moody's baseline forecast, an optimistic scenario, and a pessimistic scenario. With the baseline forecast there is an equal 50 percent chance of the economy over-performing and under-performing the scenario. With the pessimistic scenario, there is a 75 percent probability that the economy will perform better than projected and a 25 percent chance that it will under-perform. Given the sharp economic recovery from the COVID-19 pandemic that the city is currently experiencing, even the pessimistic scenario



projects revenues in 2021 and 2022 will grow in comparison to collections in 2020. However, the growth in revenues is more muted in the pessimistic scenario than in the baseline and optimistic scenarios. These different forecasts provide sensitivity analysis around relatively favorable and unfavorable economic conditions.

Looking forward, there are concerns about worker shortages, inflation, and supply chain disruptions. Further, while significant progress has been made in combating the COVID-19 pandemic, there are still lingering concerns about variants of the virus. Given these concerns, city management decided to use an adjusted version of the BRD pessimistic forecast called the cautious growth scenario. Adjustments were made to reflect the most current revenue data, to reflect two Aurora-specific circumstances, and to use a slightly moderated level of growth for most revenue sources that was ten percent lower than the pessimistic scenario.

The first Aurora-specific modification made was that the sales tax projection was increased over the BRD pessimistic scenario starting at the end of 2023 to reflect the expiration of the Cornerstar Urban Renewal Area (URA). This fact was not included in the BRD forecast, but this expiration should increase sales taxes by over \$1.1 million annually in 2024 and beyond. The second modification is that all scenarios were adjusted to reflect the reality of the Taxpayer's Bill of Rights (TABOR), a provision in the Colorado Constitution that limits revenues that state and local governments may retain and expend. Rather than showing projected property tax revenues generated under the city's historical mill levy, the modification shows the lesser of projected revenues and the property tax collections that Aurora is allowed to keep under the TABOR limit. In this regard, it is important to note that all scenarios projected property tax revenues above the TABOR limit in both 2021 as well as in all future years. Because of this, all scenarios in this revenue overview have been adjusted and use the calculated TABOR limit as the effective revenue estimate for each year.

National GDP decreased by a total of 3.4 percent in 2020, the first full-year decline since 2009 and the largest annual decline since 1946. The BRD pessimistic forecast assumes that U.S. real Gross Domestic Product (GDP) will increase by 5.2 percent in 2021 and 3.8 percent in 2022. Even in the pessimistic scenario, GDP growth is projected to exceed the medium-term average GDP growth of 3.4 percent and GDP will exceed pre-pandemic levels in 2021. Further, the BRD pessimistic scenario assumes that the national unemployment rate improves steadily, dropping below 5.0 percent in 2022.

In the baseline scenario, the U.S. experiences a more robust recovery than in the pessimistic scenario. In this scenario, GDP is expected to grow by 6.4 percent in 2021 and 5.3 percent in 2022. After this point, GDP is projected to revert to growth rates that are below 3.0 percent. With this growth, GDP is projected to regain peak levels in mid-2021, employment reaches the prior peak in 2022, and unemployment dips below 4.0 percent in mid-2022.

Table 1 displays growth rates for the total of the five top revenue sources for the BRD baseline, BRD pessimistic, and OBFP cautious projections. The table also contains the growth rates published in the 2021 Original Budget as a final point of comparison. For 2021 through 2026, the cautious forecast has been chosen as the basis of the 2022 budget. The table also shows increased revenue in each year calculated as the difference between the cautious growth revenue forecast and the Adopted 2021 Budget Book.

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

Dollar values in thousands

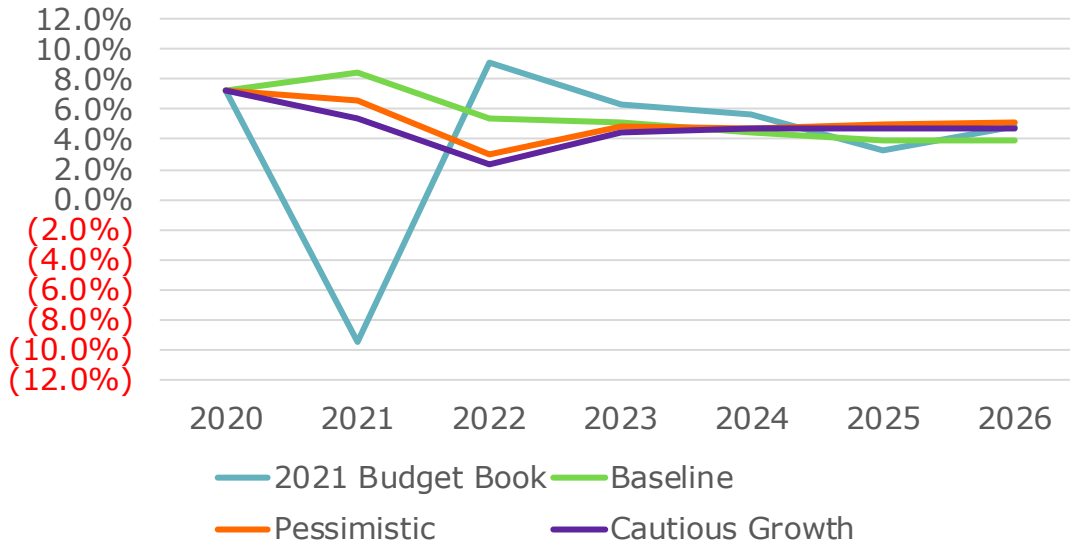
Percent Change from Prior Year	2020	2021	2022	2023	2024	2025	2026
2021 Budget Book	7.3%	(9.6%)	9.1%	6.3%	5.6%	3.3%	4.8%
Baseline	7.3%	8.4%	5.4%	5.1%	4.4%	3.9%	3.9%
Pessimistic	7.3%	6.6%	2.9%	4.9%	4.8%	5.1%	5.1%
<b>Cautious Growth</b>	7.3%	5.4%	2.3%	4.5%	4.7%	4.7%	4.7%
<b>New Revenue Compared to 2021 Budget Book</b>		\$46,226.4	\$28,147.8	\$23,777.5	\$21,874.9	\$27,864.8	\$28,726.7

Note: 2020 growth rates represent actual growth in revenues between 2019 and 2020.

In the 2021 Budget Book, it was assumed that the top five revenue sources would decline by 1.6 percent in 2020 and would decline by another 1.4 percent in 2021. Rather than taking several years to return to a pre-pandemic level of collections, as was forecast in the 2021 Budget Book, a strong economic recovery in the second half of 2020 resulted in 7.3 percent growth in these five revenue streams. Not only that, but these revenue streams continue to grow strongly through the early months of 2021. There is robust growth projected in the current year, ranging from 8.4 percent in the baseline scenario to 5.4 percent in the cautious growth scenario. The difference between the cautious growth scenario used in the 2022 budget and the assumptions contained in the Adopted 2021 Budget is shown in the “New Revenue Compared to 2021 Budget Book” line at the bottom of Table 1. The variance is most pronounced in 2021, but significant increases can be seen across all years in the five-year outlook.

Figure 1 displays the growth rates graphically which helps to highlight some important observations. One observation relates to how significantly the 2021 revenue forecast has changed in one year. The 2021 Budget Book assumed that Aurora would collect \$283.6 million from the five major revenue sources in 2020 and that these sources would shrink slightly from that amount in 2021. With a quicker-than-expected economic recovery, Aurora actually collected \$309.3 million from these revenue streams in 2020. As a result of the surprisingly strong recovery, 2021 collections would have to decline by 9.6 percent to arrive at the original revenue forecast in the 2021 Budget Book. With improving economic fundamentals and rapidly rising retail sales, all of the current scenarios now show revenues growing in 2021. Another interesting observation is that all three of the new scenarios have similar levels of growth for 2023 and beyond, ranging from 3.9 percent to 5.1 percent.

Figure 1: Percent Change to Prior Year



**Current Economic Conditions**

The first confirmed case of COVID-19 arrived in Colorado on March 5, 2020. This was quickly followed by the closure of various institutions in the state and a statewide stay-at-home order that took effect March 26, 2020. The pandemic-induced recession had an immediate impact on commerce locally, with Aurora’s year-over-year sales tax collections falling 12.6 percent in May 2020 (with May sales tax collections reflecting April 2020 sales activity). Thanks in part to an unprecedented level of federal stimulus and pent-up consumer demand from the economic shutdown, an economic recovery began in the second half of 2020. At the close of a challenging year in 2020, it was interesting to note that the City of Aurora’s sales tax growth rate exceeded the State of Colorado sales tax growth rate and outperformed many jurisdictions within Colorado’s metropolitan areas.

In the 2021 Adopted Budget, General Fund revenues in 2021 were expected to grow by 1.2 percent as part of a multi-year economic recovery. In contrast to a year ago, General Fund revenue is now projected to grow by 5.7 percent in 2021. Sales tax revenue is the primary driver behind the revenue performance as this source represents about 56 percent of total General Fund revenues. Under the cautious growth scenario, the City of Aurora will see sales tax revenue increase by 6.3 percent in 2021, followed by 3.0 percent growth in 2022. Strong growth in sales tax collections reflects that the economic recovery has been far stronger and quicker than expected. Through the first six months of 2021, for example, sales tax collections have been \$19.7 million (19.9 percent) higher than in 2019. This provides an excellent measure of how retail sales have already returned to and exceeded pre-pandemic conditions. That stated, not all sectors of the economy are feeling the recovery equally. For example, consumer spending on travel and tourism have remained muted in early 2021. As we approach the summer months, the successful implementation of three COVID-19 vaccines has resulted in more people feeling comfortable traveling. Although travel and tourism are projected to rebound strongly going forward, it will take several years for pre-pandemic levels of lodger’s tax revenue to once again be collected. Other revenue streams that are projected to recover more slowly include occupational privilege tax, highway users tax fund revenues, business licenses, and external charges for services.

There are both upside and downside risks to the cautious growth forecast. Although current economic indicators have been steadily improving, there remains downside risks. The current recovery could stall due to inflation, a shortage of workers, and supply chain disruptions. Many countries are behind the United States in recovering from the COVID-19 pandemic, which leaves certain supply chains still vulnerable to pandemic outbreaks. Even in the United States, the Delta variant of the coronavirus is behind steadily increasing case counts in all fifty states as of July 2021. If case counts continue to rise and vaccination efforts are not able to successfully counter this trend, it is possible that additional pandemic restrictions, reduced consumer appetite for some products and services, and other negative economic impacts could occur. On the other hand, progress over the last few months combating the COVID-19 pandemic has been largely successful, the current delta variant outbreak notwithstanding. This has fueled strong consumer demand that has started to stretch into harder hit sectors like restaurants, bars, hotels, and movie theaters. Both consumers and businesses remain optimistic about the economic outlook looking forward, as suggested by the Leeds Business Confidence Index and the Consumer Confidence Index. This could result in continued consumer demand and the creation of new jobs by businesses. In short, there remains considerable economic uncertainty and a wider-than-normal range of economic outcomes is possible.

The following discussion provides an overview of General Fund revenue, including an updated 2021 projection and the revenue estimate for the 2022 budget. The 2022 revenue estimate includes both revenues under the cautious growth scenario as well as changes to revenue that are related to amendments. See Revenue Attachment A for June year-to-date actuals and 2021 full-year projected gains and shortfalls by revenue source. A complete list of General Fund actuals and projected revenue from 2018 through 2026 can be found in Revenue Attachment B.

### **2021 Full-Year Projection Update**

A number of General Fund revenue sources suffered significant reductions in the second quarter of 2020, a time period early in the COVID-19 pandemic when non-essential businesses were closed and residents were sheltering at home. Benefiting from a strong economic recovery, total General Fund sources through the first half of 2021 have increased \$27.5 million (14.7 percent) over 2020. Year-to-date sales tax revenue has grown by \$16.8 million (16.5 percent), accounting for 60.9 percent of the growth in total General Fund sources. Sales tax collections have benefited from an improving economy that is driven in part by strong consumer demand and the easing of pandemic restrictions. Implementation of a new Marketplace Facilitator Ordinance in September 2020 has also had a significant impact on collections. Through the first six months of 2021, sales tax collections from marketplace facilitators have generated \$4.8 million, accounting for 28.8 percent of the growth in sales tax collections in 2021.

One of the first steps of the annual budget process is to prepare an updated projection for the current year's revenue collections. This new projection updates the revenues that were included in the 2021 Original Budget. Over the first six months of 2021, a little over half of the city's top General Fund revenue sources have over-performed the original expectation. Total General Fund sources are \$34.6 million (19.1 percent) over the 2021 Original Budget through the end of June. About two-thirds of this over-performance is driven by strong year-to-date sales tax collections. Most of the under-performing revenue streams are not substantially under budget with the exception of external charges for service. A major factor behind the under-performance of external charges for services is that the Fire Department has not yet implemented the three new fees

## General Fund Revenue Overview

included in the 2021 budget. Year-to-date collections of housing reinspection fees, court fees, and ambulance reimbursements have also contributed to the under-performance of this revenue stream.

Construction activity did not appear to have been affected by the pandemic and capital-related use tax is the second biggest contributor to General Fund sources coming in over the 2021 year-to-date budget plan. Per city ordinance, capital-related use tax revenue is transferred to the Capital Projects Fund and is therefore not available to fund General Fund operations. As such, General Fund operating revenues are \$28.5 million (17.4 percent) above the 2021 budget on a year-to-date basis.

Table 2 shows the year-to-date 2021 actuals and how they compare to 2020 actuals and the 2021 budget through June.

**Table 2. Year-to-Date Variance to 2020 and Original Budget Through June 2021**

Revenue Source	Year-to-Date 2021 Actuals	Higher/(Lower) than YTD 2020	% Change to 2020	Higher/(Lower) than YTD Budget	% Change to Budget
General Sales Tax	\$ 118,453,545	\$ 16,767,115	16.5%	\$ 23,179,706	24.3%
Property Tax	29,838,726	(127,759)	(0.4%)	0	0.0%
Capital Related Use Tax	17,093,888	1,489,064	9.5%	5,312,732	45.1%
Automobile Use Tax	13,056,735	3,580,255	37.8%	2,789,884	27.2%
Franchise Fees	5,775,384	680,622	13.4%	489,137	9.3%
Highway Users	4,755,299	292,381	6.6%	(110,111)	(2.3%)
Audit Revenue	6,764,518	4,171,869	160.9%	4,368,904	182.4%
Lodgers Tax	2,541,600	260,973	11.4%	(331,471)	(11.5%)
External Charges	2,705,779	689,247	34.2%	(1,262,510)	(31.8%)
All Other Sources	14,499,590	(259,595)	(1.8%)	173,539	1.2%
<b>Total General Fund Sources</b>	<b>\$ 215,485,063</b>	<b>\$ 27,544,171</b>	<b>14.7%</b>	<b>\$ 34,609,809</b>	<b>19.1%</b>
Capital Transfer Out	23,547,418	2,420,919	11.5%	6,110,682	35.0%
<b>General Fund Operating Revenue</b>	<b>\$ 191,937,646</b>	<b>\$ 25,123,253</b>	<b>15.1%</b>	<b>\$ 28,499,128</b>	<b>17.4%</b>

Based on recent revenue collections, current economic conditions, and future expectations, the revised full-year projection for 2021 is \$19.8 million (5.1 percent) higher than 2020, which equates to a \$48.1 million (13.4 percent) increase compared to the 2021 Original Budget. Table 3 shows how the updated 2021 projections compare to 2020 revenue collections and the figures included in the 2021 Original Budget.

**Table 3. 2021 Full-Year Projection Variance to  
2020 and 2021 Original Budget**

Revenue Source	Full-Year Projection	Higher/(Lower) than 2020	% Change to 2020	Higher/(Lower) than Budget	% Change to Budget
General Sales Tax	\$ 227,237,131	\$ 13,456,700	6.3%	\$ 33,255,375	17.1%
Property Tax	43,811,941	(1,073,817)	(2.4%)	3,028,944	7.4%
Capital Related Use Tax	31,313,785	2,190,154	7.5%	7,870,260	33.6%
Automobile Use Tax	23,524,814	2,043,684	9.5%	2,071,790	9.7%
Franchise Fees	15,027,588	790,055	5.5%	697,489	4.9%
Highway Users	11,965,014	518,996	4.5%	(85,213)	(0.7%)
External Charges	5,866,317	1,195,051	25.6%	(1,821,275)	(23.7%)
Audit Revenue	8,370,982	2,355,250	39.2%	3,579,760	74.7%
Lodgers Tax	6,399,007	1,970,599	44.5%	(277,727)	(4.2%)
All Other Sources	34,313,779	(3,621,414)	(9.5%)	(180,475)	(0.5%)
<b>Total General Fund Sources</b>	<b>\$ 407,830,358</b>	<b>\$ 19,825,259</b>	<b>5.1%</b>	<b>\$ 48,138,928</b>	<b>13.4%</b>
Capital Transfer Out	43,451,310	2,795,962	6.9%	8,853,568	25.6%
<b>General Fund Operating Revenue</b>	<b>\$ 364,379,048</b>	<b>\$ 17,029,297</b>	<b>4.9%</b>	<b>\$ 39,285,360</b>	<b>12.1%</b>

**2022 Revenue Estimate**

General Fund sources are estimated to grow at a rate of 2.4 percent, or \$9.9 million in 2022 over the 2021 projection. Collections from sales tax, internal charges for services, and property tax are projected to experience the largest increases at \$6.9, \$3.9, and \$2.0 million respectively. Expected declines in revenue from capital-related use tax and audit recoveries will partially offset some of these gains by a total of \$5.7 million. The net of all other revenue sources is forecasted to increase by \$2.8 million.

There are two amendments in the 2022 budget which will result in increased General Fund revenue. The Public Works Department’s “Add 4.0 FTE Public Improvement Inspectors” amendment includes an increase of \$351,300 in General Fund permit revenue. This request reflects an increase in demand for construction permits and addresses the workload impact of that increase. Similarly, increased visitation at Aurora and Quincy reservoirs is forecast to result in an additional \$80,000 in external charges for services revenue earned by the Parks, Recreation, and Open Space Department. The “Aurora Reservoir Contract Maintenance” amendment will utilize this revenue to better address the custodial needs associated with increased visitation as well as vegetation management at several sites with high visitation. The revenue associated with both of these amendments is included in the revenue figures contained in Attachment B in this section of the budget book.

The following summarizes the major revenue changes:

- **Sales Tax.** The sales tax revenue estimate for 2022 is 3.0 percent or \$6.9 million higher than 2021 projected revenue. In the BRD pessimistic scenario from which this forecast was derived, sales tax collections benefit from positive economic factors such as state

employment growing by 3.9 percent and U.S. real GDP growing by 3.8 percent. However, after seeing large gains in personal income in 2020 as a result of federal stimulus funding, personal income in Colorado is projected to grow by a modest 1.5 percent in 2021 and 2.8 percent in 2022. As a result of these economic conditions, retail trade in Colorado is projected to grow by only 2.9 percent in 2022. This forecast projects that sales tax will grow in the range of 4.3 percent to 4.7 percent in each of the out-years after 2022.

- **Internal Charges for Services.** Historically, overhead costs attributable to the Development Review Fund have been paid using a General Fund transfer. In contrast, overhead charges associated with the Water and Wastewater Funds have been paid using monthly internal charges for services. To improve consistency, the \$2.8 million in Development Review Fund overhead charges in 2022 will be added as an additional internal charge for services, accounting for the majority of the year-over-year increase. This technical adjustment will result in an offsetting \$2.8 million reduction in transfers to the General Fund.
- **Audit Revenue.** In 2021, audit recoveries are projected to total \$8.4 million, which would be the most recoveries made in a single year. The current year revenues have benefited from three large, multi-year audits that were concluded in 2021, including the audit of a data center as well as two audits related to the purchase of oil and gas equipment by large companies. Despite the strong collections in 2021, large audit recoveries are one-time in nature and it is unlikely that the current level of recoveries will repeat moving forward. As such, the estimate for 2022 is for audit revenues to decline by \$3.5 million.
- **Capital-Related Use Tax.** The most capital-related use tax revenue ever collected was \$29.1 million in 2020. This record may be broken in 2021, when \$31.3 million is projected to be collected. Both 2020 and 2021 year-to-date revenues have been bolstered by several large projects. The forecast for 2022 assumes capital-related use tax will fall by \$2.2 million (7.1 percent) compared to the 2021 projection. Despite this forecasted decline, the 2022 estimate of \$29.1 million of capital-related use tax collections is equal to 2020 collections and significantly above the \$25.6 million collected in 2019.
- **Property Tax.** As a result of strong growth in property valuations, property tax revenue grew to \$44.9 million in 2020, exceeding the amount of revenue the city is allowed to keep under the Taxpayers Bill of Rights (TABOR). Moving forward, property tax revenue is projected to continue growing faster than the TABOR revenue limit. As such, the revenue forecast for every year from 2021 through 2026 uses the estimated TABOR limit. For 2022, it is projected that Aurora will be able to keep \$45.8 million in property tax revenue. Temporary mill levy adjustments will be used to return property tax revenue collected in previous years that is above the TABOR limit.
- **External Charges for Services.** External charges for services are service fees that are deposited into the General Fund for a wide variety of city services. The COVID-19 pandemic has brought a decline in this revenue stream in 2020, driven by reductions in library visitation, court fees, room rentals, and housing inspection fees (as some prominent examples). External charges for services are projected to increase by \$1.3 million (22.2 percent) in 2022. The full implementation of two new fees by the Fire Department, including an accident scene mitigation fee and a first inspection fee for fire code inspections, will generate \$443,800 more in revenue in 2022 than in 2021 (when the

fees will only be implemented for the latter part of the year). A fee study which will analyze optimal service fee levels across multiple city departments is expected to generate an additional \$400,000 in 2022. Additionally, under the Aurora Reservoir Contract Maintenance amendment, an additional \$80,000 of fee revenue will be collected at Aurora and Quincy reservoirs starting in 2022. Finally, a return to more historical levels of revenue in court charges, housing reinspection fees, and growth in other city charges will generate an additional \$379,500 in revenue in 2022.

- **Lodger's Tax.** Travel and tourism have been one of the hardest hit sectors of the economy during the COVID-19 pandemic. As efforts to combat the COVID-19 pandemic continue to show success, lodger's tax revenue is projected to increase by \$1.6 million (25.0 percent) in 2022. The total projection for 2022 is \$8.0 million, which is still slightly below the \$8.3 million in lodger's tax that was collected in 2019. The 2022 projection reflects both a move closer to a pre-pandemic level of travel and tourism as well as the assumption that the pandemic will not be completely resolved and that hotel visitation may not fully recover in 2022.

After a strong year of economic recovery in 2021, the forecast assumes growth will moderate in 2022. Sales tax growth will be a strong 6.3 percent in 2021, fueled in part by pent-up consumer demand. As this pent-up demand slowly dissipates and growth in personal income moderates compared to 2020, Colorado retail trade is projected to grow by a modest 2.9 percent in 2022. These economic factors will cause sales tax to grow by only 3.0 percent in 2022 before resuming to a more normal level of growth in the 4.3 percent to 4.7 percent range in the years 2023 through 2026. At the bottom-line level, total General Fund sources are projected to grow by \$9.9 million (2.4 percent) in 2022. In the out-years, General Fund sources will grow by \$17.0 million (4.1 percent) in 2023, by \$17.9 million (4.1 percent) in 2024, by \$18.5 million (4.1 percent) in 2025, and by \$19.7 million (4.2 percent) in 2026.

### Key Fund Sources

Seven key revenue sources comprise 88.3 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 2020 through 2022.



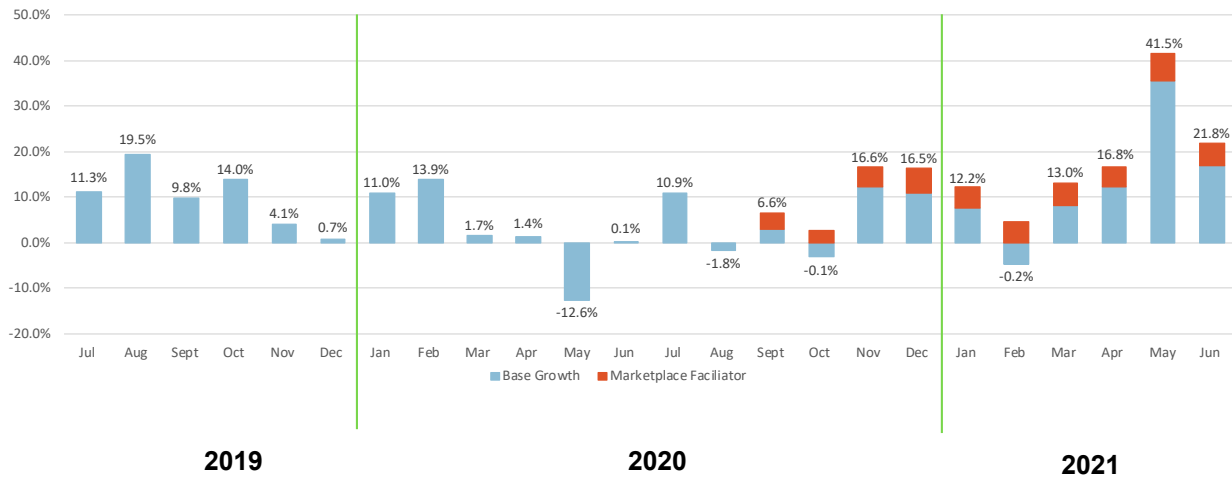
**Table 4. Sources of Funds**

Sources of Funds	2020 Actual	2021 Projection	2022 Adopted	2020-2021 Change	2021-2022 Change
General Sales Tax	\$ 213,780,431	\$ 227,237,131	\$ 234,162,053	6.3%	3.0%
Property Tax	44,885,758	43,811,941	45,820,061	(2.4%)	4.6%
Capital-Related Use Tax	29,123,631	31,313,785	29,096,379	7.5%	(7.1%)
Auto Use Tax	21,481,130	23,524,814	24,199,869	9.5%	2.9%
Franchise Fees/Taxes	14,237,533	15,027,588	15,147,809	5.5%	0.8%
Highway Users Fees/Taxes	11,446,018	11,965,014	12,301,052	4.5%	2.8%
Lodger's Tax	4,428,408	6,399,007	7,998,759	44.5%	25.0%
All Other Operating Revenue	43,671,921	45,743,313	49,034,963	4.7%	7.2%
<b>General Fund Revenue</b>	<b>\$ 383,054,830</b>	<b>\$ 405,022,593</b>	<b>\$ 417,760,945</b>	<b>5.7%</b>	<b>3.1%</b>
Transfers In from Other Funds	4,950,269	2,807,765	-	(43.3%)	(100.0%)
<b>Total General Fund Sources</b> (including transfers in)	<b>\$ 388,005,099</b>	<b>\$ 407,830,358</b>	<b>\$ 417,760,945</b>	<b>5.1%</b>	<b>2.4%</b>
Transfer Out of Capital-Related Revenue	40,655,348	43,451,310	41,905,686	6.9%	(3.6%)
<b>General Fund Operating Revenue</b> (excludes capital transfer)	<b>\$ 347,349,751</b>	<b>\$ 364,379,048</b>	<b>\$ 375,855,259</b>	<b>4.9%</b>	<b>3.1%</b>

**Sales tax**, the largest source of operating revenue for the city, accounts for 56 percent of total collections into the General Fund. The 2021 Original Budget assumed sales tax revenue would be \$194.0 million in 2021 and would grow by 7.4 percent to \$208.4 million in 2022. The sales tax estimates were made only a few months after the COVID-19 virus outbreak in the United States. At this time, there was considerable uncertainty regarding both how deeply into recession the country would fall and how quickly the economy would ultimately recover from the pandemic. The National Bureau of Economic Research found that the recession last only two months before the economy started to recover, making the two-month recession the shortest economic downturn in U.S. history. As shown in Figure 2, sales tax revenue dropped significantly in May 2020 and growth was relatively flat in two of the three following months. In September 2020, the City of Aurora implemented the new Marketplace Facilitator Ordinance. This new ordinance was included as a 2021 budget amendment, with the expectation that it would generate a total of \$700,000 in new revenues in 2021. Revenue from the ordinance has greatly exceeded expectations; through June 2021, this new ordinance has generated an average of \$751,100 per month.

Even without the additional revenue from the ordinance, a stronger-than-expected economic recovery led to sharp growth in sales tax collection starting in late 2020. Sales tax revenues through June 2021 were 16.5 percent, or \$16.8 million higher than 2020 year-to-date collections, exceeding budget expectations by \$23.2 million (24.3 percent). As shown in Figure 2, with only one month as an exception, revenues since November 2020 have been growing by double digit percentages. This growth is largely attributable to strong consumer demand, driven by rising personal income and recovery of some of the jobs lost during the pandemic-induced recession.

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



Under the cautious growth revenue scenario, growth in sales tax collections will continue throughout the year. By year end, it is projected that real Gross Domestic Product (GDP) will have increased by 5.2 percent and that unemployment will keep dropping, ultimately falling below 5.0 percent in 2022. Table 3 shows that the updated projection for the full year of sales tax collections in 2021 will beat the original budget expectations by \$33.3 million (17.1 percent). Under this projection, year-end sales tax growth in 2021 will be 6.3 percent.

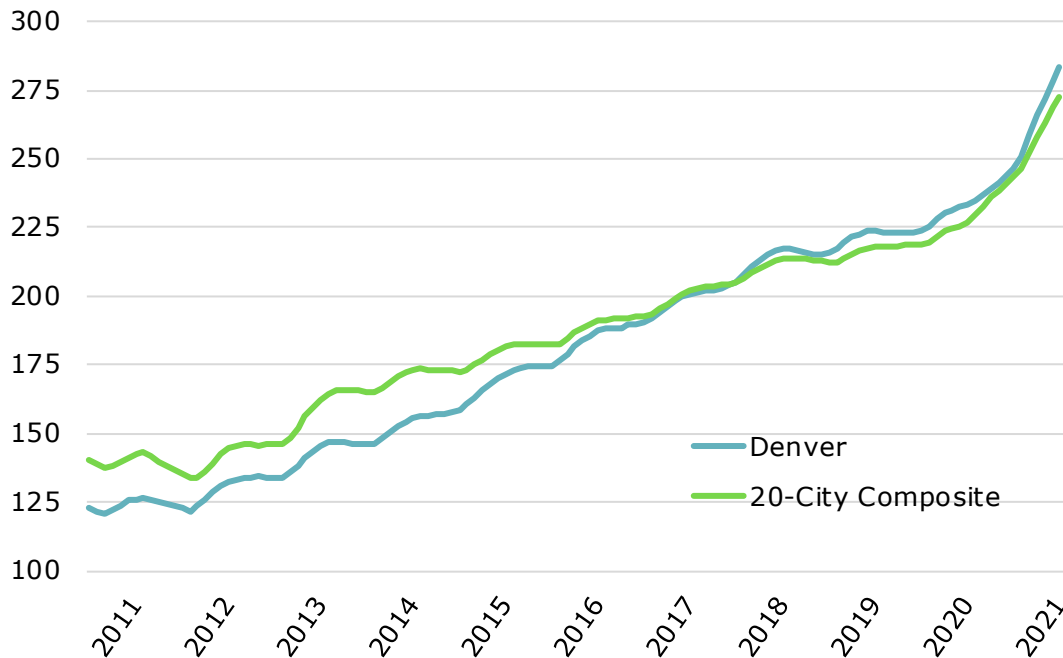
Moving into 2022, the cautious growth scenario predicts a slowing 3.0 percent rate of growth in sales tax collections. This projection reflects a slow growth economy, with real GDP projected to increase by 3.8 percent in 2022. Further, as various federal stimulus programs enacted to combat the pandemic-induced recession start to expire, personal income is projected to decline by 0.6 percent in 2022. Given these factors, retail trade in 2022 is projected to grow by a modest 2.9 percent in 2022.

Growth in sales tax collections picks up after 2022, with growth ranging from 4.3 percent to 4.7 percent in each of the last four years of the forecast horizon. This reflects stronger growth in Colorado personal income starting in 2023, as well as continued growth in the state’s employment numbers over the lows experienced during the 2020 recession. All of these factors lead to sustained growth in retail trade in Colorado, projected at 4.1 percent in 2023, 4.0 percent in 2024, and 3.8 percent growth in 2025.

**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. In recent years, property tax revenues have increased significantly in even-numbered years (after the re-assessments done in the odd-numbered years). Total property tax revenue grew by 20.0 percent in 2016, 16.8 percent in 2018, and 20.4 percent in 2020.

**Figure 3. Case-Shiller Home Price Index**

Source: S&P Indices



The 2021 property re-assessment includes both changes in property valuation and inventory. According to the Case-Shiller Home Price Index shown in Figure 3, property values increased by 3.7 percent in 2019, the smallest level of growth since 2011. Growth in housing prices was more pronounced in 2020, growing by 9.2 percent. Growth in 2019 and 2020 represents the time period used to estimate property values for the 2021 certified assessments. The 2021 certified assessments will be used to determine actual property taxes to be paid in 2022. Also seen in Figure 3 is that housing prices rose sharply in 2021. Between June 2020 and June 2021, housing prices grew by an incredible 19.6 percent. Another interesting observation from Figure 3 is that housing prices in the Metro Area over the last ten years have grown more quickly than the average prices in the S&P’s 20-City Composite Home Price Index.

The BRD projection for property tax collections assumes the historical mill levy of 8.605 mills will be applied in each year of the forecast. However, given strong growth in property tax collections in 2016, 2018, and 2020, property tax collections exceeded the Taxpayers Bill of Rights (TABOR) revenue limitation by \$2.9 million in 2020. To refund moneys collected above the TABOR revenue limitation in 2020, the City of Aurora enacted a temporary property tax reduction in 2021 which reduced the mill levy from its historical rate of 8.605 mills down to a one-time rate of 8.076 mills. Given the projection that property tax revenues will continue to grow at a pace that exceeds what is allowed by TABOR, Aurora is likely to need to continue using temporary property tax reductions in future years.

With property valuations in Colorado continuing to increase rapidly, the BRD pessimistic scenario projected that property tax collections in 2022 would grow by 19.0 percent to \$53.7 million.

Further, the BRD projection assumed strong growth in property tax collections over the forecast horizon in all even numbered years, with relatively flat growth in odd-numbered years that are not affected by re-assessments. In every year of the BRD forecast, projected property tax collections are above the amount the city is allowed to retain under TABOR. To better reflect property tax collections that Aurora can keep and expend, the 2022 Adopted Budget did not use the BRD property tax forecast. Instead, the property tax forecast was based on the projected TABOR limit in each year. After accounting for projected inflation growth and the change in housing inventory, Aurora expects for its TABOR revenue limit to rise to \$45.8 million in 2022. This amount is \$2.0 million (4.6 percent) higher than 2021. The TABOR limit is projected to grow by a little more than 4.0 percent in each of the out-years of the forecast.

**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. Most capital-related use tax revenue is transferred to the Capital Projects Fund in accordance with Council policy.

This revenue source tends to be highly volatile, with years of exceptionally high growth being followed by corrections. Through June 2021, year-to-date capital-related use tax collections totaled \$17.1 million. YTD collections have benefitted from several large one-time payments, both from large warehouse construction projects as well as from large multi-family construction projects. The \$17.1 million in current year collections compared very favorably to the \$15.6 million collected over the same time period in 2020 and the \$12.4 million collected in 2019. Strong YTD collections led to a projection of \$31.3 million in capital-related use tax collections in 2021, which is 7.5 percent higher than the record \$29.1 million in capital-related use taxes collected in 2020.

The cautious growth scenario assumes that capital-related use tax revenues in 2022 will fall back to \$29.1 million, essentially the same level of revenue collected in 2020. While the 2022 projection represents a \$2.2 million (7.1 percent) reduction from the 2021 projection, the \$29.1 million in capital-related use tax projected for 2022 is strong by historical standards and does not rely on a sustained level of extraordinarily large construction projects (and associated large capital-use payments) that is driving record collections in 2021. BMUT payments are one-time in nature and are not necessarily predictive of similar payments being received in the future. Capital-related use tax collections will grow to \$30.5 million in 2023, \$32.4 million in 2024, \$34.9 million in 2025, and \$37.7 million in 2026.

The key drivers of building materials use tax revenues are Colorado housing permits and Colorado nonresidential construction. In the Leeds pessimistic scenario, non-residential construction in Colorado is projected to grow at robust rates in coming years. After growing at a projected rate of 8.7 percent in 2021, non-residential construction is projected to grow 9.7 percent in 2022, 7.5 percent in 2023, and 8.7 percent in 2024. Building materials use tax revenues generally follow the general pattern of construction activity, but with more volatility. After a 15.3 percent reduction in 2022, BMUT collections are projected to grow by 4.3 percent in 2023, 6.9 percent in 2024, and 10.1 percent in 2025.

Colorado state employment is the primary predictor for other use tax revenues, serving as an indicator for general economic activity in the state and in the city. Following a 5.2 percent decline in Colorado employment in 2020, employment is projected to grow in each of the five subsequent years in the BRD pessimistic forecast upon which the 2022 Adopted Budget is based. This economic outlook results in a projected 9.8 increase in other use tax collections in 2022, followed

by growth of roughly 5.0 percent in each of the forecast's out-years.

**Auto use tax** comprises 6 percent of total General Fund sources. The BRD pessimistic scenario, which was the basis for the sales tax forecast and other components of the cautious growth revenue forecast, assumed that new vehicle sales in the United States would increase by 15.4 percent in 2021 and would further increase by roughly 4.0 percent in each of the two following years. In May and June of 2021, when the budget was being created, the computer chips shortage was emerging as a major issue that has the potential to significantly disrupt automobile manufacturers' ability to produce the number of new cars that consumers are demanding. It is currently believed that there will be a new car shortage that will last at least through 2021, and possibly into early 2022. To reduce the potential downside of this supply chain disruption, the cautious growth scenario used a more conservative forecast of auto use tax collections than provided by BRD.

In 2020, auto use tax collections were impacted by the COVID-19 pandemic and its impact on non-essential sales. In total, auto use tax collections in Aurora fell by 3.9 percent in 2020. This result could be considered positive given that new vehicle registration in the State of Colorado fell by 12.5 percent in 2020 according to the Colorado Automobile Dealers Association (CADA). Regardless, new vehicle registrations rose 3.2 percent in the first quarter of 2021 and CADA is predicting new vehicle registrations will rise by 7.7 percent in Colorado in 2021. Through the first five months of 2021, auto use tax collections were up \$2.2 million (26.2 percent) over 2020 and \$2.1 million (24.5 percent) over the 2021 budget plan. However, to protect against potential downside resulting from the short supply of new cars, the mid-year 2021 projection was only revised upward by \$2.1 million, with the adjustment representing the exact amount over the original budget achieved YTD through May (but not making assumptions that Aurora would continue to experience strong auto use tax collections beyond this point in time). With this adjustment, auto use tax collections in 2021 are projected to increase by \$2.0 million (9.5 percent) over 2020.

Looking forward, auto use tax collections are projected to increase by 2.9 percent in 2022, with the impacts of supply chain disruptions still impacting automobile sales. In the years 2023 through 2026, growth in auto use tax collections ranges from 4.2 percent to 5.4 percent. Growth in the out-years is consistent with pre-pandemic growth for this revenue source. From 2016 to 2019, growth in auto use tax collections averaged 5.2 percent per year.

**Franchise fees and taxes** make up 3 percent of total General Fund sources. 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. Collections from two different 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. In the first six months of 2021, collections of franchise fees and taxes have increased by \$680,600 (13.4 percent) compared to 2020 year-to-date collections. For 2021, the projection is based on energy utilities' rate changes and client and utilization growth estimates. Based on this information, franchise fees on natural gas are expected to increase by 12.3 percent in 2021. Franchise fees for telephones are projected to remain flat, while cable television franchise fees are projected to decline by 2.6 percent (the average rate of

decline in cable television franchise fees in 2020 and 2019, which is at least partly attributable to a longer term trend of cable television losing customers to “cord cutting” or switching from expensive cable connections to lower-cost internet-based streaming services). Finally, franchise fees on electric are expected to grow by 7.4 percent in 2021. Relative to 2020, total revenue from franchise fees are expected to increase by 5.5 percent in 2021. Based on the historical average growth rate for this revenue source, the collection of franchise fees and taxes is expected to grow 0.8 percent in 2022 and each year thereafter throughout the remainder of the forecast period.

**Highway users taxes fund revenues (HUTF)** constitute 3 percent of total General Fund sources. This revenue is collected by the state and distributed to the Colorado Department of Transportation (CDOT), other state agencies, 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. Of note, the Sustainability of the Transportation System Act (S.B. 21-260) was recently signed into law by the Governor. The new law will generate significant additional HUTF revenue, both by distributing federal American Rescue Plan Act (ARPA) funds received by the State of Colorado for local highway maintenance purposes as well as by creating new fees on gasoline, diesel, electric vehicles, delivery services, and rideshare services. Because the Aurora City Council has pledged the additional revenue generated by S.B. 21-260 towards road maintenance, the additional revenue from this new legislation will be deposited into the Capital Projects Fund. As such, this new law will not impact the General Fund revenue projection for HUTF revenues.

Through June 2021, Highway Users Tax Fund receipts were \$292,400 or 6.6 percent higher than the same period in 2020. The COVID-19 pandemic resulted in less travel and HUTF revenues in 2020 declined by 11.2 percent compared to 2019. HUTF revenues were also down in each of the first months of 2021, compared to the same months in 2020. Despite this, a combination of COVID-19 vaccines becoming widely available, reduced COVID-19-related restrictions, and a public desire to return to normalcy after sheltering at home in the early months of the pandemic are all projected to lead to an increase in travel (and, as a result, HUTF revenues) for the remainder of the current year. Indeed, the first month of growth in HUTF was finally recorded in May 2021, when revenues were up 15.7 percent compared to May 2020. Economists for the State of Colorado are predicting that statewide HUTF revenues will increase by 3.9 percent in the state fiscal year 2021-22 and by 2.1 percent in state fiscal year 2022-23. Consistent with this statewide projection and actual year-to-date collections for the city, staff lowered the mid-year projection for HUTF revenues by \$85,200 (0.7 percent) when compared to the 2021 original budget. The adjustment results in a full-year HUTF projection of \$12.0 million in 2021, which is \$519,000 (4.5 percent) greater than the 2020 HUTF distribution received by the city. Using a combination of the statewide HUTF projections and the long-term growth rate of HUTF revenues received by the city, HUTF revenues are projected to grow by 2.8 percent in 2022, 1.7 percent in 2023, and 1.4 percent thereafter.

**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.

The travel and tourism sector of the economy has been heavily impacted by the pandemic, causing Metro Area hotel occupancy to fall to 15.7 percent in April 2020. Recovery has been slow, with hotel occupancy improving to 60.5 in May 2021 (still well below the 77.6 percent occupancy rate in May of 2019). The average hotel room price in the Metro Area in May 2021 was \$110.57, also down compared to the \$145.60 average hotel room cost in May 2019 before the pandemic, further hampering lodger's tax collections.

Current year lodger's tax collections through June are \$261,000 (11.4 percent) above 2020 and \$331,500 (11.5 percent) below the budget plan. While hotel occupancy and average room costs continue to improve, conditions in the hotel industry have not improved to the level assumed in the 2021 Adopted Budget. The revised full-year projection for 2021 anticipates steady improvement in travel and tourism for the remainder of the year, resulting in a year-over-year increase in lodger's tax collections of \$2.0 million (44.5 percent) compared to 2020. As COVID-19 vaccines continue to be administered and people return to more normal levels of travel, lodger's tax is projected to grow by another 25.0 percent in 2022. Despite the significant growth in both 2021 and 2022, the \$8.0 million in lodger's tax collections projected for 2022 is still a bit short of the \$8.3 million collected in 2019. In this regard, the projection for this revenue stream is assuming that there are certain segments of the populations that are more vulnerable to COVID-19 who will not resume normal levels of travel in 2022, resulting in 2022 lodger's tax revenues not quite returning to pre-pandemic levels.

**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 through June was \$4.4 million (182.4 percent) over budget. A significant portion of year-to-date audit revenues is related to three large, multi-year audits that were concluded in early 2021. Reflecting both the 2021 year-to-date performance and the fact that audit revenue exceeded projection in each of the last three years, the mid-year projection for audit recoveries in 2021 was raised to \$8.4 million, representing an increase of \$2.4 million (39.2 percent) over 2020. However, given the concern that these types of recoveries are infrequent and one-time in nature, the 2022 budget for audit revenue is \$4.9 million, which is \$3.5 million (41.4 percent) less than the projection for 2021.

External charges for services are a wide collection of fee-based revenue streams earned by most city departments for services provided to citizens, businesses, and other groups. Like many other General Fund revenue streams, external charges for services were negatively impacted by the pandemic. For example, the closure of public libraries resulted in sharp reductions in service fees collected in 2020. The temporary closure of public buildings and the swim beach at Aurora Reservoir also resulted in sharp reductions in rental fees and admission fees last year. This revenue stream has shown some recovery from last year, with year-to-date revenue from external charges for services up \$689,200 (34.2 percent) through June. However, year-to-date revenues are still \$1.3 million (31.8 percent) below the budget plan. The 2021 budget plan included \$1.2 million from three new fees for fire services. One of the new fees, the treat no transport fee, will no longer be implemented and another fee, the scene mitigation fee, is now scheduled for year-end implementation. The final new fee, the first inspection fee for fire code inspections, was implemented in late May, but early signs suggest that it may not generate as much revenue as originally budgeted. More broadly, citywide external charges for service have not recovered quite

## **General Fund Revenue Overview**

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as strongly as projected in the Adopted 2021 budget. In response, staff reduced the mid-year projection for external charges for services revenue to \$5.9 million, which represents an increase of \$1.2 million (25.6 percent) over 2020 revenue. This source is projected to continue to grow to \$7.2 million in 2022, representing additional growth of \$1.3 million (22.2 percent) over the 2021 projection.

See Revenue Attachment A for June year-to-date and 2021 full-year projected gains and shortfalls by revenue source. A complete list of General Fund actual and projected revenue, 2018 through 2026, can be found in Revenue Attachment B.



## 2021 General Fund Revenue Gains and Shortfalls

Revenue Source	2021 YTD Actual thru June	2021 Year-to-Date: Gains/(Shortfalls)				2021 Full-Year Projection	2021 Full-Year: Gains/(Shortfalls)			
		vs. 2020	vs. Budget	% Chg vs. 2020	% Chg vs. Budget		vs. 2020	vs. Budget	% Chg vs. 2020	% Chg vs. Budget
General Sales Taxes	\$ 118,453,545	\$ 16,767,115	\$ 23,179,706	16.5%	24.3%	\$ 227,237,131	\$ 13,456,700	\$ 33,255,375	6.3%	17.1%
Property Tax	29,838,726	(127,759)	0	(0.4%)	0.0%	43,811,941	(1,073,817)	3,028,944	(2.4%)	7.4%
Franchise Fees and Taxes	5,775,384	680,622	489,137	13.4%	9.3%	15,027,588	790,055	697,489	5.5%	4.9%
Use Tax - Automobile	13,056,735	3,580,255	2,789,884	37.8%	27.2%	23,524,814	2,043,684	2,071,790	9.5%	9.7%
Capital Related Use Tax	17,093,888	1,489,064	5,312,732	9.5%	45.1%	31,313,785	2,190,154	7,870,260	7.5%	33.6%
Highway Users Tax	4,755,299	292,381	(110,111)	6.6%	(2.3%)	11,965,014	518,996	(85,213)	4.5%	(0.7%)
Lodgers Tax	2,541,600	260,973	(331,471)	11.4%	(11.5%)	6,399,007	1,970,599	(277,727)	44.5%	(4.2%)
Fines & Forfeitures	1,623,079	288,519	(388,454)	21.6%	(19.3%)	3,318,011	362,115	(752,683)	12.3%	(18.5%)
Audit Revenue	6,764,518	4,171,869	4,368,904	160.9%	182.4%	8,370,982	2,355,250	3,579,760	39.2%	74.7%
Other Taxes	2,634,724	34,893	127,909	1.3%	5.1%	6,156,919	76,138	(105,770)	1.3%	(1.7%)
Other Auto Related (SOT, MV Fees)	1,868,978	156,666	141,860	9.1%	8.2%	4,892,378	317,220	612,369	6.9%	14.3%
Business Licenses & Other Permits	1,500,974	(155,960)	90,941	(9.4%)	6.4%	2,882,916	(923,459)	(475,428)	(24.3%)	(14.2%)
Intergovernmental Revenue	1,381,474	(14,544)	146,938	(1.0%)	11.9%	2,727,528	(848,468)	59,302	(23.7%)	2.2%
Internal Charges for Services	3,668,102	(75,839)	(68,860)	(2.0%)	(1.8%)	7,664,941	(84,905)	(67,660)	(1.1%)	(0.9%)
External Charges for Services	2,705,779	689,247	(1,262,510)	34.2%	(31.8%)	5,866,317	1,195,051	(1,821,275)	25.6%	(23.7%)
Other General Fund Revenue	1,671,341	(594,239)	96,421	(26.2%)	6.1%	3,863,321	(377,551)	140,708	(8.9%)	3.8%
<b>Total General Fund Revenue</b>	<b>\$ 215,334,145</b>	<b>\$ 27,443,262</b>	<b>\$ 34,583,025</b>	<b>14.6%</b>	<b>19.1%</b>	<b>\$ 405,022,593</b>	<b>\$ 21,967,763</b>	<b>\$ 47,730,241</b>	<b>5.7%</b>	<b>13.4%</b>
Transfers In (from other funds)	150,919	100,909	26,785	201.8%	21.6%	2,807,765	(2,142,504)	408,687	(43.3%)	14.6%
<b>Total General Fund Sources</b>	<b>\$ 215,485,063</b>	<b>\$ 27,544,171</b>	<b>\$ 34,609,809</b>	<b>14.7%</b>	<b>19.1%</b>	<b>\$ 407,830,358</b>	<b>\$ 19,825,259</b>	<b>\$ 48,138,928</b>	<b>5.1%</b>	<b>13.4%</b>
Est. Capital Transfer Out	23,547,418	2,420,919	6,110,682	11.5%	35.0%	43,451,310	2,795,962	8,853,568	6.9%	25.6%
<b>General Fund Operating Sources</b>	<b>\$ 191,937,646</b>	<b>\$ 25,123,253</b>	<b>\$ 28,499,128</b>	<b>15.1%</b>	<b>17.4%</b>	<b>\$ 364,379,048</b>	<b>\$ 17,029,297</b>	<b>\$ 39,285,360</b>	<b>4.9%</b>	<b>12.1%</b>

## General Fund Sources of Revenue and Percent Changes

General Fund Total Dollars	2018 Actual	2019 Actual	2020 Actual	2021 Projection	2022 Adopted	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
General Sales Tax	\$ 186,857,702	\$ 203,027,321	\$ 213,780,431	\$ 227,237,131	\$ 234,162,053	\$ 244,329,520	\$ 255,823,876	\$ 267,038,384	\$ 278,744,500
Auto Use Tax	20,615,416	22,345,412	21,481,130	23,524,814	24,199,869	25,512,228	26,578,639	27,894,282	29,275,049
Capital-Related Use Tax	28,608,189	25,591,591	29,123,631	31,313,785	29,096,379	30,457,620	32,350,389	34,924,919	37,728,526
<b>Sales &amp; Use Taxes Sub-Total</b>	<b>\$ 236,081,307</b>	<b>\$ 250,964,324</b>	<b>\$ 264,385,192</b>	<b>\$ 282,075,730</b>	<b>\$ 287,458,301</b>	<b>\$ 300,299,368</b>	<b>\$ 314,752,904</b>	<b>\$ 329,857,585</b>	<b>\$ 345,748,075</b>
Property Tax	\$ 36,464,233	\$ 37,279,575	\$ 44,885,758	\$ 43,811,941	\$ 45,820,061	\$ 47,828,583	\$ 49,781,663	\$ 51,814,498	\$ 53,930,343
Franchise Fees & Taxes	14,222,770	14,305,454	14,237,533	15,027,588	15,147,809	15,268,991	15,391,143	15,514,272	15,638,386
Occupational Privilege Tax	5,354,419	5,634,173	5,213,867	5,546,481	5,662,402	5,780,746	5,901,564	6,024,907	6,150,827
Lodger's Tax	7,985,350	8,344,032	4,428,408	6,399,007	7,998,759	8,142,737	8,289,306	8,438,513	8,590,407
Specific Ownership Tax	2,865,434	3,121,680	3,483,629	3,739,496	3,874,118	3,943,852	4,014,841	4,087,108	4,160,676
Other Taxes	531,709	807,458	866,914	610,438	800,963	836,032	873,956	915,926	960,082
Audit Revenue	6,650,919	6,641,314	6,015,732	8,370,982	4,907,627	4,995,964	5,085,891	5,177,438	5,270,631
<b>Other Taxes &amp; Related Sub-Total</b>	<b>\$ 74,074,834</b>	<b>\$ 76,133,686</b>	<b>\$ 79,131,841</b>	<b>\$ 83,505,933</b>	<b>\$ 84,211,739</b>	<b>\$ 86,796,905</b>	<b>\$ 89,338,364</b>	<b>\$ 91,972,662</b>	<b>\$ 94,701,352</b>
General Fund Permits	\$ 1,342,386	\$ 1,727,105	\$ 1,969,598	\$ 1,241,386	\$ 1,637,408	\$ 1,666,881	\$ 1,696,885	\$ 1,727,429	\$ 1,758,523
Motor Vehicle Fees	1,128,982	1,158,895	1,091,529	1,152,882	1,176,773	1,201,159	1,226,051	1,251,459	1,277,393
Business Licenses	1,859,435	1,994,621	1,836,777	1,641,530	1,685,359	1,730,358	1,776,558	1,823,993	1,872,693
<b>License &amp; Permit Sub-Total</b>	<b>\$ 4,330,803</b>	<b>\$ 4,880,621</b>	<b>\$ 4,897,904</b>	<b>\$ 4,035,798</b>	<b>\$ 4,499,540</b>	<b>\$ 4,598,398</b>	<b>\$ 4,699,494</b>	<b>\$ 4,802,881</b>	<b>\$ 4,908,609</b>
Highway Users Taxes & Fees	\$ 11,778,490	\$ 12,894,959	\$ 11,446,018	\$ 11,965,014	\$ 12,301,052	\$ 12,507,631	\$ 12,682,925	\$ 12,860,677	\$ 13,040,920
Cigarette Tax*	618,119	539,107	-	-	-	-	-	-	-
County Road & Bridge	1,592,054	1,625,534	1,852,171	1,935,585	2,096,166	2,107,670	2,282,528	2,295,055	2,485,458
Other Intergovernmental Revenue	716,439	1,037,159	1,723,825	791,943	696,235	761,995	761,995	761,995	761,995
<b>Intergovernmental Sub-Total</b>	<b>\$ 14,705,102</b>	<b>\$ 16,096,759</b>	<b>\$ 15,022,014</b>	<b>\$ 14,692,542</b>	<b>\$ 15,093,453</b>	<b>\$ 15,377,296</b>	<b>\$ 15,727,448</b>	<b>\$ 15,917,727</b>	<b>\$ 16,288,373</b>
Fines & Forfeitures	\$ 5,409,719	\$ 4,470,340	\$ 2,955,896	\$ 3,318,011	\$ 4,023,306	\$ 4,470,340	\$ 4,470,340	\$ 4,470,340	\$ 4,470,340
Internal Charges	7,491,998	7,688,696	7,749,846	7,664,941	11,581,877	11,813,515	12,049,785	12,290,781	12,536,597
External Charges	6,546,579	6,330,392	4,671,266	5,866,317	7,169,532	7,658,588	7,892,423	8,128,587	8,367,121
Interest	1,857,368	2,527,350	2,365,079	2,105,672	1,917,972	1,931,538	1,945,351	1,959,506	2,073,839
Miscellaneous	1,505,860	1,640,322	1,875,792	1,757,649	1,805,225	1,823,277	1,841,510	1,859,925	1,878,524
<b>Other Sub-Total</b>	<b>\$ 22,811,524</b>	<b>\$ 22,657,100</b>	<b>\$ 19,617,879</b>	<b>\$ 20,712,590</b>	<b>\$ 26,497,912</b>	<b>\$ 27,697,258</b>	<b>\$ 28,199,409</b>	<b>\$ 28,709,139</b>	<b>\$ 29,326,421</b>
<b>Total General Fund Revenues</b>	<b>\$ 352,003,570</b>	<b>\$ 370,732,490</b>	<b>\$ 383,054,830</b>	<b>\$ 405,022,593</b>	<b>\$ 417,760,945</b>	<b>\$ 434,769,225</b>	<b>\$ 452,717,619</b>	<b>\$ 471,259,994</b>	<b>\$ 490,972,830</b>
Transfers In (from other funds)	1,984,105	2,359,008	4,950,269	2,807,765	-	-	-	-	-
<b>Total General Fund Sources</b>	<b>\$ 353,987,675</b>	<b>\$ 373,091,498</b>	<b>\$ 388,005,099</b>	<b>\$ 407,830,358</b>	<b>\$ 417,760,945</b>	<b>\$ 434,769,225</b>	<b>\$ 452,717,619</b>	<b>\$ 471,259,994</b>	<b>\$ 490,972,830</b>
Transfer Out to Capital Projects Fund	37,566,789	37,026,211	40,655,348	43,451,310	41,905,686	43,769,148	46,141,486	49,146,751	52,401,988
<b>General Fund Operating Revenue</b>	<b>\$ 316,420,886</b>	<b>\$ 336,065,287</b>	<b>\$ 347,349,751</b>	<b>\$ 364,379,048</b>	<b>\$ 375,855,259</b>	<b>\$ 391,000,077</b>	<b>\$ 406,576,133</b>	<b>\$ 422,113,243</b>	<b>\$ 438,570,842</b>

\* Starting in 2020, Aurora was no longer eligible to receive share back revenue from the State's cigarette excise tax because the city had extended its sales tax to cover cigarettes

## General Fund Sources of Revenue and Percent Changes

General Fund Percent Change	2018 Actual	2019 Actual	2020 Actual	2021 Projection	2022 Adopted	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
General Sales Tax	4.5%	8.7%	5.3%	6.3%	3.0%	4.3%	4.7%	4.4%	4.4%
Auto Use Tax	2.2%	8.4%	(3.9%)	9.5%	2.9%	5.4%	4.2%	5.0%	5.0%
Capital-Related Use Tax	18.6%	(10.5%)	13.8%	7.5%	(7.1%)	4.7%	6.2%	8.0%	8.0%
<b>Sales &amp; Use Taxes Sub-Total</b>	<b>5.8%</b>	<b>6.3%</b>	<b>5.3%</b>	<b>6.7%</b>	<b>1.9%</b>	<b>4.5%</b>	<b>4.8%</b>	<b>4.8%</b>	<b>4.8%</b>
Property Tax	16.8%	2.2%	20.4%	(2.4%)	4.6%	4.4%	4.1%	4.1%	4.1%
Franchise Fees & Taxes	(2.1%)	0.6%	(0.5%)	5.5%	0.8%	0.8%	0.8%	0.8%	0.8%
Occupational Privilege Tax	6.8%	5.2%	(7.5%)	6.4%	2.1%	2.1%	2.1%	2.1%	2.1%
Lodger's Tax	1.9%	4.5%	(46.9%)	44.5%	25.0%	1.8%	1.8%	1.8%	1.8%
Specific Ownership Tax	2.2%	8.9%	11.6%	7.3%	3.6%	1.8%	1.8%	1.8%	1.8%
Other Taxes	7.5%	51.9%	7.4%	(29.6%)	31.2%	4.4%	4.5%	4.8%	4.8%
Audit Revenue	35.8%	(0.1%)	(9.4%)	39.2%	(41.4%)	1.8%	1.8%	1.8%	1.8%
<b>Other Taxes &amp; Related Sub-Total</b>	<b>10.9%</b>	<b>2.8%</b>	<b>3.9%</b>	<b>5.5%</b>	<b>0.8%</b>	<b>3.1%</b>	<b>2.9%</b>	<b>2.9%</b>	<b>3.0%</b>
General Fund Permits	33.9%	28.7%	14.0%	(37.0%)	31.9%	1.8%	1.8%	1.8%	1.8%
Motor Vehicle Fees	0.1%	2.6%	(5.8%)	5.6%	2.1%	2.1%	2.1%	2.1%	2.1%
Business Licenses	3.0%	7.3%	(7.9%)	(10.6%)	2.7%	2.7%	2.7%	2.7%	2.7%
<b>License &amp; Permit Sub-Total</b>	<b>10.1%</b>	<b>12.7%</b>	<b>0.4%</b>	<b>(17.6%)</b>	<b>11.5%</b>	<b>2.2%</b>	<b>2.2%</b>	<b>2.2%</b>	<b>2.2%</b>
Highway Users Taxes & Fees	(2.4%)	9.5%	(11.2%)	4.5%	2.8%	1.7%	1.4%	1.4%	1.4%
Cigarette Tax*	0.7%	(12.8%)	(100.0%)	N/A	N/A	N/A	N/A	N/A	N/A
County Road & Bridge	9.4%	2.1%	13.9%	4.5%	8.3%	0.5%	8.3%	0.5%	8.3%
Other Intergovernmental Revenue	(36.8%)	44.8%	66.2%	(54.1%)	(12.1%)	9.4%	0.0%	0.0%	0.0%
<b>Intergovernmental Sub-Total</b>	<b>(3.7%)</b>	<b>9.5%</b>	<b>(6.7%)</b>	<b>(2.2%)</b>	<b>2.7%</b>	<b>1.9%</b>	<b>2.3%</b>	<b>1.2%</b>	<b>2.3%</b>
Fines & Forfeitures	22.5%	(17.4%)	(33.9%)	12.3%	21.3%	11.1%	0.0%	0.0%	0.0%
Internal Charges	12.9%	2.6%	0.8%	(1.1%)	51.1%	2.0%	2.0%	2.0%	2.0%
External Charges	11.0%	(3.3%)	(26.2%)	25.6%	22.2%	6.8%	3.1%	3.0%	2.9%
Interest	10.7%	36.1%	(6.4%)	(11.0%)	(8.9%)	0.7%	0.7%	0.7%	5.8%
Miscellaneous	(29.2%)	8.9%	14.4%	(6.3%)	2.7%	1.0%	1.0%	1.0%	1.0%
<b>Other Sub-Total</b>	<b>9.9%</b>	<b>(0.7%)</b>	<b>(13.4%)</b>	<b>5.6%</b>	<b>27.9%</b>	<b>4.5%</b>	<b>1.8%</b>	<b>1.8%</b>	<b>2.2%</b>
<b>Total General Fund Revenues</b>	<b>6.7%</b>	<b>5.3%</b>	<b>3.3%</b>	<b>5.7%</b>	<b>3.1%</b>	<b>4.1%</b>	<b>4.1%</b>	<b>4.1%</b>	<b>4.2%</b>
Transfers In (from other funds)	19.8%	18.9%	109.8%	(43.3%)	(100.0%)	N/A	N/A	N/A	N/A
<b>Total General Fund Sources</b>	<b>6.8%</b>	<b>5.4%</b>	<b>4.0%</b>	<b>5.1%</b>	<b>2.4%</b>	<b>4.1%</b>	<b>4.1%</b>	<b>4.1%</b>	<b>4.2%</b>
Transfer Out to Capital Projects Fund	16.7%	(1.4%)	9.8%	6.9%	(3.6%)	4.4%	5.4%	6.5%	6.6%
<b>General Fund Operating Revenue</b>	<b>5.7%</b>	<b>6.2%</b>	<b>3.4%</b>	<b>4.9%</b>	<b>3.1%</b>	<b>4.0%</b>	<b>4.0%</b>	<b>3.8%</b>	<b>3.9%</b>



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# City of Aurora, Colorado

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2022 CITY MANAGER'S  
ADOPTED BUDGET

# FINANCIAL OUTLOOK



# Long-Range General Fund Financial Outlook

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

The city uses this information as a resource to:

- Identify preliminary spending priorities for future years;
- Incorporate necessary budget adjustments into the long-range financial projections;
- Evaluate whether 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. A fee study is underway that will help 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 2022 to 2026;
- Cost drivers impacting the projections;
- Summary and detail tables covering
  - General Fund budget data for the years 2020 through 2026;
  - 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 2021 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 \$4.3 million.

**Revenue Outlook:** Benefiting from a strong economic recovery, total General Fund revenues are projected to grow by 5.7 percent in 2021 and then experience more moderate growth of 3.1 percent in 2022. This includes new revenue in the amendments of \$431,300 including \$351,300 in construction permits associated with the addition of 4.0 FTE Public Improvement Inspectors and \$80,000 in external charges related to increased visitation at Aurora Reservoir. Without this new revenue, the 2022 projected increase in General Fund sources would be 3.0 percent growth in 2022.

Future projections include steady growth in General Fund revenues of 4.1 percent to 4.2 percent in the years from 2023 through 2026, reflecting consistent growth in personal income, retail trade, and total employment. This projection assumes that the economy will continue to grow during this time period, after the pandemic-induced recession in the first half of 2020. The projection is based on a scenario where COVID-19 case counts remain persistently high, causing some impacts on consumer confidence and consumer spending that result in lower growth. Despite these concerns, the unemployment rate is projected to improve steadily and drop below 5.0 percent in 2022, with additional jobs added each year thereafter. 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 2022 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 2023-2026. While the second scenario is unlikely, the exclusion highlights the budget impact of all other costs as shown starting on page F-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 2022. Unless otherwise noted, all assumptions described in this section apply to the years 2023 through 2026.

## COST DRIVERS

The compensation increase scenario contains:

- An increase of 3.0 percent in salary-related costs for 2022 through 2026.
- A 3.0 percent increase in 2022 to the city contribution for health and dental benefits followed by a 5.0 percent increase per year thereafter.

The following future adjustments are included in both scenarios:

- The cost of risk management, fleet fuel, and fleet maintenance increases by approximately

6.0 percent each year.

- The cost increase for utilities in total is estimated at 4.0 percent per year.
- Additional funds in 2023 and increasing annually through 2026 for the Vehicle Replacement plan.
- An annual contingency for compensation adjustments based on market salary trends.
- Estimates of the impact of the number of payroll hours in each calendar year.
- The cost of 6.0 FTE Community Service Officers. The 2022 budget includes 6.0 FTE and another 6.0 FTE are planned for 2023.
- An annual increase for contract and mandated costs based on recent historical averages.
- A 0.5 percent annual increase in the city’s contribution to Fire FPPA pension for the defined benefit members. This is required per Colorado state legislation passed in 2020.
- An increase in Public Safety funding each year.
- An increase in the city’s liability starting in 2023 for the Old Hire Pension plan according to the actuarial valuation as of January 2020. A valuation is prepared every other year.
- Police and Fire step increases for current civil employees in 2023 through 2026.
- Ramp up to full funding for the Fire 4th Battalion added in the 2020 budget. A SAFER grant partially funds the battalion for three years.
- Projected adjustments to subsidized funds to include the Recreation, Cultural Services, E-911, Victim Assistance, and Parking and Mobility funds.
- The impact of the Visit Aurora transfer calculation based on lodging 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 to balance the current year, while limiting future balancing issues. The 2022 budget is completely balanced, and 2023 is balanced to within \$4.9 million which equates to 1.1 percent of the General Fund. This \$4.9 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.

Item	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Surplus/ (Balancing Actions)</b>	(\$4,879,165)	(\$8,676,507)	(\$10,488,065)	(\$11,546,648)

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.



## Financial Outlook

Item	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Compensation</b>	\$6,981,149	\$14,176,272	\$21,587,269	\$29,220,597
<b>Insurance</b>	\$1,516,480	\$3,108,935	\$4,781,028	\$6,536,757

By eliminating pay and benefit increases for the years 2023-2026, revenues will exceed expenditures in every year, which results in a surplus for all years as shown in the table below.

Item	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Surplus/ (Balancing Actions)</b>	\$3,618,464	\$8,608,700	\$15,880,232	\$24,210,706

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 an official plan for any year other than 2022.

## TABLES

The tables on the following pages include data for the 2020 actual data, 2021 projection, the 2022 budget, and projections for 2023 through 2026. 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 2022 budget, and potential future adjustments.

**General Fund Financial Outlook Through 2026 - Summary**

Description	2020 Actual	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>SOURCES</b>							
Revenues	383,054,830	405,022,593	417,329,613	434,326,001	452,265,325	470,798,490	490,501,971
Transfers	4,950,269	2,807,765	-	-	-	-	-
Amendments	-	-	431,332	443,112	452,159	461,348	470,681
Use of Funds Available	-	20,106,418	8,387,641	-	-	-	-
Revenue Adjustments	-	-	-	112	135	156	178
<b>GRAND TOTAL SOURCES</b>	<b>\$388,005,099</b>	<b>\$427,936,776</b>	<b>\$426,148,586</b>	<b>\$434,769,225</b>	<b>\$452,717,619</b>	<b>\$471,259,994</b>	<b>\$490,972,830</b>
<b>USES</b>							
<b>BASE BUDGET</b>							
Regular Civil Salary	86,664,001	97,413,737	112,932,863	116,320,819	119,810,450	123,404,763	127,106,908
Regular Career Salary	54,717,504	66,404,636	72,080,368	74,242,710	76,469,981	78,764,092	81,127,018
Salary Driven Benefits	60,590,153	42,944,173	39,164,950	40,112,472	41,088,937	42,094,689	43,130,599
Non Salary Related Benefits	26,648,059	25,916,576	28,977,604	30,426,327	31,947,644	33,545,031	35,222,304
Temporary Compensation	2,644,622	2,996,602	2,627,480	2,706,254	2,787,440	2,871,059	2,957,204
Overtime Compensation	8,184,638	7,217,164	6,092,729	6,275,462	6,463,724	6,657,640	6,857,376
Special Pay	7,157,879	6,332,681	5,058,489	5,340,574	5,636,115	5,912,328	6,065,045
Allocated Admin-Personal Services	(9,803,413)	(5,652,347)	(6,154,242)	(6,338,863)	(6,529,030)	(6,724,899)	(6,926,648)
<b>Subtotal Personal Services</b>	<b>\$236,803,443</b>	<b>\$243,573,222</b>	<b>\$260,780,241</b>	<b>\$269,085,755</b>	<b>\$277,675,261</b>	<b>\$286,524,703</b>	<b>\$295,539,806</b>
Supplies and Services	37,190,871	43,112,706	36,241,950	35,716,538	35,716,538	35,716,538	35,716,538
Utilities	10,913,249	11,501,081	11,517,800	11,978,512	12,457,634	12,955,937	13,474,171
Interfund Charges	17,502,139	18,353,151	20,729,197	21,972,747	23,291,120	24,688,595	26,169,935
Capital Related	4,349,734	3,338,886	2,437,771	2,437,771	2,437,771	2,437,771	2,437,771
Operating Transfer Out	54,797,677	108,057,730	67,318,604	68,822,966	71,195,304	74,200,569	77,455,806
<b>Subtotal Non Personal Services</b>	<b>\$124,753,670</b>	<b>\$184,363,554</b>	<b>\$138,245,322</b>	<b>\$140,928,534</b>	<b>\$145,098,367</b>	<b>\$149,999,410</b>	<b>\$155,254,221</b>
<b>TOTAL BASE BUDGET</b>	<b>\$361,557,113</b>	<b>\$427,936,776</b>	<b>\$399,025,563</b>	<b>\$410,014,289</b>	<b>\$422,773,628</b>	<b>\$436,524,113</b>	<b>\$450,794,027</b>
<b>AMENDMENTS</b>							
Additions	-	-	24,039,023	15,823,649	16,142,291	16,471,577	16,811,873
Council Amendments	-	-	3,084,000	1,951,840	2,028,724	2,108,209	2,190,378
Future Adjustments	-	-	-	11,858,612	20,449,483	26,644,160	32,723,200
<b>GRAND TOTAL USES</b>	<b>\$361,557,113</b>	<b>\$427,936,776</b>	<b>\$426,148,586</b>	<b>\$439,648,390</b>	<b>\$461,394,126</b>	<b>\$481,748,059</b>	<b>\$502,519,478</b>
<b>ANNUAL SURPLUS OR (SHORTFALL)</b>	<b>\$26,447,986</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$4,879,165)</b>	<b>(\$8,676,507)</b>	<b>(\$10,488,065)</b>	<b>(\$11,546,648)</b>

**General Fund Financial Outlook Through 2026 - Summary**

Description	2020 Actual	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>FUND SUMMARY</b>							
Beginning Funds Available	80,528,551	106,976,537	86,870,119	78,482,478	73,603,313	64,926,806	54,438,741
Use of Funds Available	-	(20,106,418)	(8,387,641)	-	-	-	-
Increase/(Decrease) in Ending Funds Available	26,447,986	-	-	(4,879,165)	(8,676,507)	(10,488,065)	(11,546,648)
<b>Cumulative Funds Available or (Shortfall)</b>	<b>\$106,976,537</b>	<b>\$86,870,119</b>	<b>\$78,482,478</b>	<b>\$73,603,313</b>	<b>\$64,926,806</b>	<b>\$54,438,741</b>	<b>\$42,892,093</b>

**Estimated Future Percent Growth By Expenditure Class**

Assumptions	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Regular Civil Salary	N/A	3.0%	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%	2.4%	2.4%	2.5%
Non Salary Related Benefits	N/A	5.0%	5.0%	5.0%	5.0%
Temporary Compensation	N/A	3.0%	3.0%	3.0%	3.0%
Overtime Compensation	N/A	3.0%	3.0%	3.0%	3.0%
Special Pay	N/A	5.6%	5.5%	4.9%	2.6%
Allocated Admin-Personal Services	N/A	3.0%	3.0%	3.0%	3.0%
Supplies and Services	N/A	-1.4%	0.0%	0.0%	0.0%
Utilities	N/A	4.0%	4.0%	4.0%	4.0%
Interfund Charges	N/A	6.0%	6.0%	6.0%	6.0%
Capital Related	N/A	0.0%	0.0%	0.0%	0.0%

**General Fund Financial Outlook Through 2026 - Summary**

**Estimated Future Percent Growth By Revenue Class**

Assumptions	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Business License and Permits	N/A	2.67%	2.67%	2.67%	2.67%
Construction Permits	N/A	1.80%	1.80%	1.80%	1.80%
County Road and Bridge Tax	N/A	0.55%	8.30%	0.55%	8.30%
External Charges for Services	N/A	6.82%	3.05%	2.99%	2.93%
Fines & Forfeitures	N/A	11.11%	0.00%	0.00%	0.00%
Franchise Fees and Taxes	N/A	0.80%	0.80%	0.80%	0.80%
Highway Users Taxes and Fees	N/A	1.68%	1.40%	1.40%	1.40%
Intergovernmental Revenues	N/A	9.44%	0.00%	0.00%	0.00%
Internal Charges for Services	N/A	2.00%	2.00%	2.00%	2.00%
Investment Income	N/A	0.71%	0.72%	0.73%	5.83%
Lodgers Tax	N/A	1.80%	1.80%	1.80%	1.80%
Miscellaneous Revenues	N/A	1.00%	1.00%	1.00%	1.00%
Motor Vehicle Fees	N/A	2.07%	2.07%	2.07%	2.07%
Occupational Privilege Tax	N/A	2.09%	2.09%	2.09%	2.09%
Operating Transfers In	N/A	0.00%	0.00%	0.00%	0.00%
Other Taxes	N/A	4.38%	4.54%	4.80%	4.82%
Property Taxes	N/A	4.38%	4.08%	4.08%	4.08%
Sales Taxes	N/A	4.34%	4.70%	4.38%	4.38%
Specific Ownership Tax	N/A	1.80%	1.80%	1.80%	1.80%
Tax Audit Revenue	N/A	1.80%	1.80%	1.80%	1.80%
Use tax-Automobiles	N/A	5.42%	4.18%	4.95%	4.95%
Use tax-Building Materials	N/A	4.27%	6.85%	10.13%	10.13%
Use tax-Other	N/A	5.33%	5.21%	4.51%	4.51%

**General Fund Financial Outlook Through 2026 - Summary of Proposed Additions**

Department	Description	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Aurora911	Office Space Optimization; Professional Development; Restore 1.0 FTE Communications Supervisor.	253,733	180,061	183,503	187,064	190,749
City Attorney	Add 1.0 FTE Client Group Manager, Public Safety; Add 1.0 FTE Legal Secretary.	286,132	292,262	301,415	310,873	320,647
City Council	Council Set-Aside; Restore Council Contingency; Restore Council Travel.	1,038,000	538,000	538,000	538,000	538,000
Civil Service Commission	Add Funding for Contingent Staff to Support the Frequency and Size of Academies.	249,000	-	-	-	-
Communications	Add 1.0 FTE Access Aurora Customer Service Manager; Restore Half of Advertising Budget.	214,810	216,471	220,256	224,169	228,216
Court Administration	Add 1.0 FTE Business Systems Analyst.	116,637	113,718	117,420	121,248	125,208
Finance	Add 1.0 FTE Strategic Planning Manager and Software System; Enterprise Resource Planning; Add Personnel and Other Ongoing Costs; Overtime Funding During Enterprise Resource Planning Implementation; Workday Report Writing Consulting Services.	1,268,297	926,061	954,777	984,476	1,015,195
Fire	Ballistic Gear for Firefighters; Firefighter Health and Wellness; Paramedic Training Catch-up; Station Tones and Alerting System; Thermal Imaging Cameras.	1,455,600	-	-	-	-
General Management	City Clerk: Add 1.0 FTE City Clerk Analyst; DEI: Add 1.0 FTE DEI Project Coordinator; DEI: Contracted Services - Curriculum, Training Model, and Assessment Tools; DEI: Sustainability and Equity Study; Internal Audit: Professional Development Funding; Oil and Gas Division: Air Monitoring System Network; Police Monitor Division: Add 3.0 FTE Police Monitors.	852,409	653,179	673,511	694,526	716,249
Housing and Community Services	Add 1.0 FTE Debt Financial Analyst (HCS, Water); Encampment Clean-up Funding.	295,684	297,192	298,754	300,369	302,041
Human Resources	Convert Existing HR Storage Spaces into Office and Conference Room; Enterprise Resource Planning: Add Personnel and Other Ongoing Costs; eSOPH Background Screening Tool; HR Reorganization: Add 1.5 FTE Offset by Repurposing of Kaiser Clinic for Employee Wellness; Restore ARISE Program; Restore CORE 4 Training; Restore Summer Splash.	746,820	716,119	736,070	756,693	778,014
Information Technology	Add 1.0 FTE GIS Analyst; Add 1.0 FTE Security Operations Supervisor; Add 1.0 FTE Sr. Procurement Agent (IT, Water); CAPSTC: Increase Operating Funds; CAPSTC: Nederman Exhaust; CAPSTC: Replace Retention Pond Liner; CAPSTC: Telehandler/Telescopic Handler Purchase; CAPSTC: Training Office Space; CAPSTC: Video Creation/Editing Software; Cloud Security Architect; Enterprise Resource Planning: Add Personnel and Other Ongoing Costs; OPI Accela Governance and Cost Allocation; Physical Security Network Engineer; Service Execution and Delivery Funding.	2,948,227	1,920,540	1,963,777	2,008,488	2,054,727
Library & Cultural Services	Donor Management Software Purchase; Library Bookshelves and Furniture Replacement; Library Copier Replacement; Restore 2.0 FTE Library Assistant Positions; Restore Library Materials Acquisition Budget.	806,651	325,855	330,213	334,732	339,416

<b>General Fund Financial Outlook Through 2026 - Summary of Proposed Additions</b>						
<b>Department</b>	<b>Description</b>	<b>2022 Adopted</b>	<b>2023 Projected</b>	<b>2024 Projected</b>	<b>2025 Projected</b>	<b>2026 Projected</b>
Non-Departmental	Enterprise Resource Planning; Add Personnel and Other Ongoing Costs; Equal Pay Equal Work Act Adjustments Impact; HR Reorganization: Add 1.5 FTE Offset by Repurposing of Kaiser Clinic for Employee Wellness; Purchase Replacement Fleet Utility Truck; Southeast Recreation Center Partial Year Operations; Street Maintenance Step Toward Covering Road Maintenance Shortfall.	5,552,370	5,497,460	5,565,382	5,635,184	5,706,911
Parks, Recreation & Open Space	Add 1.0 FTE PROS Maintenance Contract Supervisor; Add FTE For Mandated Colorado 811 Utility Location Positions; Fire Station Landscape and Water Conservation Maintenance; Mandated-New Median and Park Property Maintenance Contracts; Mandated-Outsource Commercial Drivers License Training and Testing.	1,483,403	928,946	947,237	966,213	985,891
Planning & Development Services	1400 Dallas St Building Management; City Center Master Plan; Restore 1.0 FTE GIS Specialist; Restore 1.0 FTE Management Assistant; Technical Transfer of 3.5 Planning FTE from the Designated Revenues Fund to the General Fund (AURA Funded).	334,617	240,626	246,900	253,445	260,274
Police	Add 1.0 FTE Crime Analyst Supervisor; Add 1.0 FTE Police Personnel Specialist; Add 5.0 FTE Electronic Support Section Analysts; Add 5.0 FTE Records Staff; Add 6.0 FTE Community Service Officer Pilot; APD Vehicle Replacement; Crime Lab Equipment Funding; Emergency Response Team PPE and Equipment; New Laptops for Academy; Uniform and Equipment Replacement.	3,548,494	1,871,207	1,922,087	1,974,756	2,029,286
Public Defender	Convert CARES Funded Temporary Deputy Public Defender to 1.0 FTE in the General Fund; Convert DOLA Funded Temporary Deputy Public Defender to 1.0 FTE in the General Fund.	202,699	205,254	211,993	218,965	226,178
Public Works	Add 4.0 FTE Public Improvement Inspectors; Add 4.0 FTE Utility Locator Positions; Convert Contingent Real Property Specialist to FTE; Fleet Replacement Program One-Time Increase; Professional Services for SharePoint Development; Purchase Engineering Division Pool Vehicle; Purchase Pavement Marking Vehicle; Restore 1.0 FTE Traffic Calming Engineer.	2,385,440	900,698	930,996	962,376	994,871
<b>Total Proposed Additions</b>		<b>\$24,039,023</b>	<b>\$15,823,649</b>	<b>\$16,142,291</b>	<b>\$16,471,577</b>	<b>\$16,811,873</b>

<b>General Fund Financial Outlook Through 2026 - Summary of Council Amendments</b>						
<b>Department</b>	<b>Description</b>	<b>2022 Adopted</b>	<b>2023 Projected</b>	<b>2024 Projected</b>	<b>2025 Projected</b>	<b>2026 Projected</b>
City Council	Arts Festival Funding; Eliminate Council Set-Aside.	(990,000)	(500,000)	(500,000)	(500,000)	(500,000)
Fire	Add 17.0 FTE Ladder Company to Station 8.	3,600,000	2,287,357	2,358,553	2,432,134	2,508,183
Non-Departmental	One-Time Transfer to the Capital Project Fund for Traffic Calming.	250,000	-	-	-	-
Parks, Recreation & Open Space	Add 1.0 FTE Park Ranger.	139,000	76,651	79,408	82,276	85,254
Planning & Development Services	Add 1.0 FTE Retail Specialist.	85,000	87,832	90,763	93,799	96,941
<b>Total Council Amendments</b>		<b>\$3,084,000</b>	<b>\$1,951,840</b>	<b>\$2,028,724</b>	<b>\$2,108,209</b>	<b>\$2,190,378</b>

**General Fund Financial Outlook Through 2026 - Potential Future Adjustments**

Description	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>REVENUE ADJUSTMENTS</b>						
Revenue Rounding Adjustments	-	-	112	135	156	178
<b>TOTAL REVENUE ADJUSTMENTS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$112</b>	<b>\$135</b>	<b>\$156</b>	<b>\$178</b>

<b>FUTURE ADJUSTMENTS</b>						
Additional Funds for Vehicle Replacement	-	-	456,146	1,113,863	1,936,284	2,297,379
Annual Compensation Sustainability Fund	-	-	515,000	1,045,450	1,591,814	2,154,568
Change in Hours Worked for Each Year (below or above 2022 base)	-	-	(691,754)	820,422	-	-
Community Service Officer Pilot (6.0 FTE in 2022 and 6.0 FTE in 2023)	-	-	876,985	444,798	459,979	475,707
Contractual Increases / Mandated Costs for Maintaining Current Programs	-	-	1,100,000	2,200,000	3,300,000	4,400,000
Fire FPPA Pension Ramp-Up 0.5% per year until 2030	-	-	174,536	359,545	555,497	762,882
Increase Public Safety Funding Annually	-	-	2,105,185	3,941,174	6,041,421	8,398,046
Old Hire Pension Adjustment	-	-	183,885	183,885	340,205	340,205
Police and Fire Steps for Current Employees	-	-	5,499,883	7,374,112	8,868,698	9,741,601
Ramp-up to Full Funding for Added Fire Staffing as SAFER Grant Funds Expire	-	-	435,250	481,514	495,960	510,839
Subsidy Adjustments for the Rec, Cultural, E-911, Parking and Mobility, and Victim Assistance Funds	-	-	432,542	913,889	1,411,481	1,925,867
Visit Aurora Transfer	-	-	770,954	1,570,831	1,642,821	1,716,106
<b>TOTAL FUTURE ADJUSTMENTS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,858,612</b>	<b>\$20,449,483</b>	<b>\$26,644,160</b>	<b>\$32,723,200</b>



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# City of Aurora, Colorado

2022 CITY MANAGER'S  
ADOPTED BUDGET

## FUND SUMMARIES





# 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 2026.

## 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 Annual Comprehensive Financial Report (ACFR) 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 ACFR. 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 2026. These take into account generalized growth rate assumptions for revenue and expenditure amounts.

**Narrative**

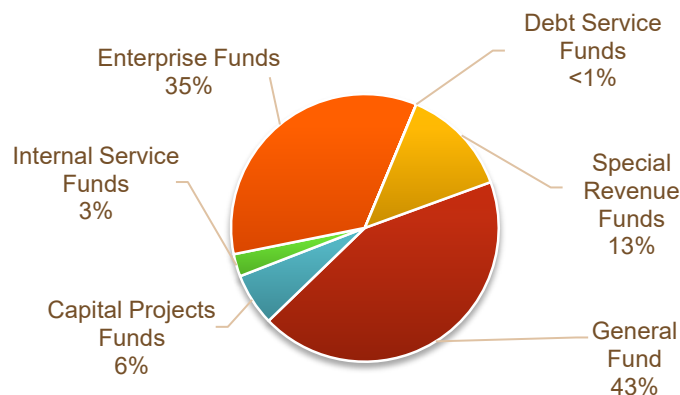
The final section of the document is the narrative. The narrative gives background information including the history and the purpose of the fund. Major changes to revenues, expenditures, and fund balance are discussed in some detail in this section. Information concerning the long-range outlook, including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

<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th style="background-color: #cccccc;">General Fund</th></tr> <tr><td>Policy Reserve</td></tr> <tr><td>TABOR Reserve</td></tr> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th style="background-color: #cccccc;">Debt Service Funds</th></tr> <tr><td>Debt Service (SID)</td></tr> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th style="background-color: #cccccc;">Capital Project Funds</th></tr> <tr><td>Capital Projects</td></tr> </table>	General Fund	Policy Reserve	TABOR Reserve	Debt Service Funds	Debt Service (SID)	Capital Project Funds	Capital Projects	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th style="background-color: #cccccc;">Enterprise Funds</th></tr> <tr><td>Golf Course</td></tr> <tr><td>Wastewater</td></tr> <tr><td>Water</td></tr> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th style="background-color: #cccccc;">Internal Service Funds</th></tr> <tr><td>Fleet Management</td></tr> <tr><td>Risk Management</td></tr> </table>	Enterprise Funds	Golf Course	Wastewater	Water	Internal Service Funds	Fleet Management	Risk Management	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th style="background-color: #cccccc;">Special Revenue Funds</th></tr> <tr><td>Community Development</td></tr> <tr><td>Conservation Trust</td></tr> <tr><td>Cultural Services</td></tr> <tr><td>Designated Revenues</td></tr> <tr><td>Development Review</td></tr> <tr><td>Enhanced E-911</td></tr> <tr><td>Gift &amp; Grants</td></tr> <tr><td>Marijuana Tax Revenue</td></tr> <tr><td>Open Space</td></tr> <tr><td>Parking and Mobility</td></tr> <tr><td>Parks Development</td></tr> <tr><td>Recreation</td></tr> </table>	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
General Fund																													
Policy Reserve																													
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**2022 Expenditures by Fund Type**



## 2022 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	-	-	-	-	-	327,728,862
Aurora911	7,331,734	-	-	5,645,464	-	-
City Attorney	7,974,613	-	-	-	-	297,188
City Council	1,422,800	-	-	-	-	-
Civil Service Commission	1,228,968	-	-	-	-	-
Communications	4,183,873	-	-	230,266	-	-
Court Administration	11,289,030	-	-	22,325	-	-
Finance	9,789,993	631,355	-	29,805	-	-
Fire	72,329,087	2,000,000	-	560,450	-	-
General Management	5,797,675	-	-	1,727,103	-	-
Housing and Community Services	7,118,171	-	-	17,180,594	-	-
Human Resources	3,575,987	-	14,785,871	1,294	-	-
Information Technology	18,480,575	426,000	-	6,233,696	-	-
Judicial	3,183,889	-	-	499,863	-	-
Library & Cultural Services	6,734,923	-	-	3,592,823	-	-
Non-Departmental	74,938,048	6,240,950	159,023	26,386,302	106,721	1,818,194
Parks, Recreation & Open Space	17,237,501	951,890	-	43,807,403	-	8,737,580
Planning & Development Services	3,541,868	-	-	3,172,237	-	-
Police	130,265,718	-	-	6,498,775	-	-
Public Defender	1,919,628	-	-	-	-	-
Public Works	37,804,505	52,094,292	11,808,606	13,807,311	-	-
<b>Grand Total</b>	<b>\$426,148,586</b>	<b>\$62,344,487</b>	<b>\$26,753,500</b>	<b>\$129,395,711</b>	<b>\$106,721</b>	<b>\$338,581,824</b>

# General Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Taxes	\$ 327,098,008	\$ 343,518,770	\$ 314,837,938	\$ 365,581,663	\$ 371,670,040
Intergovernmental	16,096,760	15,022,014	14,718,453	14,692,542	15,093,453
Licenses and Permits	4,883,032	4,897,904	4,522,461	4,035,798	4,499,540
Charges for Services	14,016,681	12,419,375	15,420,193	13,531,258	18,751,409
Fines and Forfeitures	4,468,713	2,955,896	4,070,694	3,318,011	4,023,306
Investment Income	2,527,352	2,365,079	2,079,200	2,105,672	1,917,972
Other Revenues	1,641,944	1,875,792	1,643,413	1,757,649	1,805,225
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 370,732,490</b>	<b>\$ 383,054,830</b>	<b>\$ 357,292,352</b>	<b>\$ 405,022,593</b>	<b>\$ 417,760,945</b>
<b>Transfers In (from other funds)</b>	<b>2,359,008</b>	<b>4,950,269</b>	<b>2,399,078</b>	<b>2,807,765</b>	<b>-</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 373,091,498</b>	<b>\$ 388,005,099</b>	<b>\$ 359,691,430</b>	<b>\$ 407,830,358</b>	<b>\$ 417,760,945</b>
From Decrease in Funds Available	-	-	8,869,495	20,106,418	8,387,641
<b>Total Sources</b>	<b>\$ 373,091,498</b>	<b>\$ 388,005,099</b>	<b>\$ 368,560,925</b>	<b>\$ 427,936,776</b>	<b>\$ 426,148,586</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 233,411,943	\$ 246,606,871	\$ 251,031,664	\$ 249,225,569	\$ 280,196,101
Allocated Expenses	(5,031,120)	(10,766,698)	(7,304,299)	(6,508,434)	(7,792,025)
Supplies & Services	38,144,671	38,154,141	35,504,785	43,968,793	43,769,449
Utilities	10,151,312	10,913,249	11,410,300	11,501,081	11,548,800
Interfund Charges	16,695,828	17,502,139	18,866,050	18,353,151	20,687,485
Capital Related	6,756,658	4,349,734	2,525,655	3,338,886	7,011,371
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 300,129,292</b>	<b>\$ 306,759,436</b>	<b>\$ 312,034,155</b>	<b>\$ 319,879,046</b>	<b>\$ 355,421,181</b>
<b>Transfers Out (to other funds)</b>	<b>63,458,556</b>	<b>54,797,677</b>	<b>56,526,770</b>	<b>108,057,730</b>	<b>70,727,405</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 363,587,848</b>	<b>\$ 361,557,113</b>	<b>\$ 368,560,925</b>	<b>\$ 427,936,776</b>	<b>\$ 426,148,586</b>
To Increase Funds Available	9,503,650	26,447,986	-	-	-
<b>Total Uses</b>	<b>\$ 373,091,498</b>	<b>\$ 388,005,099</b>	<b>\$ 368,560,925</b>	<b>\$ 427,936,776</b>	<b>\$ 426,148,586</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 71,024,901</b>	<b>\$ 80,528,551</b>	<b>\$ 75,870,616</b>	<b>\$ 106,976,537</b>	<b>\$ 86,870,119</b>
Net Changes in Funds Available	9,503,650	26,447,986	(8,869,495)	(20,106,418)	(8,387,641)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 80,528,551</b>	<b>\$ 106,976,537</b>	<b>\$ 67,001,121</b>	<b>\$ 86,870,119</b>	<b>\$ 78,482,478</b>
<b>Components of Funds Available</b>					
Restricted for TABOR Reserve	\$ 2,146,979	\$ 3,463,036	\$ 2,913,299	\$ 3,878,419	\$ 4,278,419
Committed for Policy Reserve	30,087,656	31,177,871	31,955,284	32,693,678	36,079,980
Committed for Regatta Plaza	8,400,000	7,590,000	8,400,000	7,590,000	7,590,000
Unassigned but Held for I-70 / Picadilly Int.	15,100,000	15,100,000	15,100,000	-	-
Unassigned but Held for Technology Projects	5,900,000	5,900,000	4,900,000	-	-
Unassigned but Held for Operating Reserve	18,893,916	43,745,630	3,732,538	42,708,022	30,534,079

## 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.

Although the COVID pandemic was expected to impact revenue significantly in 2020 and 2021, greater consumer spending in nearly all areas of the economy as well as a significant increase in the projection for third party marketplace facilitator revenue has caused a \$48.1 million (13.4 percent) increase in sources in 2021 compared to the original budget. In fact, total sources grew 5.1 percent in 2021 and are expected to grow by another 2.4 percent in 2022. This growth is most prevalent in taxes, accounting for 94.0 percent of the \$60.5 million increase from the 2021 original to the 2022 Budget.

Charges for services are expected to increase \$3.3 million (21.6 percent) primarily due to a change in transfers in associated with the Development Review Fund being turned into an internal charge for service, consistent with other like scenarios. This is why transfers are \$0 for 2022.

More detailed information can be found in the Revenue Section of the 2022 Budget document.

## Factors Affecting Expenditures

Consistent with revenue, the pandemic affected the 2021 budget but since revenue has come in much higher, the comparison from the 2021 original to both the 2021 projection and the 2022 Adopted budgets are striking. Comparing the 2021 original budget to the 2021 projection shows a \$59.4 million (16.1 percent) increase mostly due to an increase in transfers out and an \$8.5 million increase in supplies. The increase in transfers is primarily due to a \$51.7 million increase in the transfer to the Capital Project Fund, the result of greater capital-related revenue and the transfer of \$30.8 million for I-70/Picadilly Interchange and \$12.0 million for an Enterprise Resource Planning (ERP) platform. The increase in supplies is due primarily to a technical expense associated with spending the remaining CARES Funds.

The 2022 Adopted Budget is \$57.6 million (15.6 percent) greater than the 2021 Original Budget with a \$29.2 million (11.6 percent) increase in personal services as the primary factor. These increases are primarily associated with a 3.0 percent pay increase, a 3.0 percent health insurance increase, and a net additional 102.0 FTE. The largest

addition to the personal services budget is for 20.0 FTE associated with the ERP system noted previously. In addition, 18.0 FTE civilian positions in the Police Department are being added, including 5.0 FTE civilian Electronic Support Specialist Analysts and 6.0 FTE Community Service Officers. These adds of civilian positions will help to relieve police officers of clerical tasks and allow them to focus on policework.

Supplies and services costs are projected to grow \$8.3 million (23.3 percent) in 2022 primarily due to \$3.6 million in technology budget increases in Information Technology (mostly security-based), \$1.1 million in Police (mostly safety and operating supplies associated with the FTE noted above), and \$1.1 million in Fire (mostly 1-time amendments).

Allocated expenses are expected to grow \$487,700 (6.7 percent) mostly due to a technical clean-up adjustment in Planning and Development Services regarding how FTE paid in different funds are treated. Utilities are expected to remain fairly static. Interfund Charges are projected to increase \$1.8 million (9.7 percent) primarily due to an increase in Risk and Fleet Fund charges. Capital Related expenditures increase \$4.5 million primarily due to one-time purchases of vehicles and equipment, including a \$945,400 increase in Police, a \$1.5 million increase in Fire for a fire truck, and a \$1.5 million increase in Public Works, primarily citywide fleet purchases.

Transfers out in 2022 are \$14.2 million (25.1 percent) greater than the 2021 Original Budget, primarily associated with additional capital projects funds and fleet/equipment leases.

Included in these increases is \$3.1 million added by Council at the September 25 Budget Workshop, including the addition of 19.0 FTE. The largest Council add was \$3.6 million for 17.0 FTE Firefighters and a fire truck.

## Ending Funds Available

In 2019, several set-asides of funds available were created, including funds held for I-70/Picadilly interchange and funds for technology projects. In 2021, those are projected to be spent, driving most of the \$20.1 million decrease. Funds available are expected to decrease \$8.4 million in 2022, the result of significant one-time spending in amendments. The Operating Reserve is being held at a high level at the end of 2022, as a guard against significant economic uncertainty.

# Capital Projects Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$ 21,905,285	\$ 5,457,124	\$ 2,491,219	\$ 4,682,219	\$ 2,553,500
Investment Income	1,630,030	1,750,166	1,200,000	1,200,000	1,220,000
Charges for Services	2,958,797	8,955,630	6,423,070	10,968,520	13,988,332
Licenses and Permits	1,095,764	767,414	400,000	400,000	400,000
Other Revenues	4,078,988	932,369	82,325	656,773	89,790
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 31,668,864</b>	<b>\$ 17,862,703</b>	<b>\$ 10,596,614</b>	<b>\$ 17,907,512</b>	<b>\$ 18,251,622</b>
<b>Transfers In (from other funds)</b>	<b>45,866,488</b>	<b>32,095,026</b>	<b>32,780,842</b>	<b>84,434,410</b>	<b>50,514,786</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 77,535,352</b>	<b>\$ 49,957,729</b>	<b>\$ 43,377,456</b>	<b>\$ 102,341,922</b>	<b>\$ 68,766,408</b>
From Decrease in Funds Available	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 77,535,352</b>	<b>\$ 49,957,729</b>	<b>\$ 43,377,456</b>	<b>\$ 102,341,922</b>	<b>\$ 68,766,408</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Capital Projects (Continuing Appropriations)	\$ 68,987,665	\$ 49,876,653	\$ 39,197,944	\$ 87,272,889	\$ 62,344,487
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 68,987,665</b>	<b>\$ 49,876,653</b>	<b>\$ 39,197,944</b>	<b>\$ 87,272,889</b>	<b>\$ 62,344,487</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 68,987,665</b>	<b>\$ 49,876,653</b>	<b>\$ 39,197,944</b>	<b>\$ 87,272,889</b>	<b>\$ 62,344,487</b>
To Increase Funds Available	8,547,687	81,076	4,179,512	15,069,033	6,421,921
<b>Total Uses</b>	<b>\$ 77,535,352</b>	<b>\$ 49,957,729</b>	<b>\$ 43,377,456</b>	<b>\$ 102,341,922</b>	<b>\$ 68,766,408</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 20,171,712</b>	<b>\$ 28,719,399</b>	<b>\$ 19,926,263</b>	<b>\$ 28,800,475</b>	<b>\$ 43,869,508</b>
Net Changes in Funds Available	8,547,687	81,076	4,179,512	15,069,033	6,421,921
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 28,719,399</b>	<b>\$ 28,800,475</b>	<b>\$ 24,105,775</b>	<b>\$ 43,869,508</b>	<b>\$ 50,291,429</b>
<b>Components of Funds Available</b>					
Committed for Specific Projects	\$ 11,954,630	\$ 6,177,775	\$ 3,562,006	\$ 14,427,408	\$ 7,644,474
Restricted for Specific Projects	9,246,794	18,159,626	20,524,074	29,124,901	42,517,507
Assigned for Five Year Capital Needs	4,127,543	4,463,074	19,695	317,199	129,448

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## 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.

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### 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 public safety.

Due to COVID-19-related balancing, the transfer was reduced significantly in 2020. In 2021, strong revenue growth and the transfer over of \$30.8 million for the I-70/Picadilly Interchange and \$12.0 million to purchase an Enterprise Resource Planning (ERP) Platform caused a \$51.7 million increase in transfers in compared to the original budget.

Other funds also transfer funds to the CPF. The Marijuana Tax Revenue Fund transfers both one-time and ongoing funds for transportation projects. The Golf Fund is repaying a loan with the last payment in 2021.

Included in the transfers for 2022 are transfers from the General Fund (\$2.0 million) and Marijuana Fund (\$4.4 million) specifically for road maintenance. In addition to this, if General Fund Funds Available comes in greater than projected in any given year in excess of \$4.0 million, an additional \$4.0 million will be transferred as well.

At the September 25 Budget Workshop, Council added \$250,000 one-time transfer from the General Fund for traffic calming.

After transfers, charges for service is typically the next largest source of funds. This revenue, primarily comprised of capital impact fees, increased significantly in 2020 due to a Council-approved increase in the fees.

Intergovernmental revenue is typically the next largest source of funds. Several one-time revenues hit in 2019, including \$18.0 million for several agreements, including Westerly Creek, Harvest-Powhaton, and Gun Club Road. The Adams County Transportation Sales Tax, the primary ongoing component of intergovernmental revenue, is expected to increase slowly over the five-year plan.

### 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 2021 projection is \$48.1 million more than the 2021 Original Budget, due primarily to the I-70/Picadilly and ERP projects noted above.

Expenditures in the current five-year plan (2022-2026) are \$71.9 million greater than the previous five-year plan, including \$250,000 in one-time funds added by Council at the September 25 Budget Workshop for traffic calming projects. Public Works adds account for \$65.2 million of this, with the largest single five-year amendment being \$42.1 million associated with spending the additional road maintenance funding over time.

Detailed information of the expenditure budgets can be found in the Capital Improvement Program (CIP) section of the budget.

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 is expected to grow significantly over time, primarily due to unspent restricted capital impact fees. Of the \$15.1 million (52.3 percent) increase in 2021, \$11.0 million is due to these fees. For 2022, without the increase in fees, funds available would have decreased \$7.0 million.

Additional information on the Capital Projects Fund, including the 2022 to 2026 five-year plan, can be found in the CIP section of the 2022 budget and in the appendices.



# Community Development Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$ 3,986,523	\$ 5,893,666	\$ 4,165,303	\$ 9,855,635	\$ 3,953,839
Charges for Services	1,235,206	1,078,705	520,000	510,000	520,000
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 5,221,729</b>	<b>\$ 6,972,371</b>	<b>\$ 4,685,303</b>	<b>\$ 10,365,635</b>	<b>\$ 4,473,839</b>
<b>Transfers In (from other funds)</b>	<b>255,053</b>	<b>275,776</b>	<b>275,844</b>	<b>257,618</b>	<b>257,618</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 5,476,782</b>	<b>\$ 7,248,147</b>	<b>\$ 4,961,147</b>	<b>\$ 10,623,253</b>	<b>\$ 4,731,457</b>
From Decrease in Funds Available	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 5,476,782</b>	<b>\$ 7,248,147</b>	<b>\$ 4,961,147</b>	<b>\$ 10,623,253</b>	<b>\$ 4,731,457</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 1,520,262	\$ 1,493,520	\$ 1,252,586	\$ 1,447,506	\$ 1,372,680
Supplies & Services	3,911,922	5,706,239	3,655,685	9,127,193	3,306,204
Interfund Charges	44,598	48,388	52,876	48,554	52,573
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 5,476,782</b>	<b>\$ 7,248,147</b>	<b>\$ 4,961,147</b>	<b>\$ 10,623,253</b>	<b>\$ 4,731,457</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 5,476,782</b>	<b>\$ 7,248,147</b>	<b>\$ 4,961,147</b>	<b>\$ 10,623,253</b>	<b>\$ 4,731,457</b>
To Increase Funds Available	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 5,476,782</b>	<b>\$ 7,248,147</b>	<b>\$ 4,961,147</b>	<b>\$ 10,623,253</b>	<b>\$ 4,731,457</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Net Changes in Funds Available	-	-	-	-	-
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**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.

	2020 Actual	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 7,248,147	\$ 10,623,253	\$ 4,731,457	\$ 4,731,457	\$ 4,731,457	\$ 4,731,457	\$ 4,731,457
Expenditures	7,248,147	10,623,253	4,731,457	4,731,457	4,731,457	4,731,457	4,731,457
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Funds Available</b>							
Beginning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Year-End Inc./(Dec.)	-	-	-	-	-	-	-
<b>Ending Funds (Bud.)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**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.

Intergovernmental revenue in 2021 is projected to be \$5.7 million (136.6 percent) higher than the original budget assumption. Increased revenues are based on the influx of one-time funding received in 2021 to help combat negative impacts related to the COVID-19 pandemic. Funding will help address increased shelter needs, provide rental assistance to individuals and families who have suffered unemployment due to the pandemic, and to purchase or develop a non-congregate shelter for individuals and families experiencing homelessness. This grant funding will be expended over the next few years.

Excluding COVID-19 funds, 2022 Community Development funding decreased by \$228,900 or 4.6 percent. Of this total, CDBG funding is expected to decrease by \$130,000 (4.3 percent) and Home funding is expected to decrease by \$80,700 (6.6 percent). As result, the General Fund transfer in for the HOME grant match decreased by \$18,200.

**Factors Affecting Expenditures**

The city fully appropriates all available funds to match the approved federal spending plan, so all funds available are budgeted and projected to be spent within program requirements. Therefore, expenditures are equal to revenues in any given year. Please see the Community Development Program Detail for the detailed plan by project in appendix 8 of this book.

For 2022, significant CDBG expenditures will be directed at rehabilitation programs such as the Commercial Renovation Program and the Home Repair Loan and Grant Programs.

Principal HOME-funded programs for 2022 include the Affordable Housing Gap Financing Reserve 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

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$ 3,621,990	\$ 3,865,471	\$ 3,882,632	\$ 3,882,632	\$ 4,100,000
Investment Income	99,175	104,378	100,000	100,000	100,000
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 3,721,165</b>	<b>\$ 3,969,849</b>	<b>\$ 3,982,632</b>	<b>\$ 3,982,632</b>	<b>\$ 4,200,000</b>
<b>Transfers In (from other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 3,721,165</b>	<b>\$ 3,969,849</b>	<b>\$ 3,982,632</b>	<b>\$ 3,982,632</b>	<b>\$ 4,200,000</b>
From Decrease in Funds Available	80,427	-	-	-	2,486,074
<b>Total Sources</b>	<b>\$ 3,801,592</b>	<b>\$ 3,969,849</b>	<b>\$ 3,982,632</b>	<b>\$ 3,982,632</b>	<b>\$ 6,686,074</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 895,616	\$ 886,336	\$ 1,107,223	\$ 1,121,407	\$ 1,262,845
Supplies & Services	90,830	84,161	84,328	82,246	85,778
Interfund Charges	12,646	13,531	14,705	14,705	22,201
Capital Related	-	-	-	-	100,250
Capital Projects (Continuing Appropriation)	2,652,500	1,328,887	2,345,000	2,347,542	4,965,000
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 3,651,592</b>	<b>\$ 2,312,915</b>	<b>\$ 3,551,256</b>	<b>\$ 3,565,900</b>	<b>\$ 6,436,074</b>
<b>Transfers Out (to other funds)</b>	<b>150,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 3,801,592</b>	<b>\$ 2,562,915</b>	<b>\$ 3,801,256</b>	<b>\$ 3,815,900</b>	<b>\$ 6,686,074</b>
To Increase Funds Available	-	1,406,934	181,376	166,732	-
<b>Total Uses</b>	<b>\$ 3,801,592</b>	<b>\$ 3,969,849</b>	<b>\$ 3,982,632</b>	<b>\$ 3,982,632</b>	<b>\$ 6,686,074</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 2,277,720</b>	<b>\$ 2,197,293</b>	<b>\$ 4,061,258</b>	<b>\$ 3,604,227</b>	<b>\$ 3,770,959</b>
Net Changes in Funds Available	(80,427)	1,406,934	181,376	166,732	(2,486,074)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 2,197,293</b>	<b>\$ 3,604,227</b>	<b>\$ 4,242,634</b>	<b>\$ 3,770,959</b>	<b>\$ 1,284,885</b>
<b>Components of Funds Available</b>					
Restricted for Conservation Trust	\$ 2,197,293	\$ 3,604,227	\$ 4,242,634	\$ 3,770,959	\$ 1,284,885

**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.

	<b>2020</b> Actual	<b>2021</b> Projection	<b>2022</b> Adopted	<b>2023</b> Projected	<b>2024</b> Projected	<b>2025</b> Projected	<b>2026</b> Projected
<b>Long Range Outlook</b>							
Revenues	\$ 3,969,849	\$ 3,982,632	\$ 4,200,000	\$ 4,353,409	\$ 4,520,454	\$ 4,671,659	\$ 4,772,876
Expenditures, Operating	1,234,028	1,468,358	1,721,074	1,666,356	1,713,514	1,762,359	1,812,950
Expenditures, Capital	1,328,887	2,347,542	4,965,000	3,417,500	2,377,500	3,715,000	2,705,000
<b>Surplus/(Deficit)</b>	<b>\$ 1,406,934</b>	<b>\$ 166,732</b>	<b>\$ (2,486,074)</b>	<b>\$ (730,447)</b>	<b>\$ 429,440</b>	<b>\$ (805,700)</b>	<b>\$ 254,926</b>
<b>Funds Available</b>							
Beginning	\$ 2,197,293	\$ 3,604,227	\$ 3,770,959	\$ 1,284,885	\$ 554,438	\$ 983,878	\$ 178,178
Year-End Inc./(Dec.)	1,406,934	166,732	(2,486,074)	(730,447)	429,440	(805,700)	254,926
<b>Ending Funds (Bud.)</b>	<b>\$ 3,604,227</b>	<b>\$ 3,770,959</b>	<b>\$ 1,284,885</b>	<b>\$ 554,438</b>	<b>\$ 983,878</b>	<b>\$ 178,178</b>	<b>\$ 433,104</b>

**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 in 2021 is projected to be flat compared to 2020. In 2022, revenue is projected to grow by \$217,400 (5.5 percent). Looking forward, lottery revenue is projected to grow by \$150,000 per year. Interest is expected to follow the trend forecast for citywide investment interest.

**Factors Affecting Expenditures**

Typically, the majority of the expenditure variation from year to year is dependent on the capital expenditures in the fund. In 2020, spending on capital projects was intentionally scaled down due to the uncertainty in the economy related to COVID-19. This resulted in several park and playground renovation projects being deferred to later years, the Central Community Park construction project being deferred to 2025, and smaller recreation, and other parks and open space small project budgets being reduced. Spending in 2021 is projected to come in \$14,600 (0.4 percent) over budget. The over-expenditure relates primarily to personal services spending coming in slightly over the original budget due to the elimination of three planned furlough days.

For 2022, there is a \$2.6 million increase in capital spending. In 2022, there will be an even split between infrastructure and constructions projects. Major park and

trail construction projects include funding for the Highline Canal Trail, Seven Hills Park, Havana Park, Village East, and Plains Conservation Center. Major recreation infrastructure projects include Moorhead Recreation Center debt, recreation/aquatics infrastructure, and turf conversion. More detail on capital can be found in the Capital Improvement Program section, as well as Appendix 2.

The 2022 operating budget is \$264,800 higher than the 2021 original budget due to the elimination of furloughs, assumed pay and benefit increases, and the addition of 1.0 FTE to address 811 utility locate requests required under the state One Call law. Operating expenditures also include \$101,700 in one-time costs in 2022, including a vehicle for the new 1.0 FTE and snow removal equipment for the Open Space program.

**Ending Funds Available**

In any given year, funds available tend to fluctuate with capital projects expenditure projections. The 2021 Original Budget assumed \$4.2 million in ending funds available, but because of the higher capital spending in 2020, ending funds are now projected to be close to \$3.8 million. Higher levels of capital spending are also now projected in later years. Funds available in 2026 are expected to be close to \$433,100 as funds available are drawn down.

# Cultural Services Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental Revenues	\$ 366,150	\$ 437,438	\$ 328,000	\$ 430,960	\$ 323,000
Charges for Services	775,418	471,780	745,500	595,808	857,000
Investment Income	38,521	48,022	26,850	33,069	41,770
Other Revenues	102,549	19,170	80,861	84,373	80,861
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 1,282,638</b>	<b>\$ 976,410</b>	<b>\$ 1,181,211</b>	<b>\$ 1,144,210</b>	<b>\$ 1,302,631</b>
<b>Transfers In (from other funds)</b>	<b>2,397,401</b>	<b>1,635,793</b>	<b>1,575,508</b>	<b>1,710,508</b>	<b>1,912,604</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 3,680,039</b>	<b>\$ 2,612,203</b>	<b>\$ 2,756,719</b>	<b>\$ 2,854,718</b>	<b>\$ 3,215,235</b>
From Decrease in Funds Available	-	94,991	620,025	606,347	300,399
<b>Total Sources</b>	<b>\$ 3,680,039</b>	<b>\$ 2,707,194</b>	<b>\$ 3,376,744</b>	<b>\$ 3,461,065</b>	<b>\$ 3,515,634</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 1,754,451	\$ 1,632,110	\$ 1,871,626	\$ 1,773,696	\$ 2,006,336
Supplies & Services	1,573,898	1,005,259	1,424,574	1,629,225	1,424,574
Utilities	45,169	40,571	47,700	40,964	50,100
Interfund Charges	25,810	29,254	32,844	17,180	34,624
Capital Related	4,141	-	-	-	-
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 3,403,469</b>	<b>\$ 2,707,194</b>	<b>\$ 3,376,744</b>	<b>\$ 3,461,065</b>	<b>\$ 3,515,634</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 3,403,469</b>	<b>\$ 2,707,194</b>	<b>\$ 3,376,744</b>	<b>\$ 3,461,065</b>	<b>\$ 3,515,634</b>
To Increase Funds Available	276,570	-	-	-	-
<b>Total Uses</b>	<b>\$ 3,680,039</b>	<b>\$ 2,707,194</b>	<b>\$ 3,376,744</b>	<b>\$ 3,461,065</b>	<b>\$ 3,515,634</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 1,779,357</b>	<b>\$ 2,055,927</b>	<b>\$ 2,005,256</b>	<b>\$ 1,960,936</b>	<b>\$ 1,354,589</b>
Net Changes in Funds Available	276,570	(94,991)	(620,025)	(606,347)	(300,399)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 2,055,927</b>	<b>\$ 1,960,936</b>	<b>\$ 1,385,231</b>	<b>\$ 1,354,589</b>	<b>\$ 1,054,190</b>
<b>Components of Funds Available</b>					
Restricted for SCFD	\$ 89,768	\$ 103,742	\$ -	\$ -	\$ -
Committed for Art In Public Places	1,902,148	1,780,295	1,385,231	1,354,589	997,815
Assigned for Cultural Services	64,011	76,900	-	-	56,375

## 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.

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 976,410	\$ 1,144,210	\$ 1,302,631	\$ 1,322,980	\$ 1,340,097	\$ 1,357,503	\$ 1,375,246
Transfers in	1,635,793	1,710,508	1,912,604	1,969,982	2,029,082	2,089,954	2,152,653
Expenditures	2,707,194	3,461,065	3,515,634	3,424,032	3,293,951	3,384,171	3,676,098
<b>Surplus/(Deficit)</b>	<b>\$ (94,991)</b>	<b>\$ (606,347)</b>	<b>\$ (300,399)</b>	<b>\$ (131,070)</b>	<b>\$ 75,228</b>	<b>\$ 63,287</b>	<b>\$ (148,200)</b>
<b>Funds Available</b>							
Beginning	\$ 2,055,927	\$ 1,960,936	\$ 1,354,589	\$ 1,054,190	\$ 923,120	\$ 998,348	\$ 1,061,635
Year-End Inc./(Dec.)	(94,991)	(606,347)	(300,399)	(131,070)	75,228	63,287	(148,200)
<b>Ending Funds (Bud.)</b>	<b>\$ 1,960,936</b>	<b>\$ 1,354,589</b>	<b>\$ 1,054,190</b>	<b>\$ 923,120</b>	<b>\$ 998,348</b>	<b>\$ 1,061,635</b>	<b>\$ 913,435</b>

### Factors Affecting Revenue

In 2021, charges for services are projected to be 20.1 percent, or \$149,700 less than the 2021 Original Budget primarily due to reduced services in multiple areas related to the COVID-19 pandemic including the Aurora Fox Arts Center. These programs continued to operate with reduced services and capacities during the first half of 2021, but are returning to more normal levels in the third and fourth quarters. Intergovernmental revenues are higher than the 2021 Original Budget due to the unanticipated receipt of the Shuttered Venue Operator's Grant (SVOG) offset by a Colorado Creative Industries grant that won't be received until 2022.

In 2022, revenue before transfers is expected to increase \$121,400 (10.3 percent) when compared to the 2021 Original Budget. This is primarily attributable to increased service fees associated with the Aurora Fox Arts Center.

The 2022 budget shows an increase in revenue total sources of \$458,500 (16.6 percent) compared to the 2021 Original Budget. This is driven by an increase in transfers in from other funds.

### Factors Affecting Expenditures

In 2021 total uses are projected to be \$84,300 (2.5 percent) higher than the 2021 Original Budget. Driving factors include spending of the SVOG, offset by lower than planned utility spending and decreases in interfund charges.

2022 expenditures are expected to be \$138,900 (4.1 percent) higher than the 2021 Original Budget. All expense items will increase 5.0-7.0 percent except supplies which remain flat compared to the 2021 Original Budget. Costs related to personal services are driving this increase.

### Ending Funds Available

Funds available fluctuate primarily due to the timing of 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 2022 Budget, the fund balance will decrease by \$300,400 to \$1.1 million, with \$209,900 restricted for SCFD and \$762,500 committed to Art In Public Places. By the end of 2026, the projected ending funds available are estimated at \$913,400. 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

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Taxes	\$ 93,406	\$ 88,522	\$ 85,000	\$ 86,000	\$ 76,509
Investment Income/Other	9,854	7,150	4,573	4,716	2,367
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 103,260</b>	<b>\$ 95,672</b>	<b>\$ 89,573</b>	<b>\$ 90,716</b>	<b>\$ 78,876</b>
<b>Transfers In (from other funds)</b>	-	-	-	-	-
<b>Total Sources Before Decrease in FA</b>	<b>\$ 103,260</b>	<b>\$ 95,672</b>	<b>\$ 89,573</b>	<b>\$ 90,716</b>	<b>\$ 78,876</b>
From Decrease in Funds Available	2,120	2,041	17,656	188	27,845
<b>Total Sources</b>	<b>\$ 105,380</b>	<b>\$ 97,713</b>	<b>\$ 107,229</b>	<b>\$ 90,904</b>	<b>\$ 106,721</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Supplies & Services	\$ 1,030	\$ 956	\$ 894	\$ 904	\$ 786
Debt Related	104,350	96,757	106,335	90,000	105,935
Capital Related	-	-	-	-	-
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 105,380</b>	<b>\$ 97,713</b>	<b>\$ 107,229</b>	<b>\$ 90,904</b>	<b>\$ 106,721</b>
<b>Transfers Out (to other funds)</b>	-	-	-	-	-
<b>Total Uses Before Increase in FA</b>	<b>\$ 105,380</b>	<b>\$ 97,713</b>	<b>\$ 107,229</b>	<b>\$ 90,904</b>	<b>\$ 106,721</b>
To Increase Funds Available	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 105,380</b>	<b>\$ 97,713</b>	<b>\$ 107,229</b>	<b>\$ 90,904</b>	<b>\$ 106,721</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 32,194</b>	<b>\$ 30,074</b>	<b>\$ 17,656</b>	<b>\$ 28,033</b>	<b>\$ 27,845</b>
Net Changes in Funds Available	(2,120)	(2,041)	(17,656)	(188)	(27,845)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 30,074</b>	<b>\$ 28,033</b>	<b>\$ -</b>	<b>\$ 27,845</b>	<b>\$ -</b>
<b>Components of Funds Available</b>					
Restricted for Special Improvement Districts	\$ 30,074	\$ 28,033	\$ -	\$ 27,845	\$ -

**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 2019-2022. The Dam East SID is for neighborhood fence construction.

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 95,672	\$ 90,716	\$ 78,876	\$ -	\$ -	\$ -	-
Expenditures	97,713	90,904	106,721	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>\$ (2,041)</b>	<b>\$ (188)</b>	<b>\$ (27,845)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Funds Available</b>							
Beginning	\$ 30,074	\$ 28,033	\$ 27,845	\$ -	\$ -	\$ -	-
Year-End Inc./(Dec.)	(2,041)	(188)	(27,845)	-	-	-	-
<b>Ending Funds (Bud.)</b>	<b>\$ 28,033</b>	<b>\$ 27,845</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**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 is the only active SID for the 2022 budget. Revenue projections for 2021 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 2021 projection assumes at least all collections in that year are expended. For 2022, the expenditure budget assumes all collections to date are expended for the final payment towards the Dam East SID.

**Ending Funds Available**

Currently, there are no active SIDs in the long-term outlook.



# Designated Revenues Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$ 191,435	\$ 283,796	\$ 521,194	\$ 320,568	\$ 429,849
Charges for Services	3,812,000	3,083,291	3,106,973	2,703,000	3,488,900
Fines and Forfeitures	1,475,291	966,150	1,325,849	1,066,251	1,325,849
Investment Income	172,064	122,370	75,522	80,766	87,850
Other Revenues	143,236	1,262,933	143,076	143,076	143,076
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 5,794,026</b>	<b>\$ 5,718,540</b>	<b>\$ 5,172,614</b>	<b>\$ 4,313,661</b>	<b>\$ 5,475,524</b>
<b>Transfers In (from other funds)</b>	<b>669,447</b>	<b>855,864</b>	<b>1,855,063</b>	<b>805,986</b>	<b>50,000</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 6,463,473</b>	<b>\$ 6,574,404</b>	<b>\$ 7,027,677</b>	<b>\$ 5,119,647</b>	<b>\$ 5,525,524</b>
From Decrease in Funds Available	380,146	-	1,516,848	443,146	1,442,560
<b>Total Sources</b>	<b>\$ 6,843,619</b>	<b>\$ 6,574,404</b>	<b>\$ 8,544,525</b>	<b>\$ 5,562,793</b>	<b>\$ 6,968,084</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 2,194,028	\$ 2,196,247	\$ 2,676,316	\$ 2,180,354	\$ 1,899,948
Supplies & Services	4,499,050	3,210,582	5,714,980	2,829,051	4,948,474
Interfund Charges	27,118	27,925	28,229	19,701	19,662
Capital Related	123,423	(26,088)	125,000	125,000	100,000
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 6,843,619</b>	<b>\$ 5,408,666</b>	<b>\$ 8,544,525</b>	<b>\$ 5,154,106</b>	<b>\$ 6,968,084</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>408,687</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 6,843,619</b>	<b>\$ 5,408,666</b>	<b>\$ 8,544,525</b>	<b>\$ 5,562,793</b>	<b>\$ 6,968,084</b>
To Increase Funds Available	-	1,165,738	-	-	-
<b>Total Uses</b>	<b>\$ 6,843,619</b>	<b>\$ 6,574,404</b>	<b>\$ 8,544,525</b>	<b>\$ 5,562,793</b>	<b>\$ 6,968,084</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 10,140,233</b>	<b>\$ 9,760,087</b>	<b>\$ 9,061,799</b>	<b>\$ 10,925,825</b>	<b>\$ 10,482,679</b>
Net Changes in Funds Available	(380,146)	1,165,738	(1,516,848)	(443,146)	(1,442,560)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 9,760,087</b>	<b>\$ 10,925,825</b>	<b>\$ 7,544,951</b>	<b>\$ 10,482,679</b>	<b>\$ 9,040,119</b>
<b>Components of Funds Available</b>					
Committed for Designated Activities*	\$ 9,760,087	\$ 10,925,825	\$ 7,544,951	\$ 10,482,679	\$ 9,040,119

\* Committed for Designated Activities is not shown in the ACFR

## 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. The 2021 revenue projection before transfers is \$859,000 (16.6 percent) lower than the 2021 Original Budget. Lower than budgeted expenses at the Unified Metropolitan Forensic Crime Laboratory are the driving factor behind the \$200,600 decrease in intergovernmental revenue. The City of Aurora purchases consumables such as DNA kits for the crime lab and collects usage-based reimbursements from Arapahoe County and Douglas County. Charges for services include the Destination Marketing Improvement Fee (DMIF), a \$2.00 per room night fee for Aurora hotels. Although the hotel industry is showing strong signs of recovery following a severe downturn in 2020, DMIF revenue is projected to fall behind original 2021 expectations and accounts for the majority of the projected \$404,000 decrease in this revenue category. Traffic tickets are the main source of revenue in the fines and forfeitures category. Residual effects of the COVID-19 pandemic, police reform, increased attrition, and a stronger focus on violent crime reduction have continued to impact traffic ticket production in 2021, resulting in a revenue projection that is \$259,600 lower than the 2021 Original Budget.

Transfers in are projected to be \$1.0 million lower than budgeted. The 2021 budget assumed revenue collected from the 1.0 percent special marijuana sales tax rate would fund youth violence prevention efforts in the Designated Revenues Fund. Instead, a new Youth Violence Prevention program was created in the Marijuana Tax Revenue Fund, eliminating the need for a transfer.

The 2022 fund sources are \$1.5 million (21.4 percent) lower than the 2021 Original Budget. This decrease is due largely to the elimination of the marijuana revenue and AURA transfers as related program budgets will be included in other funds. The decrease in transfers is partially offset by increased DMIF revenues.

### 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 2021, expenditures before transfers are projected to decrease by \$3.4 million (39.7 percent) compared to the 2021 Original Budget. The largest variance can be seen in the supplies and services category. This is largely the result of Council's decision to fund youth violence prevention in the Marijuana Tax Revenue Fund, lower DMIF revenue that reduces the payment to Visit Aurora, and budgeted development incentive payments that are not expected to occur in 2021. In addition, the 2021 spring supplemental transferred the Aurora for Youth program and remaining fund balance into the General Fund to address a significant revenue shortfall in the city's Court Surcharge Program, which explains the projected decrease in personal services and transfers out of \$408,700.

The 2022 fund uses are \$1.6 million (18.4 percent) lower than the 2021 Original Budget. This decrease is primarily driven by various program budgets that have been transferred to other funds, including Youth Violence Prevention (Marijuana Tax Revenue Fund), Aurora for Youth (General Fund), and Urban Renewal (General Fund). The decrease is partially offset by increased community trees expenditures.

### Ending Funds Available

The funds available balance is projected to decrease in both 2021 and 2022. This is primarily driven by the transfer out of Aurora for Youth fund balance in 2021 while anticipated development incentive payments and increased community trees expenditures will draw down funds in 2022.

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

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Licenses and Permits	\$ 12,099,885	\$ 13,963,569	\$ 10,233,816	\$ 18,004,944	\$ 16,200,000
Charges for Services	5,169,435	4,651,001	4,042,580	7,214,236	5,079,075
Investment Income	307,666	266,429	121,900	170,000	189,766
Other Revenues	10,382	46,131	-	3,895	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 17,587,368</b>	<b>\$ 18,927,130</b>	<b>\$ 14,398,296</b>	<b>\$ 25,393,075</b>	<b>\$ 21,468,841</b>
<b>Transfers In (from other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 17,587,368</b>	<b>\$ 18,927,130</b>	<b>\$ 14,398,296</b>	<b>\$ 25,393,075</b>	<b>\$ 21,468,841</b>
From Decrease in Funds Available	-	260,786	3,150,260	-	-
<b>Total Sources</b>	<b>\$ 17,587,368</b>	<b>\$ 19,187,916</b>	<b>\$ 17,548,556</b>	<b>\$ 25,393,075</b>	<b>\$ 21,468,841</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 12,330,613	\$ 13,116,901	\$ 13,184,163	\$ 14,370,691	\$ 15,740,791
Allocated expenses	258,720	254,581	261,623	261,623	3,328,883
Supplies & Services	2,222,058	3,356,388	1,493,193	4,789,613	1,675,193
Interfund Charges	228,539	242,727	259,633	261,284	294,345
Capital Related	80,000	(13,018)	75,000	8,240	75,000
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 15,119,930</b>	<b>\$ 16,957,579</b>	<b>\$ 15,273,612</b>	<b>\$ 19,691,451</b>	<b>\$ 21,114,212</b>
<b>Transfers Out (to other funds)</b>	<b>2,156,909</b>	<b>2,230,337</b>	<b>2,274,944</b>	<b>2,274,944</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 17,276,839</b>	<b>\$ 19,187,916</b>	<b>\$ 17,548,556</b>	<b>\$ 21,966,395</b>	<b>\$ 21,114,212</b>
To Increase Funds Available	310,529	-	-	3,426,680	354,629
<b>Total Uses</b>	<b>\$ 17,587,368</b>	<b>\$ 19,187,916</b>	<b>\$ 17,548,556</b>	<b>\$ 25,393,075</b>	<b>\$ 21,468,841</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 11,708,717</b>	<b>\$ 12,019,246</b>	<b>\$ 9,750,696</b>	<b>\$ 11,758,460</b>	<b>\$ 15,185,140</b>
Net Changes in Funds Available	310,529	(260,786)	(3,150,260)	3,426,680	354,629
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 12,019,246</b>	<b>\$ 11,758,460</b>	<b>\$ 6,600,436</b>	<b>\$ 15,185,140</b>	<b>\$ 15,539,769</b>
<b>Components of Funds Available</b>					
Committed for Development Review	\$ 12,019,246	\$ 11,758,460	\$ 6,600,436	\$ 15,185,140	\$ 15,539,769

**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.

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 18,927,130	\$ 25,393,075	\$ 21,468,841	\$ 21,898,904	\$ 22,334,772	\$ 22,776,461	\$ 23,223,931
Expenditures	19,187,916	21,966,395	21,114,212	21,756,892	22,421,658	23,109,294	23,820,611
<b>Surplus/(Deficit)</b>	<b>\$ (260,786)</b>	<b>\$ 3,426,680</b>	<b>\$ 354,629</b>	<b>\$ 142,012</b>	<b>\$ (86,886)</b>	<b>\$ (332,833)</b>	<b>\$ (596,680)</b>
<b>Funds Available</b>							
Beginning	\$ 12,019,246	\$ 11,758,460	\$ 15,185,140	\$ 15,539,769	\$ 15,681,781	\$ 15,594,895	\$ 15,262,062
Year-End Inc./(Dec.)	(260,786)	3,426,680	354,629	142,012	(86,886)	(332,833)	(596,680)
<b>Ending Funds (Bud.)</b>	<b>\$ 11,758,460</b>	<b>\$ 15,185,140</b>	<b>\$ 15,539,769</b>	<b>\$ 15,681,781</b>	<b>\$ 15,594,895</b>	<b>\$ 15,262,062</b>	<b>\$ 14,665,382</b>

**Factors Affecting Revenue**

Revenue is dependent on construction and development activity. When planning for the 2021 budget, a conservative outlook was taken in response to the uncertainty caused by the COVID-19 pandemic. The 2021 revenue is projected to be \$11.0 million (76.4 percent) more than 2021 Original Budget as development has increased beyond all prior expectations.

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 increase by \$7.1 million (49.1 percent) in 2022 compared to the 2021 Original Budget as development activity continues to be robust. Future revenue projections are based on modest growth in development, redevelopment, and construction starting in 2023.

**Factors Affecting Expenditures**

2021 projected fund expenditures, including transfers, are \$4.4 million (25.2 percent) higher than the 2021 Original Budget. Expenditures are largely driven by personnel. Personal services are projected to be \$1.2 million (9.0 percent) higher than the 2021 budget due primarily to nine approved additional staff, and the use of overtime in order to meet service level expectations in Public Works. Another contributing factor was the decision by City Council and city management to reduce the number of actual furlough days in 2021 to two instead of the five that were assumed in the original budget. Supplies and services are projected to be \$3.3 million (220.8 percent) over budget. This is primarily due to higher credit card fees as

more customers submit payment online and contracted professional services for both Public Works to assist with development review timelines, and Information Technology to assist with the implementation of the workflow management system (Accela).

The 2022 budget is \$3.6 million (20.3 percent) higher than the 2021 Original Budget. This increase is mainly a result of added funding for: an additional 15.0 FTE that are critical to improve consistency, quality, timeliness, and predictability for all phases of development within the city; the activation of 1.0 FTE in Parks, Recreation and Open Space; personal services increases in response to the Equal Pay Equal Work Act; and lastly for an Interdepartmental Growth and Forecasting Model in Planning. The Budget Amendment Request section of each department has additional detail on the amendments. In addition to the amendments, an updated process of more consistently allocating administrative costs to different funds is being implemented for 2022 resulting in higher expenses for this fund. Also included in 2022 is budget authority for 12.0 FTE to be activated and funded as the need for personnel increases.

**Ending Funds Available**

Funds available are projected to decrease annually starting in 2024 with increased staffing costs as the main driver for expenses. Development-related revenue is anticipated to grow moderately starting in 2023 and continuing through 2026 resulting in a projected fund balance of \$14.7 million in 2026.

# Enhanced E-911 Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Charges for Services	\$ 5,887,925	\$ 5,189,727	\$ 5,457,459	\$ 6,301,195	\$ 6,422,784
Investment Income	216,245	181,729	91,000	131,598	139,665
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 6,104,170</b>	<b>\$ 5,371,456</b>	<b>\$ 5,548,459</b>	<b>\$ 6,432,793</b>	<b>\$ 6,562,449</b>
<b>Transfers In (from other funds)</b>	<b>4,354,886</b>	<b>4,911,795</b>	<b>4,775,892</b>	<b>4,775,892</b>	<b>4,892,737</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 10,459,056</b>	<b>\$ 10,283,251</b>	<b>\$ 10,324,351</b>	<b>\$ 11,208,685</b>	<b>\$ 11,455,186</b>
From Decrease in Funds Available	-	3,425,961	1,608,073	1,136,461	-
<b>Total Sources</b>	<b>\$ 10,459,056</b>	<b>\$ 13,709,212</b>	<b>\$ 11,932,424</b>	<b>\$ 12,345,146</b>	<b>\$ 11,455,186</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 6,017,387	\$ 5,667,589	\$ 6,052,449	\$ 6,179,682	\$ 6,312,112
Supplies & Services	2,351,049	2,335,198	2,662,723	2,655,723	2,764,824
Utilities	15,548	15,358	25,200	17,689	17,000
Interfund Charges	8,708	9,201	10,052	10,052	11,016
Capital Related	85,165	(131,134)	-	-	-
Capital Projects (Continuing Appropriation)	1,294,551	5,813,000	3,182,000	3,482,000	2,317,250
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 9,772,408</b>	<b>\$ 13,709,212</b>	<b>\$ 11,932,424</b>	<b>\$ 12,345,146</b>	<b>\$ 11,422,202</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 9,772,408</b>	<b>\$ 13,709,212</b>	<b>\$ 11,932,424</b>	<b>\$ 12,345,146</b>	<b>\$ 11,422,202</b>
To Increase Funds Available	686,648	-	-	-	32,984
<b>Total Uses</b>	<b>\$ 10,459,056</b>	<b>\$ 13,709,212</b>	<b>\$ 11,932,424</b>	<b>\$ 12,345,146</b>	<b>\$ 11,455,186</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 7,134,988</b>	<b>\$ 7,821,636</b>	<b>\$ 4,002,561</b>	<b>\$ 4,395,675</b>	<b>\$ 3,259,214</b>
Net Changes in Funds Available	686,648	(3,425,961)	(1,608,073)	(1,136,461)	32,984
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 7,821,636</b>	<b>\$ 4,395,675</b>	<b>\$ 2,394,488</b>	<b>\$ 3,259,214</b>	<b>\$ 3,292,198</b>
<b>Components of Funds Available</b>					
Restricted for E-911 Technology	\$ 7,821,636	\$ 4,395,675	\$ 2,394,488	\$ 3,259,214	\$ 3,292,198

## Purpose of the Fund

The Enhanced E-911 Fund provides for personnel answering 911 calls and the acquisition, deployment 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.

	2020 Actual	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 5,371,456	\$ 6,432,793	\$ 6,562,449	\$ 6,659,126	\$ 6,756,913	\$ 6,876,166	\$ 6,996,909
Transfers in	4,911,795	4,775,892	4,892,737	5,039,519	5,190,705	5,346,426	5,506,819
Expenditures, Operating	7,896,212	8,863,146	9,104,952	9,729,304	9,971,385	10,219,983	10,475,288
Expenditures, Capital	5,813,000	3,482,000	2,317,250	3,220,000	1,816,500	-	-
<b>Surplus/(Deficit)</b>	<b>\$ (3,425,961)</b>	<b>\$ (1,136,461)</b>	<b>\$ 32,984</b>	<b>\$ (1,250,659)</b>	<b>\$ 159,733</b>	<b>\$ 2,002,609</b>	<b>\$ 2,028,440</b>
<b>Funds Available</b>							
Beginning	\$ 7,821,636	\$ 4,395,675	\$ 3,259,214	\$ 3,292,198	\$ 2,041,539	\$ 2,201,272	\$ 4,203,881
Year-End Inc./(Dec.)	(3,425,961)	(1,136,461)	32,984	(1,250,659)	159,733	2,002,609	2,028,440
<b>Ending Funds (Bud.)</b>	<b>\$ 4,395,675</b>	<b>\$ 3,259,214</b>	<b>\$ 3,292,198</b>	<b>\$ 2,041,539</b>	<b>\$ 2,201,272</b>	<b>\$ 4,203,881</b>	<b>\$ 6,232,321</b>

### Factors Affecting Revenue

In 2021, E-911 Fund revenue is projected to be \$884,300 (8.6 percent) higher than originally budgeted. This increase is directly attributable to new state-collected surcharges for prepaid cell phones and the ESInet (emergency services IP network) maintenance. In 2020, the City of Aurora was the first 911 agency in the state to implement the ESInet. The ESInet is the IP infrastructure backbone for providing NextGen 911 services such as call overload handling, seamless text to 911, natural disasters, call transfer, and accurate response through improved jurisdictional location tracking. To offset the almost 200 percent increase in ongoing cost of 911 service with this implementation (included in supplies and services), the city receives an allocation of the statewide surcharge. By contrast, year-to-date wireless and VOIP (voice over IP) surcharge revenue collections suggest 2021 actuals will fall behind budgeted expectations, partially offsetting the increase in the state share.

The 2022 revenue forecast before transfers is \$1.0 million (18.3 percent) higher than the 2021 Original Budget. This increase is attributable to new state surcharges.

A \$4.9 million transfer from the General Fund is scheduled in 2022 to cover the cost of 65.0 FTE. This transfer is \$116,800 greater than the 2021 Original Budget due to increases for pay and benefits in the Aurora911 Department.

### Factors Affecting Expenditures

Total expenditures in 2021 are \$412,700 (3.5 percent) greater than the 2021 Original Budget related to an increase

in overtime expenditures required to maintain appropriate staffing levels in the Aurora911 Center and an amendment to a capital project due to a change in scope of services for replacing the uninterruptible power supply system at Tallyn's Reach. A supplemental will be necessary for this change.

The 2022 operating E-911 budget exceeds the 2021 Original Budget by \$354,500 (4.1 percent). This budget variance is predominately associated with citywide increases in pay and benefits and the restoration of the 2021 furlough reductions as well as a \$102,100 (3.8 percent) increase in supplies and services for ongoing support and maintenance of 911 technology.

The 2022 capital projects budget is \$864,800 (27.2 percent) less than the 2021 Original Budget. The 2022 capital budget includes the 800 MHz radio system debt service and the implementation of a dedicated 911 cybersecurity program.

From 2023 to 2026, the capital plan currently only includes the radio system debt service and the MDC replacement program for the Police Department. The 5-year capital projects plan will be reviewed during the 2023 budget formation as to the health of the 911 fund to support capital projects and new legislation. More information on these can be found in the Capital Improvement Program section.

### Ending Funds Available

Funds available tends to ebb and flow with changes in capital spending and will increase after the completion of the debt service for the 800 MHz radio system in 2024.

# Fleet Management Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Charges for Services	\$ 9,671,631	\$ 9,980,670	\$ 10,611,655	\$ 10,313,341	\$ 11,801,660
Other Revenues	1,685	838	-	-	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 9,673,316</b>	<b>\$ 9,981,508</b>	<b>\$ 10,611,655</b>	<b>\$ 10,313,341</b>	<b>\$ 11,801,660</b>
<b>Transfers In (from other funds)</b>	<b>761,333</b>	<b>261,620</b>	<b>-</b>	<b>-</b>	<b>121,000</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 10,434,649</b>	<b>\$ 10,243,128</b>	<b>\$ 10,611,655</b>	<b>\$ 10,313,341</b>	<b>\$ 11,922,660</b>
From Decrease in Funds Available	42,557	-	-	-	-
<b>Total Sources</b>	<b>\$ 10,477,206</b>	<b>\$ 10,243,128</b>	<b>\$ 10,611,655</b>	<b>\$ 10,313,341</b>	<b>\$ 11,922,660</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 4,040,697	\$ 4,007,640	\$ 4,013,494	\$ 4,096,810	\$ 4,604,582
Supplies & Services	6,171,187	5,667,092	6,080,298	5,908,729	6,849,658
Utilities	114,646	111,205	121,300	107,800	116,200
Interfund Charges	139,542	148,598	160,752	160,752	177,290
Capital Related	11,134	197,002	53,930	(43,008)	174,930
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 10,477,206</b>	<b>\$ 10,131,537</b>	<b>\$ 10,429,774</b>	<b>\$ 10,231,083</b>	<b>\$ 11,922,660</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 10,477,206</b>	<b>\$ 10,131,537</b>	<b>\$ 10,429,774</b>	<b>\$ 10,231,083</b>	<b>\$ 11,922,660</b>
To Increase Funds Available	-	111,591	181,881	82,258	-
<b>Total Uses</b>	<b>\$ 10,477,206</b>	<b>\$ 10,243,128</b>	<b>\$ 10,611,655</b>	<b>\$ 10,313,341</b>	<b>\$ 11,922,660</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 115,717</b>	<b>\$ 73,160</b>	<b>\$ 482,411</b>	<b>\$ 184,751</b>	<b>\$ 267,009</b>
Net Changes in Funds Available	(42,557)	111,591	181,881	82,258	-
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 73,160</b>	<b>\$ 184,751</b>	<b>\$ 664,292</b>	<b>\$ 267,009</b>	<b>\$ 267,009</b>
<b>Components of Funds Available</b>					
Assigned for Fleet Operations	\$ 73,160	\$ 184,751	\$ 664,292	\$ 267,009	\$ 267,009



**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.

	<b>2020</b> Actual	<b>2021</b> Projection	<b>2022</b> Adopted	<b>2023</b> Projected	<b>2024</b> Projected	<b>2025</b> Projected	<b>2026</b> Projected
<b>Long Range Outlook</b>							
Revenues	\$ 10,243,128	\$ 10,313,341	\$ 11,922,660	\$ 12,357,966	\$ 12,944,174	\$ 13,561,440	\$ 14,211,498
Expenditures	10,131,537	10,231,083	11,922,660	12,357,966	12,944,174	13,561,440	14,211,498
<b>Surplus/(Deficit)</b>	<b>\$ 111,591</b>	<b>\$ 82,258</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Funds Available</b>							
Beginning	\$ 73,160	\$ 184,751	\$ 267,009	\$ 267,009	\$ 267,009	\$ 267,009	\$ 267,009
Year-End Inc./(Dec.)	111,591	82,258	-	-	-	-	-
<b>Ending Funds (Bud.)</b>	<b>\$ 184,751</b>	<b>\$ 267,009</b>	<b>\$ 267,009</b>	<b>\$ 267,009</b>	<b>\$ 267,009</b>	<b>\$ 267,009</b>	<b>\$ 267,009</b>

**Factors Affecting Revenue**

Revenues include service charges to departments for city-owned vehicle repair and maintenance, fuel, and overhead. In 2021, revenue is projected to be \$298,300 (2.8 percent) under the 2021 Original Budget. The decrease is due primarily to lower-than-expected costs related to vehicle repairs and fuel being charged to other departments.

Overall revenue will increase \$1.3 million (12.4 percent) in 2022 compared to the 2021 Original Budget. Fuel and overhead revenue are the main drivers behind the increase. Based on the U.S. Energy Information Administration (EIA) outlook and the fact that fuel prices for the 2021 Budget were locked in the Spring of 2020, a significant increase in fuel is anticipated. The increase in overhead is mainly a result of fully funding the Fleet Apprenticeship Program. Fleet overhead includes all non-direct labor and expenses. Overhead charges are used to help recover non-billable costs incurred by the fund for items such as utilities, replacement of tools and supplies, management and administrative costs. There is also a one-time transfer from the General Fund that will fund a new Fleet utility truck.

**Factors Affecting Expenditures**

Expenses in 2021 will be \$198,700 (1.9 percent) lower than the 2021 Original Budget primarily due to lower than

anticipated parts, sublet, and fuel costs. This will be slightly offset by higher personal services costs in 2021 due to the decision by City Council and City Management to reduce the number of actual furlough days to two instead of the five that were assumed in the original budget.

In 2022, fuel costs, fully funding the Fleet Apprenticeship Program, and the purchase of a new Fleet utility truck will drive overall expenses to increase \$1.5 million (14.3 percent) over the 2021 Original Budget as Fleet continues to maintain an aging inventory of vehicles. There is also a base adjustment that includes funding to restore 2021 furlough reductions to base pay.

**Ending Funds Available**

Funds available are projected to increase \$82,300 in 2021. This will start the fund in 2022 with a \$267,000 fund balance. This balance will carry through 2026 as all out year budgets are balanced.



# Gifts and Grants Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$ 20,699,281	\$ 48,128,144	\$ 5,228,636	\$ 49,079,499	\$ 37,775,297
Charges for Services	131,964	91,397	44,000	32,324	42,000
Investment Income	48,882	61,217	4,420	159,735	3,450
Other Revenues	835,989	385,324	258,108	251,190	265,300
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 21,716,116</b>	<b>\$ 48,666,082</b>	<b>\$ 5,535,164</b>	<b>\$ 49,522,748</b>	<b>\$ 38,086,047</b>
<b>Transfers In (from other funds)</b>	-	-	-	-	-
<b>Total Sources Before Decrease in FA</b>	<b>\$ 21,716,116</b>	<b>\$ 48,666,082</b>	<b>\$ 5,535,164</b>	<b>\$ 49,522,748</b>	<b>\$ 38,086,047</b>
From Decrease in Funds Available	-	-	5,298,840	-	-
<b>Total Sources</b>	<b>\$ 21,716,116</b>	<b>\$ 48,666,082</b>	<b>\$ 10,834,004</b>	<b>\$ 49,522,748</b>	<b>\$ 38,086,047</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 2,695,601	\$ 5,875,077	\$ 1,662,535	\$ 2,817,640	\$ 2,130,627
Allocated Expenses	130,559	5,496,543	1,113,144	336,551	667,674
Supplies & Services	2,050,101	27,965,914	7,807,587	14,486,040	18,925,510
Interfund Charges	10,581	3,660	7,604	4,407	3,187
Capital Related	741,091	1,330,476	119,000	189,615	1,723,825
Capital Projects (Continuing Appropriations)	13,143,800	2,741,356	-	-	-
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 18,771,733</b>	<b>\$ 43,413,026</b>	<b>\$ 10,709,870</b>	<b>\$ 17,834,253</b>	<b>\$ 23,450,823</b>
<b>Transfers Out (to other funds)</b>	-	-	124,134	99,472	-
<b>Total Uses Before Increase in FA</b>	<b>\$ 18,771,733</b>	<b>\$ 43,413,026</b>	<b>\$ 10,834,004</b>	<b>\$ 17,933,725</b>	<b>\$ 23,450,823</b>
To Increase Funds Available	2,944,383	5,253,056	-	31,589,023	14,635,224
<b>Total Uses</b>	<b>\$ 21,716,116</b>	<b>\$ 48,666,082</b>	<b>\$ 10,834,004</b>	<b>\$ 49,522,748</b>	<b>\$ 38,086,047</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 2,256,047</b>	<b>\$ 5,200,430</b>	<b>\$ 8,927,415</b>	<b>\$ 10,453,486</b>	<b>\$ 42,042,509</b>
Net Changes in Funds Available	2,944,383	5,253,056	(5,298,840)	31,589,023	14,635,224
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 5,200,430</b>	<b>\$ 10,453,486</b>	<b>\$ 3,628,575</b>	<b>\$ 42,042,509</b>	<b>\$ 56,677,733</b>
<b>Components of Funds Available</b>					
Restricted for Future Gift and Grant Expenditures	\$ 5,200,430	\$ 10,453,486	\$ 3,628,575	\$ 42,042,509	\$ 56,677,733

## 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 received from other government agencies. The overwhelming headline for 2021 and 2022 in the Gift and Grants Fund is that significant relief funds have been granted to the city as a result of the economic recession caused by the COVID-19 pandemic and the recovery response.

The 2021 projected revenue for the fund is \$44.0 million higher than the 2021 Original Budget, mainly attributable to the American Rescue Plan Act (ARPA) award. The city received ARPA funds directly from the federal government totaling \$32.7 million which is half of the total \$65.4 million granted. The intent of the aid is to ensure state, local and tribal governments have sufficient resources to respond to the COVID-19 public health emergency and its ongoing economic impacts. The 2022 budget programs \$12.2 million over 2021/2022 primarily to address immediate issues associated with providing community assistance. The city has started the process of engaging departments and the community to identify potential projects for the remaining unprogrammed funds. Through this process, the city intends to fund several significant projects that will have a long-term impact on the residents of Aurora.

In addition to ARPA relief funds, \$11.4 million in Emergency Rental Relief funding was granted from the U.S. Treasury as part of the Emergency Rental Assistance program to assist households that are unable to pay rent or utilities. When excluding both relief grants, total 2021 projected revenue is slightly below budget by \$289,300 or 5.2 percent. The driving factor for this shortfall is in the Police Department with reduced funding for both the Black and Gray Marijuana Enforcement and DOLA Justice and Mental Health grants.

The revenue in 2022 is budgeted to increase \$32.6 million compared to the 2021 Original Budget driven by the anticipated receipt of the second half of the ARPA grant funds. When excluding ARPA funds, the 2022 budget for gifts and grants is below the 2021 Original Budget by \$161,500 (2.9 percent). The primary drivers are in Police and Fire with expected reductions in

Emergency Management grants. These reductions are mostly offset by anticipated opportunities for grant funds in Police and across other city departments.

## 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 2021, expenditures are projected to be \$7.1 million higher than the 2021 Original Budget primarily due to projected spending associated with the ARPA and Emergency Rental Relief grants. Both of these large relief grants will be spent over multiple years while the revenue is recognized in the year received. Excluding expenditures associated with the relief grants, expenditures are projected to be \$509,700 (4.7 percent) higher than the original budget for 2021. Reductions in the aforementioned Police grants have been offset by spending against gifts and grants across the city that were not budgeted for 2021, much of which is attributed to individual 2020 CARES grants to include the ESG Emergency Shelter CARES grant.

In 2022, expenditures are budgeted to increase \$12.6 million compared to the 2021 Original Budget, again due to spending against the significant relief grants. When excluding ARPA and rental relief grant spending, 2022 expenditures are slightly higher (\$40,400) than the 2021 Original Budget. With the reductions expected in Police and Fire, grant expenditures are expected to remain relatively flat due to anticipated awards as departments research new opportunities. To assist in this, the 2022 budget includes an amendment requesting 2.0 FTE to include a Grant Development Manager and a Grant Compliance Manager to administer the ARPA grant, pursue additional ARPA opportunities, as well as help the city to be more effective in researching and applying for grants.

## Ending Funds Available

Ending funds available in 2021 are projected to increase to \$42.0 million which is \$38.4 million higher than the 2021 Original Budget had assumed. In 2022, ending funds available are expected to increase to \$56.7 million as the relief grants are spent over time. Due to the difficulty of predicting future revenue and expenditures associated with the Gifts and Grants Fund, there is no long-range projection associated with the fund.

# Golf Courses Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Charges for Services	\$ 7,895,960	\$ 8,676,955	\$ 8,244,500	\$ 8,244,500	\$ 8,444,500
Investment Income	80,743	65,559	45,000	45,000	45,000
Other Revenues	3,387	19,442	5,500	5,500	5,500
Proceeds from sale of assets	-	-	-	-	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 7,980,090</b>	<b>\$ 8,761,956</b>	<b>\$ 8,295,000</b>	<b>\$ 8,295,000</b>	<b>\$ 8,495,000</b>
<b>Transfers In (from other funds)</b>	<b>150,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 8,130,090</b>	<b>\$ 9,011,956</b>	<b>\$ 8,545,000</b>	<b>\$ 8,545,000</b>	<b>\$ 8,745,000</b>
From Decrease in Funds Available	-	-	140,613	192,756	160,120
<b>Total Sources</b>	<b>\$ 8,130,090</b>	<b>\$ 9,011,956</b>	<b>\$ 8,685,613</b>	<b>\$ 8,737,756</b>	<b>\$ 8,905,120</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 4,123,797	\$ 4,279,362	\$ 4,426,373	\$ 4,493,561	\$ 4,672,769
Supplies & Services	1,736,456	1,605,557	1,670,165	1,659,620	1,655,815
Utilities	947,921	1,122,044	1,056,100	1,056,100	1,180,500
Interfund Charges	211,137	219,708	233,492	233,492	253,053
Debt Related	391,132	409,618	428,180	428,180	445,680
Capital Related	90,457	(54,435)	97,303	92,803	97,303
Capital Projects (Continuing Appropriation)	243,500	850,000	700,000	700,000	600,000
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 7,744,400</b>	<b>\$ 8,431,854</b>	<b>\$ 8,611,613</b>	<b>\$ 8,663,756</b>	<b>\$ 8,905,120</b>
<b>Transfers Out (to other funds)</b>	<b>200,000</b>	<b>200,000</b>	<b>74,000</b>	<b>74,000</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 7,944,400</b>	<b>\$ 8,631,854</b>	<b>\$ 8,685,613</b>	<b>\$ 8,737,756</b>	<b>\$ 8,905,120</b>
To Increase Funds Available	185,690	380,102	-	-	-
<b>Total Uses</b>	<b>\$ 8,130,090</b>	<b>\$ 9,011,956</b>	<b>\$ 8,685,613</b>	<b>\$ 8,737,756</b>	<b>\$ 8,905,120</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 2,709,354</b>	<b>\$ 2,895,044</b>	<b>\$ 1,168,780</b>	<b>\$ 3,275,146</b>	<b>\$ 3,082,390</b>
Net Changes in Funds Available	185,690	380,102	(140,613)	(192,756)	(160,120)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 2,895,044</b>	<b>\$ 3,275,146</b>	<b>\$ 1,028,167</b>	<b>\$ 3,082,390</b>	<b>\$ 2,922,270</b>
<b>Components of Funds Available</b>					
Assigned for Golf	\$ 2,895,044	\$ 3,275,146	\$ 1,028,167	\$ 3,082,390	\$ 2,922,270

## 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 greens 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.

	2020 Actual	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 9,011,956	\$ 8,545,000	\$ 8,745,000	\$ 8,946,534	\$ 9,154,205	\$ 9,354,747	\$ 9,555,294
Expenditures, Operating	7,781,854	8,037,756	8,305,120	8,548,070	8,799,044	9,058,373	9,360,400
Expenditures, Capital	850,000	700,000	600,000	575,000	350,000	400,000	625,000
<b>Surplus/(Deficit)</b>	<b>\$ 380,102</b>	<b>\$ (192,756)</b>	<b>\$ (160,120)</b>	<b>\$ (176,536)</b>	<b>\$ 5,161</b>	<b>\$ (103,626)</b>	<b>\$ (430,106)</b>
<b>Funds Available</b>							
Beginning	\$ 2,895,044	\$ 3,275,146	\$ 3,082,390	\$ 2,922,270	\$ 2,745,734	\$ 2,750,895	\$ 2,647,269
Year-End Inc./(Dec.)	380,102	(192,756)	(160,120)	(176,536)	5,161	(103,626)	(430,106)
<b>Ending Funds (Bud.)</b>	<b>\$ 3,275,146</b>	<b>\$ 3,082,390</b>	<b>\$ 2,922,270</b>	<b>\$ 2,745,734</b>	<b>\$ 2,750,895</b>	<b>\$ 2,647,269</b>	<b>\$ 2,217,163</b>

### Factors Affecting Revenue

The majority of revenue in any given year comes from greens fees and cart rental fees. These fees are included in the charges for services category. The 2021 Projection is equal to the 2021 Original Budget. Revenues increased dramatically in 2020 during the COVID-19 pandemic as people's interest in various forms of outdoor recreation peaked. While the 2021 projected revenue represents a decrease compared to 2020, the \$8.5 million in projected revenues is still significantly higher than the \$8.1 million in revenues earned in 2019 (before the pandemic).

In 2022, revenues are expected to increase \$200,000 (2.3 percent) over the 2021 Original Budget, based on the assumption that public interest in golf remains above pre-COVID-19 conditions but don't match the initial surge in public interest that occurred in the early days of the pandemic. Revenues are projected to grow by approximately \$200,000 annually from 2023 through 2026.

### Factors Affecting Expenses

For 2021, projected expenses are higher than the 2021 Original Budget by \$52,100 (0.6 percent), relating entirely to minor unanticipated increases in personal services relating to the elimination of furlough days.

For the 2022 budget, bottom line expenditures are \$219,500 (2.5 percent) higher than the 2021 Original Budget. Of this increase, \$246,400 relates to an increase in the cost of personal services and is driven by citywide pay and benefits increases. The 2022 budget also includes a projected \$124,400 increase in spending on utilities. These increases are partially offset by a \$100,000 decrease in spending on capital projects. Further, spending in 2022 decreases by another \$74,000 reflecting that debt service on the Aurora Hills pump station will be fully paid in 2021.

### Ending Funds Available

The 2021 ending funds available are projected to be higher than the 2021 Original Budget by \$2.1 million. The 2021 Original Budget assumed that revenues would be significantly and adversely impacted by COVID-19. However, an unexpected and large demand for various forms of outdoor recreation including golf has improved the fund's outlook looking forward. Funds available tends to go down when capital spending is relatively high. Ending funds available will decrease slowly over time, declining to \$2.2 million in 2026.

# Marijuana Tax Revenue Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Taxes	\$ 9,511,516	\$ 12,499,094	\$ 11,143,042	\$ 14,129,205	\$ 14,919,998
Intergovernmental	1,671,841	2,011,194	1,695,809	2,275,135	2,388,892
Investment income	130,235	147,250	127,717	121,452	76,500
Other Revenue	5,702	-	-	2,000	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 11,319,294</b>	<b>\$ 14,657,538</b>	<b>\$ 12,966,568</b>	<b>\$ 16,527,792</b>	<b>\$ 17,385,390</b>
<b>Transfers In (from other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 11,319,294</b>	<b>\$ 14,657,538</b>	<b>\$ 12,966,568</b>	<b>\$ 16,527,792</b>	<b>\$ 17,385,390</b>
From Decrease in Funds Available	461,848	-	-	-	-
<b>Total Sources</b>	<b>\$ 11,781,142</b>	<b>\$ 14,657,538</b>	<b>\$ 12,966,568</b>	<b>\$ 16,527,792</b>	<b>\$ 17,385,390</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ -	\$ -	\$ -	\$ 91,154	\$ 486,549
Supplies and Services	3,532,333	2,773,090	2,286,954	4,947,347	4,075,797
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 3,532,333</b>	<b>\$ 2,773,090</b>	<b>\$ 2,286,954</b>	<b>\$ 5,038,501</b>	<b>\$ 4,562,346</b>
<b>Transfers Out (to other funds)</b>	<b>8,248,809</b>	<b>8,432,241</b>	<b>9,380,539</b>	<b>8,250,000</b>	<b>10,000,000</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 11,781,142</b>	<b>\$ 11,205,331</b>	<b>\$ 11,667,493</b>	<b>\$ 13,288,501</b>	<b>\$ 14,562,346</b>
To Increase Funds Available	-	3,452,207	1,299,075	3,239,291	2,823,044
<b>Total Uses</b>	<b>\$ 11,781,142</b>	<b>\$ 14,657,538</b>	<b>\$ 12,966,568</b>	<b>\$ 16,527,792</b>	<b>\$ 17,385,390</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 2,259,519</b>	<b>\$ 1,797,671</b>	<b>\$ 3,691,771</b>	<b>\$ 5,249,878</b>	<b>\$ 8,489,169</b>
Net Changes in Funds Available	(461,848)	3,452,207	1,299,075	3,239,291	2,823,044
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 1,797,671</b>	<b>\$ 5,249,878</b>	<b>\$ 4,990,846</b>	<b>\$ 8,489,169</b>	<b>\$ 11,312,213</b>
<b>Components of Funds Available</b>					
Committed for Youth Violence Prevention	\$ -	\$ 451,246	\$ -	\$ -	\$ -
Unassigned	1,797,671	4,798,632	4,990,846	8,489,169	11,312,213

**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. In 2020, City Council increased the city's sales tax rate to 8.75 percent effective July 1, 2020 to support community service agencies and programs directly related to youth violence prevention. 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. The 0.25 percent sales tax dedicated to public safety is in the General Fund.

	<b>2020</b> Actual	<b>2021</b> Projection	<b>2022</b> Adopted	<b>2023</b> Projected	<b>2024</b> Projected	<b>2025</b> Projected	<b>2026</b> Projected
<b>Long Range Outlook</b>							
Revenues	\$ 14,657,538	\$ 16,527,792	\$ 17,385,390	\$ 17,953,157	\$ 18,488,001	\$ 19,038,891	\$ 19,606,308
Expenditures	11,205,331	13,288,501	14,562,346	14,699,217	14,840,192	14,985,399	15,134,963
<b>Surplus/(Deficit)</b>	<b>\$ 3,452,207</b>	<b>\$ 3,239,291</b>	<b>\$ 2,823,044</b>	<b>\$ 3,253,940</b>	<b>\$ 3,647,809</b>	<b>\$ 4,053,492</b>	<b>\$ 4,471,345</b>
<b>Funds Available</b>							
Beginning	\$ 1,797,671	\$ 5,249,878	\$ 8,489,169	\$ 11,312,213	\$ 14,566,153	\$ 18,213,962	\$ 22,267,454
Year-End Inc./(Dec.)	3,452,207	3,239,291	2,823,044	3,253,940	3,647,809	4,053,492	4,471,345
<b>Ending Funds (Bud.)</b>	<b>\$ 5,249,878</b>	<b>\$ 8,489,169</b>	<b>\$ 11,312,213</b>	<b>\$ 14,566,153</b>	<b>\$ 18,213,962</b>	<b>\$ 22,267,454</b>	<b>\$ 26,738,799</b>

**Factors Affecting Revenue**

In 2021, the retail marijuana industry in Aurora is projected to generate \$3.6 million or 27.5 percent more than originally budgeted. Increased sales appear to be related to the COVID-19 pandemic as retail sales revenue increased by 23.7 percent from April through December 2019 to April through December 2020. Significant growth has continued through June 2021, even after a full year of revenues that were impacted by the pandemic, suggesting a long-term trend of marijuana consumption that exceeds pre-pandemic levels. While retail marijuana sales have likely benefited from federal stimulus efforts and the closure of multiple entertainment options in 2020 and into 2021, the approval of recreational marijuana delivery and elevated stress levels due to the pandemic and other societal issues may have driven growth in recent months. Staff is continuing to review possible explanations for the significant increases experienced in recent months.

The 2022 revenue forecast is \$4.4 million (34.1 percent) higher than the 2021 Original Budget and \$857,600 (5.2 percent) higher than the 2021 projection. This increase is primarily based on recent data that suggests that slower growth will continue as life returns to normal following the COVID-19 pandemic.

**Factors Affecting Expenditures**

Previously approved Council projects include ongoing appropriation of \$4.0 million to cover debt payments for the Central and Southeast Recreation Centers and \$4.0 million to cover road and transportation projects. Five-year funding of \$250,000 for median projects expired in 2021. The 2022 budget includes an additional \$2.0 million to address road maintenance requirements.

The 2021 Original Budget included a transfer out of revenue collected from the new 1.0 percent special marijuana sales tax rate to fund youth violence prevention efforts in the Designated Revenues Fund. Instead, a new Youth Violence Prevention program was created in the Marijuana Tax Revenue Fund, now included in expenditures before transfers out. In 2021, \$451,200 in accumulated funds available plus ongoing funding of \$1.5 million is projected in this program, reflecting the committed funding total of \$1.9 million. Unused funds will revert to funds available.

Appendix 5 provides additional detail on this fund.

**Ending Funds Available**

Funds available have increased in recent years based on higher than anticipated revenues. Based on current spending patterns, funds available are forecast to reach \$11.3 million in 2022 and increase to \$26.7 million by 2026.

# Open Space Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$ 9,306,080	\$ 10,367,843	\$ 9,439,615	\$ 11,619,785	\$ 12,001,060
Investment Income	325,929	319,628	211,000	239,683	220,000
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 9,632,009</b>	<b>\$ 10,687,471</b>	<b>\$ 9,650,615</b>	<b>\$ 11,859,468</b>	<b>\$ 12,221,060</b>
<b>Transfers In (from other funds)</b>	-	-	-	-	-
<b>Total Sources Before Decrease in FA</b>	<b>\$ 9,632,009</b>	<b>\$ 10,687,471</b>	<b>\$ 9,650,615</b>	<b>\$ 11,859,468</b>	<b>\$ 12,221,060</b>
From Decrease in Funds Available	555,126	-	-	-	5,984,665
<b>Total Sources</b>	<b>\$ 10,187,135</b>	<b>\$ 10,687,471</b>	<b>\$ 9,650,615</b>	<b>\$ 11,859,468</b>	<b>\$ 18,205,725</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 3,158,184	\$ 3,305,456	\$ 3,895,991	\$ 3,984,047	\$ 4,420,066
Supplies & Services	536,814	542,493	223,716	176,948	239,916
Interfund Charges	82,868	88,669	96,358	96,358	112,160
Debt Related	1,120,000	1,122,469	1,124,250	1,124,250	1,123,000
Capital Related	7,385	-	-	-	65,000
Capital Projects (Continuing Appropriation)	5,281,884	489,489	2,118,517	2,118,517	12,245,583
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 10,187,135</b>	<b>\$ 5,548,576</b>	<b>\$ 7,458,832</b>	<b>\$ 7,500,120</b>	<b>\$ 18,205,725</b>
<b>Transfers Out (to other funds)</b>	-	-	-	-	-
<b>Total Uses Before Increase in FA</b>	<b>\$ 10,187,135</b>	<b>\$ 5,548,576</b>	<b>\$ 7,458,832</b>	<b>\$ 7,500,120</b>	<b>\$ 18,205,725</b>
To Increase Funds Available	-	5,138,895	2,191,783	4,359,348	-
<b>Total Uses</b>	<b>\$ 10,187,135</b>	<b>\$ 10,687,471</b>	<b>\$ 9,650,615</b>	<b>\$ 11,859,468</b>	<b>\$ 18,205,725</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 2,804,459</b>	<b>\$ 2,249,333</b>	<b>\$ 7,219,883</b>	<b>\$ 7,388,228</b>	<b>\$ 11,747,576</b>
Net Changes in Funds Available	(555,126)	5,138,895	2,191,783	4,359,348	(5,984,665)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 2,249,333</b>	<b>\$ 7,388,228</b>	<b>\$ 9,411,666</b>	<b>\$ 11,747,576</b>	<b>\$ 5,762,911</b>
<b>Components of Funds Available</b>					
Restricted for Open Space	\$ 2,249,333	\$ 7,388,228	\$ 9,411,666	\$ 11,747,576	\$ 5,762,911

## 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's 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.

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 10,687,471	\$ 11,859,468	\$ 12,221,060	\$ 12,750,705	\$ 13,349,194	\$ 13,936,511	\$ 14,549,666
Expenditures, Operating	5,059,087	5,381,603	5,960,142	6,078,674	6,225,214	6,373,818	5,404,638
Expenditures, Capital	489,489	2,118,517	12,245,583	10,337,648	6,852,500	6,735,000	6,290,000
<b>Surplus/(Deficit)</b>	<b>\$ 5,138,895</b>	<b>\$ 4,359,348</b>	<b>\$ (5,984,665)</b>	<b>\$ (3,665,617)</b>	<b>\$ 271,480</b>	<b>\$ 827,693</b>	<b>\$ 2,855,028</b>
<b>Funds Available</b>							
Beginning	\$ 2,249,333	\$ 7,388,228	\$ 11,747,576	\$ 5,762,911	\$ 2,097,294	\$ 2,368,774	\$ 3,196,467
Year-End Inc./(Dec.)	5,138,895	4,359,348	(5,984,665)	(3,665,617)	271,480	827,693	2,855,028
<b>Ending Funds (Bud.)</b>	<b>\$ 7,388,228</b>	<b>\$ 11,747,576</b>	<b>\$ 5,762,911</b>	<b>\$ 2,097,294</b>	<b>\$ 2,368,774</b>	<b>\$ 3,196,467</b>	<b>\$ 6,051,495</b>

### Factors Affecting Revenue

The majority of the year-to-year variation in this fund is related to intergovernmental revenue tied to sales tax. The 2021 budget assumed a COVID-related drop in revenue, but that drop never materialized, so the 2021 projection is \$2.2 million (22.9 percent) better than the 2020 original budget. Future growth of intergovernmental revenue averages 4.4 percent annually. Interest is expected to rise gradually throughout the five-year plan.

### 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 2020 and 2021, less capital spending is projected compared to prior years. Capital expenditures in 2022 are expected to surpass \$12.2 million, the highest amount in the five-year plan. 2023 is also expected to be high, with future years lowering to the \$6.3 million to \$6.9 million range. Significant capital projects in 2022 include Sports Park paving and Triple Creek Trail Improvements. Significant capital projects during the five-year plan include projects such as Aurora Reservoir, Central Community Park, and continued Triple Creek spending. 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 2.

Concerning operating expenditures, the variance between the 2021 budget and the 2021 projection is due mostly to the elimination of three budgeted furlough days. The 2022 operating budget is \$619,800 higher than the 2021 original operating budget, due to the elimination of furloughs, assumed pay and benefit increases, and the addition of 4.0 FTE, including the restoration of 1.0 FTE Landscape Designer cut in the 2021 budget and the addition of 3.0 FTE Open Space Ranger Patrol. The future operating expenditures are based on citywide assumptions for each expenditure stream.

### Ending Funds Available

The use of funds available typically follows the capital plan. In years with relatively low capital spending, like 2020 and 2021, funds available increase. In years with more capital spending, like 2022 and 2023, funds available decrease. Funds available are projected to drop to \$2.1 million through 2023, before climbing back to \$6.1 million by 2026. The last year of the Sports Park debt service is in 2025 which contributes to the large fund balance increase in 2026.



# Parking and Mobility Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Charges for Services	\$ 250,188	\$ 54,644	\$ 75,000	\$ 16,154	\$ 1,000
Intergovernmental	100,284	102,290	104,336	104,336	106,422
Fines and Forfeitures	245,219	197,322	250,000	288,767	312,012
Other Revenue	275	244	-	-	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 595,966</b>	<b>\$ 354,500</b>	<b>\$ 429,336</b>	<b>\$ 409,257</b>	<b>\$ 419,434</b>
<b>Transfers In (from other funds)</b>	<b>450,255</b>	<b>527,681</b>	<b>606,707</b>	<b>435,199</b>	<b>746,498</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 1,046,221</b>	<b>\$ 882,181</b>	<b>\$ 1,036,043</b>	<b>\$ 844,456</b>	<b>\$ 1,165,932</b>
From Decrease in Funds Available	540	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,046,761</b>	<b>\$ 882,181</b>	<b>\$ 1,036,043</b>	<b>\$ 844,456</b>	<b>\$ 1,165,932</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 302,119	\$ 320,936	\$ 280,681	\$ 329,823	\$ 302,936
Supplies and Services	739,225	554,069	748,224	501,557	796,974
Interfund Charges	5,417	7,176	7,138	13,076	16,022
Capital Related	-	-	-	-	50,000
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 1,046,761</b>	<b>\$ 882,181</b>	<b>\$ 1,036,043</b>	<b>\$ 844,456</b>	<b>\$ 1,165,932</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 1,046,761</b>	<b>\$ 882,181</b>	<b>\$ 1,036,043</b>	<b>\$ 844,456</b>	<b>\$ 1,165,932</b>
To Increase Funds Available	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 1,046,761</b>	<b>\$ 882,181</b>	<b>\$ 1,036,043</b>	<b>\$ 844,456</b>	<b>\$ 1,165,932</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 540</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Net Changes in Funds Available	(540)	-	-	-	-
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**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.

	2020 Actual	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 354,500	\$ 409,257	\$ 419,434	\$ 427,802	\$ 436,338	\$ 445,044	\$ 453,925
Transfers In	527,681	435,199	746,498	699,694	\$ 703,151	\$ 706,883	710,902
Expenditures	882,181	844,456	1,165,932	1,127,496	\$ 1,139,489	\$ 1,151,927	1,164,827
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Funds Available</b>							
Beginning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Year-End Inc./(Dec.)	-	-	-	-	-	-	-
<b>Ending Funds (Bud.)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Factors Affecting Revenue**

The original assumptions for the revenue related to the fund were based on projected RTD ridership on the “R” line, station area redevelopment that would increase parking demand, citations issued and the collection rates. RTD ridership has been extremely low since the proliferation of the COVID-19 pandemic. There is less reliance on parking options. In addition, rates for monthly passes and self-parking have been reduced as part of an intergovernmental agreement with RTD tied to garage utilization rates.

In 2021, even though citation revenue is lower due to vacancies in the enforcement division, the majority of revenue has come from fines and forfeitures from the program actively monitoring parking rules and regulations. The demand for monthly passes for Iliff Garage and on-street paid parking has continued to decline as people continue to work remotely. Total revenues, excluding transfers in 2021 are projected to be \$20,100 (4.7 percent) less than the 2021 Original Budget.

By 2022, total revenue, excluding transfers will decrease by \$9,900 (2.3 percent) from the 2021 Original Budget. This is primarily due to the monthly and self parking being reduced as a result of lower demand. Fines and forfeitures are expected to increase compared to the 2021 budget as an additional contracted Parking Enforcement Officer will be added. The intergovernmental revenue from RTD will continue to escalate annually at a rate of two percent to address annual increases in operations and maintenance expenses. 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. Enforcement staffing levels based on citizen responses and coverage expectations will affect the future growth of the expenditures.

In 2021, expenditures are projected to be under budget by \$191,600 (18.5 percent). This is primarily due to vacancy savings in contracted services. In 2022, expenditures will increase by \$129,900 (12.5 percent) compared to the 2021 Original Budget. This is primarily due to the one-time funding of a new enforcement vehicle, funding for an additional contracted Parking Enforcement Officer, and personal services as furlough reductions from last year are added back in.

**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

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Investment Income	\$ 292,697	\$ 303,518	\$ 238,613	\$ 238,613	\$ 200,000
Other Revenues	2,002,064	2,798,298	1,300,000	1,300,000	1,500,000
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 2,294,761</b>	<b>\$ 3,101,816</b>	<b>\$ 1,538,613</b>	<b>\$ 1,538,613</b>	<b>\$ 1,700,000</b>
<b>Transfers In (from other funds)</b>	-	-	-	-	-
<b>Total Sources Before Decrease in FA</b>	<b>\$ 2,294,761</b>	<b>\$ 3,101,816</b>	<b>\$ 1,538,613</b>	<b>\$ 1,538,613</b>	<b>\$ 1,700,000</b>
From Decrease in Funds Available	62,769	-	-	-	-
<b>Total Sources</b>	<b>\$ 2,357,530</b>	<b>\$ 3,101,816</b>	<b>\$ 1,538,613</b>	<b>\$ 1,538,613</b>	<b>\$ 1,700,000</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 78,303	\$ -	\$ -	\$ -	\$ -
Capital Related	-	24,805	-	-	-
Capital Projects (Continuing Appropriation)	2,279,227	212,200	1,000,000	1,002,128	1,636,560
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 2,357,530</b>	<b>\$ 237,005</b>	<b>\$ 1,000,000</b>	<b>\$ 1,002,128</b>	<b>\$ 1,636,560</b>
<b>Transfers Out (to other funds)</b>	-	-	-	-	-
<b>Total Uses Before Increase in FA</b>	<b>\$ 2,357,530</b>	<b>\$ 237,005</b>	<b>\$ 1,000,000</b>	<b>\$ 1,002,128</b>	<b>\$ 1,636,560</b>
To Increase Funds Available	-	2,864,811	538,613	536,485	63,440
<b>Total Uses</b>	<b>\$ 2,357,530</b>	<b>\$ 3,101,816</b>	<b>\$ 1,538,613</b>	<b>\$ 1,538,613</b>	<b>\$ 1,700,000</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 11,728,472</b>	<b>\$ 11,665,703</b>	<b>\$ 12,934,621</b>	<b>\$ 14,530,514</b>	<b>\$ 15,066,999</b>
Net Changes in Funds Available	(62,769)	2,864,811	538,613	536,485	63,440
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 11,665,703</b>	<b>\$ 14,530,514</b>	<b>\$ 13,473,234</b>	<b>\$ 15,066,999</b>	<b>\$ 15,130,439</b>
<b>Components of Funds Available</b>					
Restricted for Parks Development	\$ 11,665,703	\$ 14,530,514	\$ 13,473,234	\$ 15,066,999	\$ 15,130,439

**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 projects 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 the Open Space or Conservation Trust Funds. 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.

	<b>2020</b> Actual	<b>2021</b> Projection	<b>2022</b> Adopted	<b>2023</b> Projected	<b>2024</b> Projected	<b>2025</b> Projected	<b>2026</b> Projected
<b>Long Range Outlook</b>							
Revenues	\$ 3,101,816	\$ 1,538,613	\$ 1,700,000	\$ 1,706,000	\$ 1,712,180	\$ 1,714,302	\$ 1,716,445
Expenditures, Operating	24,805	-	-	-	-	-	-
Expenditures, Capital	212,200	1,002,128	1,636,560	2,648,135	1,813,879	1,355,805	714,392
<b>Surplus/(Deficit)</b>	<b>\$ 2,864,811</b>	<b>\$ 536,485</b>	<b>\$ 63,440</b>	<b>\$ (942,135)</b>	<b>\$ (101,699)</b>	<b>\$ 358,497</b>	<b>\$ 1,002,053</b>
<b>Funds Available</b>							
Beginning	\$ 11,665,703	\$ 14,530,514	\$ 15,066,999	\$ 15,130,439	\$ 14,188,304	\$ 14,086,605	\$ 14,445,102
Year-End Inc./(Dec.)	2,864,811	536,485	63,440	(942,135)	(101,699)	358,497	1,002,053
<b>Ending Funds (Bud.)</b>	<b>\$ 14,530,514</b>	<b>\$ 15,066,999</b>	<b>\$ 15,130,439</b>	<b>\$ 14,188,304</b>	<b>\$ 14,086,605</b>	<b>\$ 14,445,102</b>	<b>\$ 15,447,154</b>

**Factors Affecting Revenue**

Development revenue makes up the majority of revenue in any given year and tends to be sporadic, with 2020 eclipsing the revenue of other years. In 2022, development revenue is expected to increase \$200,000 from the 2021 Original Budget in expectation of continued development activity. Interest revenue in 2022 is expected to see a minor decrease primarily due conservative budgeting. Future 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.

In 2021, a vacant landscape architect position was eliminated, zeroing out the operating budget for the remainder of the five-year plan. PDF is projected to see an uptick in capital projects, spending \$8.2 million over the five-year plan. Significant PDF projects include Dome Park, Red-tailed Hawk Park, and Centre Hills Park. The detailed schedule for the PDF projects is presented in Appendix 2.

**Ending Funds Available**

For the years with significant capital projects, funds available are expected to decline, such as 2019, 2023, and 2024. In the years without significant capital expenditures, funds available are projected to increase as funds build up for large projects. By 2026, funds available are projected to grow to \$15.4 million.

# Recreation Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Intergovernmental	\$ 539,630	\$ 517,568	\$ 585,000	\$ 455,690	\$ 425,000
Charges for Services	7,216,823	2,283,295	7,431,100	4,024,761	7,500,990
Investment Income	34,169	37,592	30,000	24,667	30,000
Other Revenues	123,507	61,565	83,500	229,831	83,500
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 7,914,129</b>	<b>\$ 2,900,020</b>	<b>\$ 8,129,600</b>	<b>\$ 4,734,949</b>	<b>\$ 8,039,490</b>
<b>Transfers In (from other funds)</b>	<b>5,939,530</b>	<b>6,483,952</b>	<b>6,428,952</b>	<b>6,428,952</b>	<b>7,540,953</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 13,853,659</b>	<b>\$ 9,383,972</b>	<b>\$ 14,558,552</b>	<b>\$ 11,163,901</b>	<b>\$ 15,580,443</b>
From Decrease in Funds Available	-	-	-	-	356,219
<b>Total Sources</b>	<b>\$ 13,853,659</b>	<b>\$ 9,383,972</b>	<b>\$ 14,558,552</b>	<b>\$ 11,163,901</b>	<b>\$ 15,936,662</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 8,965,624	\$ 7,081,117	\$ 10,690,026	\$ 7,925,256	\$ 11,997,555
Supplies & Services	3,008,021	1,055,397	2,530,081	1,076,591	2,548,835
Utilities	942,420	782,554	1,050,200	967,295	1,081,650
Interfund Charges	211,294	206,550	240,796	228,922	308,622
Capital Related	-	147,458	-	105,156	-
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 13,127,359</b>	<b>\$ 9,273,076</b>	<b>\$ 14,511,103</b>	<b>\$ 10,303,220</b>	<b>\$ 15,936,662</b>
<b>Transfers Out (to other funds)</b>	<b>13,753</b>	<b>13,753</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 13,141,112</b>	<b>\$ 9,286,829</b>	<b>\$ 14,511,103</b>	<b>\$ 10,303,220</b>	<b>\$ 15,936,662</b>
To Increase Funds Available	712,547	97,143	47,449	860,681	-
<b>Total Uses</b>	<b>\$ 13,853,659</b>	<b>\$ 9,383,972</b>	<b>\$ 14,558,552</b>	<b>\$ 11,163,901</b>	<b>\$ 15,936,662</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 1,236,618</b>	<b>\$ 1,949,165</b>	<b>\$ 2,140,582</b>	<b>\$ 2,046,308</b>	<b>\$ 2,906,989</b>
Net Changes in Funds Available	712,547	97,143	47,449	860,681	(356,219)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 1,949,165</b>	<b>\$ 2,046,308</b>	<b>\$ 2,188,031</b>	<b>\$ 2,906,989</b>	<b>\$ 2,550,770</b>
<b>Components of Funds Available</b>					
Assigned for Recreation Services	\$ 1,949,165	\$ 2,046,308	\$ 2,188,031	\$ 2,906,989	\$ 2,550,770

## 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. The recent COVID-19 pandemic significantly affected the fund and its ability to provide recreation services in 2020 and early 2021.

	2020 Actual	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 2,900,020	\$ 4,734,949	\$ 8,039,490	\$ 9,639,730	\$ 10,109,755	\$ 10,598,703	\$ 11,112,538
Transfers In	6,483,952	6,428,952	7,540,953	7,767,182	8,000,197	8,240,203	8,487,409
Expenditures	9,286,829	10,303,220	15,936,662	18,233,078	18,795,698	19,378,952	19,983,613
<b>Surplus/(Deficit)</b>	<b>\$ 97,143</b>	<b>\$ 860,681</b>	<b>\$ (356,219)</b>	<b>\$ (826,166)</b>	<b>\$ (685,746)</b>	<b>\$ (540,046)</b>	<b>\$ (383,666)</b>
<b>Funds Available</b>							
Beginning	\$ 1,949,165	\$ 2,046,308	\$ 2,906,989	\$ 2,550,770	\$ 1,724,604	\$ 1,038,858	\$ 498,812
Year-End Inc./(Dec.)	97,143	860,681	(356,219)	(826,166)	(685,746)	(540,046)	(383,666)
<b>Ending Funds (Bud.)</b>	<b>\$ 2,046,308</b>	<b>\$ 2,906,989</b>	<b>\$ 2,550,770</b>	<b>\$ 1,724,604</b>	<b>\$ 1,038,858</b>	<b>\$ 498,812</b>	<b>\$ 115,146</b>

### Factors Affecting Revenue

To address public health concerns related to the COVID-19 pandemic, a number of recreation-related programs and facilities were closed to the public for a portion of 2020. As a result, fee-related revenues decreased by \$4.9 million (68.4 percent) in 2020. Fee-related revenues are projected to increase by \$1.7 million (76.3 percent) in 2021, which will bring total fee revenue to a level that is still \$3.2 million (44.2 percent) below pre-pandemic conditions in 2019. A return to normal levels of facility and program usage is projected in 2022. In addition, the Southeast Recreation Center is projected to earn an additional \$284,200 in revenue in 2022 as well as a \$500,000 increase in the Recreation Fund subsidy provided from the General Fund to help operate the new facility. The fee-related revenues from the Southeast Recreation Center will grow to \$1.5 million in 2023. It should be noted that there is potential downside to the revenue forecasts in this fund summary if the COVID-19 pandemic worsens and the spread of virus variants results in new public health restrictions or changes to public demand for recreation.

### Factors Affecting Expenditures

Spending in 2020 was extraordinarily low. In addition to pandemic-related facility closures and program cancellations, the department was conservative in its budgetary decisions to ensure that the Recreation Fund remained solvent. For example, temporary positions were not filled and vacant positions were often left vacant.

Although higher than in 2020, spending in 2021 is projected to be \$4.2 million (29.0 percent) lower than the Original 2021 Budget as visitation to recreational facilities and participation in programming has not bounced back from the pandemic as quickly as originally anticipated. The \$10.3 million in operating expenditures in 2021 is still well below the \$13.1 million spent in 2019. Spending on recreational programs will return to more normal levels starting in 2022. In addition, the opening of the new Southeast Recreation Center and the associated hiring of 16.0 new FTE will drive an estimated \$767,300 in additional spending in 2022 and roughly \$2.5 million in spending in 2023.

### Ending Funds Available

Funds available have grown over the last few years in part as a result of the successful Central Recreation Center opening in May 2019. Funds available have not declined during the COVID-19 pandemic, despite a significant drop in revenues, as expenditures were reduced accordingly. The balance in the Recreation Fund is projected to be \$2.9 million at the end of 2021, a level better than before the start of the pandemic. As recreational programs and facilities ramp back up over the next few years, funds available are projected to decrease over time.

# Risk Management Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Charges for Services	\$ 10,953,191	\$ 11,719,915	\$ 12,736,246	\$ 12,736,246	\$ 13,996,073
Investment Income	373,053	364,387	259,297	259,297	265,000
Other Revenues	237,574	436,048	335,630	276,452	335,630
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 11,563,818</b>	<b>\$ 12,520,350</b>	<b>\$ 13,331,173</b>	<b>\$ 13,271,995</b>	<b>\$ 14,596,703</b>
<b>Transfers In (from other funds)</b>	<b>63,000</b>	<b>63,000</b>	<b>63,000</b>	<b>63,000</b>	<b>63,000</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 11,626,818</b>	<b>\$ 12,583,350</b>	<b>\$ 13,394,173</b>	<b>\$ 13,334,995</b>	<b>\$ 14,659,703</b>
From Decrease in Funds Available	-	-	-	1,207,791	171,137
<b>Total Sources</b>	<b>\$ 11,626,818</b>	<b>\$ 12,583,350</b>	<b>\$ 13,394,173</b>	<b>\$ 14,542,786</b>	<b>\$ 14,830,840</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 976,478	\$ 963,209	\$ 1,100,455	\$ 1,049,700	\$ 1,295,283
Supplies & Services	9,194,625	11,238,343	12,107,366	13,431,376	13,515,356
Interfund Charges	10,158	10,776	11,710	11,710	12,901
Capital Related	-	8,726	7,300	50,000	7,300
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 10,181,261</b>	<b>\$ 12,221,054</b>	<b>\$ 13,226,831</b>	<b>\$ 14,542,786</b>	<b>\$ 14,830,840</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 10,181,261</b>	<b>\$ 12,221,054</b>	<b>\$ 13,226,831</b>	<b>\$ 14,542,786</b>	<b>\$ 14,830,840</b>
To Increase Funds Available	1,445,557	362,296	167,342	-	-
<b>Total Uses</b>	<b>\$ 11,626,818</b>	<b>\$ 12,583,350</b>	<b>\$ 13,394,173</b>	<b>\$ 14,542,786</b>	<b>\$ 14,830,840</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 4,204,704</b>	<b>\$ 5,650,261</b>	<b>\$ 5,961,732</b>	<b>\$ 6,012,557</b>	<b>\$ 4,804,766</b>
Net Changes in Funds Available	1,445,557	362,296	167,342	(1,207,791)	(171,137)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 5,650,261</b>	<b>\$ 6,012,557</b>	<b>\$ 6,129,074</b>	<b>\$ 4,804,766</b>	<b>\$ 4,633,629</b>
<b>Components of Funds Available</b>					
Assigned for Additional Claim Liability	\$ 5,447,361	\$ 5,759,109	\$ 5,822,174	\$ 4,499,318	\$ 4,276,181
Assigned for Firefighter Cardiac Program	202,900	253,448	306,900	305,448	357,448

**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.

	<b>2020</b> Actual	<b>2021</b> Projection	<b>2022</b> Adopted	<b>2023</b> Projected	<b>2024</b> Projected	<b>2025</b> Projected	<b>2026</b> Projected
<b>Long Range Outlook</b>							
Revenues	\$ 12,583,350	\$ 13,334,995	\$ 14,659,703	\$ 15,585,473	\$ 16,486,490	\$ 17,441,265	\$ 18,453,019
Expenditures	12,221,054	14,542,786	14,830,840	15,552,523	16,451,519	17,403,272	18,410,907
<b>Surplus/(Deficit)</b>	<b>\$ 362,296</b>	<b>\$ (1,207,791)</b>	<b>\$ (171,137)</b>	<b>\$ 32,950</b>	<b>\$ 34,971</b>	<b>\$ 37,993</b>	<b>\$ 42,112</b>
<b>Funds Available</b>							
Beginning	\$ 5,650,261	\$ 6,012,557	\$ 4,804,766	\$ 4,633,629	\$ 4,666,579	\$ 4,701,551	\$ 4,739,544
Year-End Inc./(Dec.)	362,296	(1,207,791)	(171,137)	32,950	34,971	37,993	42,112
<b>Ending Funds (Bud.)</b>	<b>\$ 6,012,557</b>	<b>\$ 4,804,766</b>	<b>\$ 4,633,629</b>	<b>\$ 4,666,579</b>	<b>\$ 4,701,551</b>	<b>\$ 4,739,544</b>	<b>\$ 4,781,656</b>

**Factors Affecting Revenue**

In 2021, revenues are projected to be slightly less than the original budget due to lower than expected insurance recoveries.

In 2022, internal charges to departments will increase by \$1.3 million (9.9 percent) to cover the increase in insurance premiums and claims as outlined below. These internal charges account for 95.5 percent of sources with approximately 77.5 percent charged to the General Fund. Other revenue streams are expected to experience minor changes.

In the out-years, charges for service are expected to increase 6.0 percent per year which drives most of the revenue growth.

**Factors Affecting Expenditures**

Total expenditures in 2021 are projected to be \$1.3 million higher than the original budget due to increases in insurance premiums and claims. Insurance premiums alone are projected to be \$933,000 of that increase. This total includes \$50,000 for the purchase of software and equipment associated with the opening of a physical therapy clinic.

In 2022, expenditures are budgeted to be \$1.6 million (12.1 percent) higher than the 2021 Original Budget. Insurance premiums will increase \$919,800 (34.5 percent) reflecting market-driven premium trends. Self-insured retention amounts and claims will also increase by \$520,000.

In the out-years, charges for service are expected to increase 6.0 percent per year which drives most of the expenditure growth.

**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 2020, the fund balance grew by \$362,300 resulting in a year-end balance of \$6.0 million. In 2021, the large claim increase noted before will drop funds available to \$4.8 million.

In the five-year outlook, charges to departments are expected to increase by approximately 6.0 percent annually and result in minor increases to funds available throughout the five-year plan.



# Wastewater Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Utility Sales	\$ 61,890,238	\$ 64,432,828	\$ 66,750,773	\$ 65,900,000	\$ 69,775,852
Charges for Services	7,027,157	7,031,536	7,184,701	7,108,701	7,256,000
Development Fees	7,188,582	11,685,972	7,387,750	9,000,000	10,561,081
Investment Income	1,693,205	1,506,968	846,360	833,180	849,180
Other Revenues	2,292,150	2,905,244	1,029,500	1,486,543	1,307,000
Proceeds from Borrowing	-	-	44,000,000	60,283,084	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 80,091,332</b>	<b>\$ 87,562,548</b>	<b>\$ 127,199,084</b>	<b>\$ 144,611,508</b>	<b>\$ 89,749,113</b>
<b>Transfers In (from other funds)</b>	-	-	-	-	-
<b>Total Sources Before Decrease in FA</b>	<b>\$ 80,091,332</b>	<b>\$ 87,562,548</b>	<b>\$ 127,199,084</b>	<b>\$ 144,611,508</b>	<b>\$ 89,749,113</b>
From Decrease in Funds Available	-	-	13,378,843	9,347,146	29,468,647
<b>Total Sources</b>	<b>\$ 80,091,332</b>	<b>\$ 87,562,548</b>	<b>\$ 140,577,927</b>	<b>\$ 153,958,654</b>	<b>\$ 119,217,760</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 13,486,866	\$ 14,340,624	\$ 14,837,415	\$ 14,938,263	\$ 16,524,373
Allocated Expenses	3,219,880	3,214,606	2,983,940	2,989,133	3,618,544
Supplies & Services	3,916,715	3,635,599	5,819,800	3,675,732	5,945,141
Utilities	29,554,053	27,787,568	28,274,823	28,274,823	32,519,341
Interfund Charges	950,905	1,033,663	1,038,051	1,000,718	1,154,130
Debt Related	3,634,731	3,690,671	5,296,922	21,573,672	8,897,753
Capital Related	1,991,870	2,281,170	2,678,128	1,857,465	2,743,478
Capital Projects (Continuing Appropriation)	10,066,112	19,995,615	79,648,848	79,648,848	47,815,000
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 66,821,132</b>	<b>\$ 75,979,516</b>	<b>\$ 140,577,927</b>	<b>\$ 153,958,654</b>	<b>\$ 119,217,760</b>
<b>Transfers Out (to other funds)</b>	-	-	-	-	-
<b>Total Uses Before Increase in FA</b>	<b>\$ 66,821,132</b>	<b>\$ 75,979,516</b>	<b>\$ 140,577,927</b>	<b>\$ 153,958,654</b>	<b>\$ 119,217,760</b>
To Increase Funds Available	13,270,200	11,583,032	-	-	-
<b>Total Uses</b>	<b>\$ 80,091,332</b>	<b>\$ 87,562,548</b>	<b>\$ 140,577,927</b>	<b>\$ 153,958,654</b>	<b>\$ 119,217,760</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 14,315,252</b>	<b>\$ 27,585,452</b>	<b>\$ 31,801,966</b>	<b>\$ 39,168,484</b>	<b>\$ 29,821,338</b>
Net Changes in Funds Available	13,270,200	11,583,032	(13,378,843)	(9,347,146)	(29,468,647)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 27,585,452</b>	<b>\$ 39,168,484</b>	<b>\$ 18,423,123</b>	<b>\$ 29,821,338</b>	<b>\$ 352,691</b>
<b>Components of Funds Available</b>					
Assigned to Wastewater Operations	\$ 27,585,452	\$ 39,168,484	\$ 18,423,123	\$ 29,821,338	\$ 352,691

## 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.

	2020 Actual	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Long Range Outlook</b>							
Revenues	\$87,562,548	\$ 84,328,424	\$ 89,749,113	\$ 91,799,663	\$ 95,100,614	\$ 99,451,764	\$ 103,084,050
Proceeds From Borrowing	-	60,283,084	-	40,000,000	-	-	20,000,000
Expenditures - Operating	55,983,901	74,309,806	71,402,760	72,992,268	75,125,063	77,141,053	79,236,460
Expenditures - Capital	19,995,615	79,648,848	47,815,000	48,825,000	11,772,566	16,911,487	65,659,556
<b>Surplus/(Deficit)</b>	<b>\$ 11,583,032</b>	<b>\$ (9,347,146)</b>	<b>\$ (29,468,647)</b>	<b>\$ 9,982,395</b>	<b>\$ 8,202,985</b>	<b>\$ 5,399,225</b>	<b>\$ (21,811,966)</b>
<b>Funds Available</b>							
Beginning	\$ 27,585,452	\$ 39,168,484	\$ 29,821,338	\$ 352,691	\$ 10,335,086	\$ 18,538,072	\$ 23,937,296
Year-End Inc./(Dec.)	11,583,032	(9,347,146)	(29,468,647)	9,982,395	8,202,985	5,399,225	(21,811,966)
<b>Ending Funds (Bud.)</b>	<b>\$ 39,168,484</b>	<b>\$ 29,821,338</b>	<b>\$ 352,691</b>	<b>\$ 10,335,086</b>	<b>\$ 18,538,072</b>	<b>\$ 23,937,296</b>	<b>\$ 2,125,331</b>

### Factors Affecting Revenue

Revenue is comprised primarily of utility sales, development fees, and other charges for services. The 2021 projected revenues include no increases in sewer rates or stormwater monthly service fees due to the pandemic. Total Wastewater Fund revenues are expected to come in close to budget when excluding proceeds from borrowing. The debt proceeds were larger than the original budget and will pay for the South East Area Maintenance (SEAM) facility, Senac Creek Interceptor, and other development.

The 2022 revenues, excluding proceeds from borrowing, are \$6.6 million (7.9 percent) higher than the 2021 Original Budget, driven by projected utility sales and development fee collections fueled by assumed strong development in the city. Planned rate increases include 4.0 percent in Sewer and 3.5 percent in Stormwater. Sewer connection fees are projected to increase 6.4 percent and no increase in stormwater development fees are projected.

The long-range outlook includes an annual rate increase of 4.0 percent for sanitary sewer and 3.5 percent increase in the monthly usage fee for stormwater in 2023 and 2025. Sewer connection fees are projected to increase by 6.3 percent in 2023. 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 2023 and 2026 to finance sewer infrastructure projects. Debt financing is evaluated and updated annually.

### Factors Affecting Expenditures

Expenses can vary greatly, mainly due to changes in the sanitary sewer treatment charges from Metro Wastewater Reclamation District (Metro) and the timing of capital projects. The 2021 projected operating expenses, which

excludes capital projects, are \$13.4 million (22.0 percent) higher than the 2021 Original Budget primarily due to a \$16.0 million SEAM debt repayment from the Wastewater Fund to the Water Fund and debt-issue costs for the 2021 First-Lien Sewer Revenue Bond. Lower supplies and services expenses and vehicle and equipment expenditures partially offset the increases. The 2022 operating budget is \$10.5 million (17.2 percent) higher than the 2021 Original Budget, primarily to account for increases in debt related payments, increased Metro costs, citywide pay and benefit increases, to include the adjustments resulting from the compensation study, and amendments adding 4.2 FTE.

Major capital projects for 2022 through 2026 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 (\$51.6 million) and Sewer Line Construction (\$40.6 million).

The long-range outlook in operating expenses are primarily driven by increases in debt-related costs and salary increases. Long-range capital planning is undertaken to ensure the sewer and stormwater systems have adequate capacity to address future needs and will continue to provide reliable services for Aurora's customers.

### Ending Funds Available

Ending funds in 2026 are projected to be \$27.7 million less than 2021 after a series of fluctuations primarily caused by the level of capital appropriations in any given year. In 2023 and 2026, borrowings will result in an increase in ending funds available, followed by a decrease in out-years as those funds are spent.

# Water Fund Summary

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>SOURCES OF FUNDS</b>					
<b>Revenues</b>					
Utility Sales	\$ 119,262,017	\$ 132,126,656	\$ 130,786,050	\$ 127,879,570	\$ 137,493,580
Development Fees	37,700,200	53,753,550	34,157,711	40,150,000	53,164,349
Charges for Services	2,448,512	2,970,496	2,508,438	2,313,894	2,468,687
Investment Income	4,691,000	3,855,999	1,900,000	2,123,000	1,933,602
Other Revenues	7,694,921	5,544,074	1,496,006	17,613,714	1,788,080
Proceeds from Borrowing	-	-	120,000,000	120,523,369	-
<b>Subtotal Revs Before Transfers In</b>	<b>\$ 171,796,650</b>	<b>\$ 198,250,775</b>	<b>\$ 290,848,205</b>	<b>\$ 310,603,547</b>	<b>\$ 196,848,298</b>
<b>Transfers In (from other funds)</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Sources Before Decrease in FA</b>	<b>\$ 172,296,650</b>	<b>\$ 198,250,775</b>	<b>\$ 290,848,205</b>	<b>\$ 310,603,547</b>	<b>\$ 196,848,298</b>
From Decrease in Funds Available	29,297,155	34,492,381	-	-	13,610,646
<b>Total Sources</b>	<b>\$ 201,593,805</b>	<b>\$ 232,743,156</b>	<b>\$ 290,848,205</b>	<b>\$ 310,603,547</b>	<b>\$ 210,458,944</b>
<b>USES OF FUNDS</b>					
<b>Expenditures</b>					
Personal Services	\$ 28,631,167	\$ 29,892,063	\$ 31,086,550	\$ 30,688,967	\$ 34,733,621
Allocated Expenses	4,897,673	4,701,998	4,072,017	4,283,295	5,262,731
Supplies & Services	18,976,568	18,603,225	21,239,429	19,733,904	22,319,750
Utilities	7,311,906	7,542,593	9,307,862	9,313,554	9,223,129
Interfund Charges	1,998,298	2,158,171	2,327,596	2,336,078	2,706,050
Debt Related	63,143,263	20,925,326	22,857,980	26,418,668	28,578,370
Capital Related	888,193	1,243,836	1,586,634	758,166	1,676,784
Capital Projects (Continuing Appropriation)	75,746,737	147,635,944	150,120,608	191,851,599	105,958,509
<b>Subtotal Exps Before Transfers Out</b>	<b>\$ 201,593,805</b>	<b>\$ 232,703,156</b>	<b>\$ 242,598,676</b>	<b>\$ 285,384,231</b>	<b>\$ 210,458,944</b>
<b>Transfers Out (to other funds)</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses Before Increase in FA</b>	<b>\$ 201,593,805</b>	<b>\$ 232,743,156</b>	<b>\$ 242,598,676</b>	<b>\$ 285,384,231</b>	<b>\$ 210,458,944</b>
To Increase Funds Available	-	-	48,249,529	25,219,316	-
<b>Total Uses</b>	<b>\$ 201,593,805</b>	<b>\$ 232,743,156</b>	<b>\$ 290,848,205</b>	<b>\$ 310,603,547</b>	<b>\$ 210,458,944</b>
<b>FUNDS AVAILABLE</b>					
<b>Beginning Funds Available</b>	<b>\$ 83,862,363</b>	<b>\$ 54,565,208</b>	<b>\$ 6,615,554</b>	<b>\$ 20,072,827</b>	<b>\$ 45,292,143</b>
Net Changes in Funds Available	(29,297,155)	(34,492,381)	48,249,529	25,219,316	(13,610,646)
<b>Total Ending Funds (Budgetary Basis)</b>	<b>\$ 54,565,208</b>	<b>\$ 20,072,827</b>	<b>\$ 54,865,083</b>	<b>\$ 45,292,143</b>	<b>\$ 31,681,497</b>
<b>Components of Funds Available</b>					
Assigned to Water Operations	\$ 54,565,208	\$ 20,072,827	\$ 54,865,083	\$ 45,292,143	\$ 31,681,497

## 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 to provide safe drinking water to customers.

	2020 Actual	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Long Range Outlook</b>							
Revenues	\$ 198,250,775	\$ 190,080,178	\$ 196,848,298	\$ 194,577,018	\$ 199,852,415	\$ 208,784,814	\$ 211,936,402
Proceeds From Borrowing	-	120,523,369	-	-	230,000,000	-	-
Expenditures - Operating	85,107,212	93,532,632	104,500,435	108,354,678	126,446,035	125,018,988	127,114,633
Expenditures - Capital	147,635,944	191,851,599	105,958,509	98,952,285	197,001,103	106,395,087	181,154,365
<b>Surplus/(Deficit)</b>	<b>\$ (34,492,381)</b>	<b>\$ 25,219,316</b>	<b>\$ (13,610,646)</b>	<b>\$ (12,729,945)</b>	<b>\$ 106,405,277</b>	<b>\$ (22,629,261)</b>	<b>\$ (96,332,596)</b>
<b>Funds Available</b>							
Beginning	\$ 54,565,208	\$ 20,072,827	\$ 45,292,143	\$ 31,681,497	\$ 18,951,552	\$ 125,356,829	\$ 102,727,568
Year-End Inc./ (Dec.)	(34,492,381)	25,219,316	(13,610,646)	(12,729,945)	106,405,277	(22,629,261)	(96,332,596)
<b>Ending Funds (Bud.)</b>	<b>\$ 20,072,827</b>	<b>\$ 45,292,143</b>	<b>\$ 31,681,497</b>	<b>\$ 18,951,552</b>	<b>\$ 125,356,829</b>	<b>\$ 102,727,568</b>	<b>\$ 6,394,972</b>

### Factors Affecting Revenue

Revenue is comprised primarily of utility sales and development fees. The 2021 projection is \$19.8 million (6.8 percent) higher than the 2021 Original Budget, mainly due to the South East Area Maintenance Facility interfund loan repayment from the Wastewater Fund for \$16.0 million. Collections of development fees driven by higher development activity helps to offset lower utility sales, due to the mild and wet spring and summer.

In 2022, total revenues, excluding proceeds from borrowing, are expected to be \$26.0 million (15.2 percent) higher than the 2021 Original Budget. The increase can be attributed to development fee collections increasing by \$19.0 million (55.6 percent) mainly based on the continued increase in growth in the city. Development fees and water rates will increase 10.6 percent and 3.5 percent respectively.

Annual forecasts through 2026 are based on population growth assumptions, average temperature, and precipitation projections. The long-range outlook includes a 3.5 percent water rate increase in 2022, 2023, and 2025. Debt financing is projected in 2024 to finance Wild Horse Reservoir for a total of \$230.0 million.

### 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 higher than the 2021 Original Budget by \$1.1 million (1.1 percent). This variance is primarily due to debt issuance costs for the 2021 First-Lien Water Revenue Bond that were not budgeted offset by lower than anticipated supplies and services expenses and a

reduction in anticipated vehicle and equipment expenditures. Operating expenses for 2022 will increase \$12.0 million (13.0 percent) compared to the 2021 Original Budget, primarily to account for increases in debt related principal and interest payments, citywide pay and benefit increases, to include the adjustments resulting from the compensation study, the addition of 4.25 FTE in the Spring Supplemental, and amendments adding 8.8 FTE and other costs.

Major capital projects funded in 2022 through 2026 include new infrastructure, maintenance and repair to ensure properly maintained systems, and new projects for maintaining current infrastructure and growth. Capital projects initially have limited details and design features. Costs are subject to change as more information becomes available. Significant projects include the Rampart Delivery System Expansion (\$137.7 million), Water Rights Acquisition (\$103.0 million), and Wild Horse Reservoir (\$118.0 million initial phase).

In the long-range outlook, increases in operating expenses are primarily driven by increases for debt principal and interest payments based on schedules. Capital planning ensures 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 2026 are projected to be \$38.9 million less than 2021 after a series of fluctuations primarily caused by the level of capital appropriations in 2024 and 2026. In 2024, 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

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2022 CITY MANAGER'S  
ADOPTED BUDGET

# DEPARTMENT OPERATING BUDGETS



## 2022 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, including amendments added by Council at the September 25, 2021 Budget Workshop;
- 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 2019 through 2022 are presented for the operating budget. The 2019 through 2020 data represent actual expenditures reconciled to the city's Annual Comprehensive Financial Report, with minor variances due to rounding.

The 2021 original data represents the original Adopted Budget that was adopted by City Council in the fall of 2020. The 2021 projection data represents a projection of year-end expenditures. The 2022 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. Furlough savings are also projected here. 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 equivalent 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 2022 operating budget. Details on how the funding is used are included by program in the program section.

# Aurora Water

## PROGRAM SUMMARY

<p><b>Administration</b></p> <p>\$519,665                      2 FTE</p> <p>*Provide executive management direction and control for Aurora Water</p>	<p><b>Debt Service</b></p> <p>\$37,473,943                      0 FTE</p> <p>*Fund debt service payments for the Water and Wastewater funds</p>	<p><b>Environmental Services</b></p> <p>\$3,835,079                      26.5 FTE</p> <p>*Conduct environmental inspections, and provide water and wastewater compliance assistance</p>
<p><b>Financial Administration</b></p> <p>\$56,448,845                      37 FTE</p> <p>*Provide administrative, financial, and business analysis support for Aurora Water operations and capital improvement program</p>	<p><b>Operations &amp; Maintenance</b></p> <p>\$22,666,071                      150 FTE</p> <p>*Operation and maintenance of water delivery system and sanitary sewer and storm drainage collection systems</p>	<p><b>Planning &amp; Engineering Services</b></p> <p>\$8,990,442                      59 FTE</p> <p>*Provide infrastructure planning and engineering review, inspections, GIS support and manage the capital improvement program</p>
<p><b>Public Info &amp; Water Conservation</b></p> <p>\$2,824,061                      16 FTE</p> <p>*Provide water information and conservation services to the public</p>	<p><b>Support Services</b></p> <p>\$11,653,261                      92 FTE</p> <p>*Provide high quality, efficient and cost effective services to internal and external customers, and support operational activities</p>	<p><b>Treatment</b></p> <p>\$16,453,394                      78.5 FTE</p> <p>*Provide treated water, reuse water treatment services, and operation and maintenance of raw water supply systems</p>
<p><b>Water Resources</b></p> <p>\$13,090,592                      24 FTE</p> <p>*Manage the planning, acquisition, permitting, and use of the city's water supplies</p>		

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>REGULAR - FTE</b>	460.50	469.00	469.00	473.00	485.00
<b>EXPENDITURES</b>	180,844,306	140,513,867	151,018,596	164,968,369	173,955,353

# 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	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	460.50	469.00	469.00	473.00	485.00
Personal Services	41,849,034	43,918,903	45,674,376	44,826,850	49,375,311
Allocated Expenses	8,117,553	7,916,604	7,055,957	7,272,428	8,881,275
Supplies and Services	21,404,502	21,975,363	24,920,267	21,335,947	28,199,732
Utilities	36,865,957	35,330,160	37,582,685	37,588,377	41,742,470
Interfund Charges	2,949,203	3,190,704	3,365,647	3,336,796	3,857,180
Debt Related	66,777,994	24,615,997	28,154,902	47,992,340	37,476,123
Capital Related	2,880,063	3,526,136	4,264,762	2,615,631	4,423,262
Transfers Out	0	40,000	0	0	0
<b>Expenditures Total</b>	<b>\$180,844,306</b>	<b>\$140,513,867</b>	<b>\$151,018,596</b>	<b>\$164,968,369</b>	<b>\$173,955,353</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

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.

The major consideration in planning for the future is the rapid growth and development that is happening in Aurora. The water, sewer and storm systems will need to continue to expand to provide the needed services for growth. Aurora Water will need to invest heavily in infrastructure projects, water acquisitions, and new facilities to provide service to current and new customers. New regulations are always a key consideration as well for budget planning. In addition, Aurora Water supports a very robust conservation plan to continue to encourage responsible use of water. Along with planning for the growth and development, Aurora Water continues to improve customer service and look for ways to provide water, sewer and storm water services in a more efficient and effective manner. To support the growth and ongoing needs of the utility, 12.0 FTEs are added in the 2022 budget.

### 2021 Current-Year Department Projection

The 2021 projection for Aurora Water is higher than the 2021 Original Budget by \$13.9 million (9.2 percent) primarily due to debt related transactions. First, the Wastewater Fund paid back the interfund loan for SEAM related costs to the Water Fund of \$16.0 million in May 2021. The debt related projection also includes \$3.8 million for underwriting discount and debt issue costs for the First-Lien Water & Sewer Revenue Bonds, Series 2021. Appropriation will be requested in the fall supplemental to cover the budget overage. The projected increase in debt related expenses for 2021 are partially offset by a decrease in personal services, despite the addition of 4.0 FTE in the spring supplemental. Vacancy savings will be more than enough to cover the added cost of the new positions. Sizeable savings were also realized in supplies and services primarily for outsourced services (\$4.6 million) and capital related expenditures for vehicles and equipment (\$1.6 million).

### 2022 Department Budget

The 2022 budget is \$22.9 million (15.2 percent) higher than the 2021 Original Budget primarily due to base budget adjustments totaling \$21.2 million. Significant changes to the 2022 base budget include the following:

- \$2.6 million increase in personal-related expenses including adjustments for the citywide increases for pay and benefits (\$1.6

# Aurora Water

## DEPARTMENT NARRATIVE

million), the restoration of the 2021 furlough reductions to base pay (\$722,900), and the addition of 4.0 FTE in the spring supplemental (\$297,800).

- 18.5 Million in mandated and other adjustments for debt payments (\$9.3 million), Metro Wastewater and other utilities (\$4.1 million), and the movement of outside legal fees from the City Attorney’s budget to the Aurora Water budget and other contractual obligations (\$2.3 million). Also included here is an increase of \$1.7 million in allocated expenses from the General Fund resulting primarily from the updated overhead allocation calculation and Aurora Water’s share of the 2022 costs for the Enterprise Resource Planning (ERP) financial system implementation.

In addition to these base adjustments, amendments add \$1.8 million and 12.0 FTE to the 2022 budget. Details regarding amendments follow in the Budget Amendments Requests section.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	722,925
Mid Year Modifications	297,792
Compensation Adjustments	1,614,206
Mandated Costs	14,587,578
Other Adjustments	3,951,290
<b>Total Base Adjustments</b>	<b>\$21,173,791</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022					
	Wastewater Fund		Water Fund		Total	
	FTE	Budget	FTE	Budget	FTE	Budget
<i>New Appropriation</i>						
Add 1.0 FTE Debt Financial Analyst (HCS, Water)	0.20	18,275	0.30	27,410	<b>0.50</b>	<b>45,685</b>
Programs affected: HCS Administration, Water Financial Administration Duration: Ongoing This amendment adds 1.0 FTE Debt Financial Analyst. This new analyst will report to the Manager of Debt Management, however the FTE authorization and appropriation will be split equally by Housing and Community Services and Aurora Water. This new position will support efforts to further the city's long-term goals and capital planning for the water utility as well as support efforts related to affordable housing and economic development. In addition, the position will enhance efficiencies related to treasury and investments and aid accounting with financial reporting and audits.						
Add 1.0 FTE Engineer (W/WW Modeling)	0.40	40,021	0.60	60,029	<b>1.00</b>	<b>100,050</b>
Program affected: Planning and Engineering Duration: Ongoing This amendment will add 1.0 FTE Engineer for Water and Wastewater system modeling to address an increase in the number of operations modeling requests. This workload is driven by continued development across the city as well as department capital projects.						

# Aurora Water

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022					
	Wastewater Fund		Water Fund		<u>Total</u>	
	FTE	Budget	FTE	Budget	FTE	Budget
<i>New Appropriation</i>						
Add 1.0 FTE Engineering Technician	0.40	32,432	0.60	48,648	<b>1.00</b>	<b>81,080</b>
Program affected: Planning and Engineering Duration: Ongoing This amendment will add 1.0 FTE Engineering Technician. The Planning and Engineering division needs an additional entry level resources to help address the workload increase over the last several years. The workload for the Development Review team has increased dramatically over the last couple of years and continues to get more challenging as process changes throughout the city have become more complex. This position will assist in navigating through the changing processes and help increase efficiency within the department.						
Add 1.0 FTE Project Engineer (Energy and Facilities)	0.40	43,034	0.60	64,548	<b>1.00</b>	<b>107,582</b>
Program affected: Planning and Engineering Duration: Ongoing This amendment will add 1.0 FTE Project Engineer dedicated to energy management and facilities maintenance. With the completion of SEAM, Aurora Water will have 5 large facilities and over two dozen pump and lift station facilities. This FTE will be dedicated to energy and facilities management to include the participation in partnerships with Xcel Energy, evaluation of energy usage and options for energy usage reduction, evaluation of energy for new facilities, management of the energy master plans, and implementation of energy related capital projects including renewable or energy recovery options. It is anticipated this position will ultimately save the utility money with energy reduction and energy generation.						
Add 1.0 FTE SCADA Specialist	0.40	73,834	0.60	110,748	<b>1.00</b>	<b>184,582</b>
Program affected: Support Services Duration: \$107,600 Ongoing, \$77,000 One-time This amendment will add 1.0 FTE SCADA System Administrator to maintain and improve the Supervisory Control and Data Acquisition (SCADA) architecture and business processes. This position will be a high-level specialist responsible for operation, design, configuration, data security and availability of SCADA network, fiber optic, microwave, power line carrier and/or radio communication paths, Human Machine Interface (HMI) and other SCADA equipment to support increased cybersecurity demands. The amendment also includes one-time appropriation for a vehicle and other set-up costs.						
Add 1.0 FTE Sr. Natural Resource Specialist	0.50	54,908	0.50	52,542	<b>1.00</b>	<b>107,450</b>
Program affected: Environmental Services Duration: \$104,300 Ongoing, \$3,200 One-time This amendment will add 1.0 FTE Sr. Natural Resource Specialist to manage the utility's compliance with the revised lead and copper rule. While the rule will not become effective until 2024, there are a number of up-front program-related requirements that will need to be in place prior to the effective date. In addition, the individual in this position will be responsible for representing Aurora Water during the state's process to adopt the new rule at the state level.						
Add 1.0 FTE Sr. Procurement Agent (IT, Water)	0.20	21,618	0.30	32,427	<b>0.50</b>	<b>54,045</b>
Programs affected: IT Administration, Water Financial Administration Duration: Ongoing This amendment will add 1.0 FTE Sr. Procurement Agent that will focus on Information Technology (IT) and Aurora Water-related purchases. This new position will report to the Manager of Purchasing, however the FTE authorization and appropriation will be split equally by IT and Aurora Water. The increasing procurement needs of these two departments have caused the need for additional staff to provide timely purchasing administration.						

# Aurora Water

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022					
	Wastewater Fund		Water Fund		<u>Total</u>	
	FTE	Budget	FTE	Budget	FTE	Budget
<i>New Appropriation</i>						
Add 1.0 FTE Superintendent Level 2 (Water Utility Emergency Response Manager)	0.50	95,208	0.50	95,206	<b>1.00</b>	<b>190,414</b>
<p>Program affected: Operations &amp; Maintenance            Duration: \$132,400 Ongoing, \$58,000 One-time            This amendment will add 1.0 FTE Superintendent Level 2 to ensure regulatory compliance pertaining to emergency management and perform all internal training for water department staff relating to water related emergency planning and exercises. This position will be the liaison to the city's Office of Emergency Management (OEM) and to the city's Information and Security Officer. The amendment also includes one-time appropriation for a vehicle and other set-up costs.</p>						
Add 1.0 FTE Trades Specialist	0.40	79,386	0.60	119,077	<b>1.00</b>	<b>198,463</b>
<p>Program affected: Support Services            Duration: \$86,500 Ongoing, \$112,000 One-time            This amendment will add 1.0 FTE Trades Specialist to meet Occupational Safety and Health Administration (OSHA) standards for electrical energized parts management of complex critical water infrastructure for Aurora Water Operations. The amendment also includes one-time appropriation for a vehicle and other set-up costs.</p>						
Add 1.0 FTE Water Resource Specialist	0.00	0	1.00	90,288	<b>1.00</b>	<b>90,288</b>
<p>Program affected: Water Resources            Duration: \$86,300 Ongoing, \$4,000 One-time            This amendment will add 1.0 FTE Water Resources Specialist to address the growing need for water acquisitions, raw water accounting and operations, legal and engineering analysis, and storage development to ensure the Water Department can provide dependable and sustainable water into the future.</p>						
Add 1.0 FTE Water Utility Worker (Treatment Technician)	0.00	0	1.00	62,061	<b>1.00</b>	<b>62,061</b>
<p>Program affected: Treatment            Duration: \$60,800 Ongoing, \$1,300 One-time            This amendment will add 1.0 FTE Water Utility Worker to address the need for entry level operators and the shortage of Certified "A" Water Treatment Plant Operators.</p>						
Conversion of Temporary Staff to 1.0 FTE - GIS Specialist	0.40	12,732	0.60	19,099	<b>1.00</b>	<b>31,831</b>
<p>Program affected: Planning and Engineering            Duration: Ongoing            This amendment will add 1.0 FTE to convert one temporary GIS Specialist position to a regular FTE. The continued growth in development related workload as well as an increased reliance on GIS data and mapping throughout the utility makes staffing this position an ongoing need, rather than temporary. The cost of converting this position has been partially offset by a reduction to the budget for temporary salaries.</p>						

# Aurora Water

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022					
	Wastewater Fund		Water Fund		<u>Total</u>	
	FTE	Budget	FTE	Budget	FTE	Budget
<i>New Appropriation</i>						
Conversion of Temporary Staff to 1.0 FTE - Engineering Technician	0.40	12,003	0.60	18,005	<b>1.00</b>	<b>30,008</b>
<p>Program affected: Planning and Engineering                      Duration: Ongoing                      This amendment will add 1.0 FTE to convert one temporary Engineering Technician position to a regular FTE due to the increasing workload in the Water Taps Office. The workload is anticipated to continue to increase as Aurora continues to grow and develop making the staffing an ongoing need, rather than temporary. The cost of converting this position has been partially offset by a reduction to the budget for temporary salaries.</p>						
Operational Technology (SCADA-Supervisory control and data acquisition) Security Engineer	0.00	49,315	0.00	73,970	<b>0.00</b>	<b>123,285</b>
<p>Program affected: Support Services                      Duration: One-time                      This amendment will add one-time appropriation for temporary wages for a SCADA Security Engineer. This position will be responsible for improving engagement with stakeholders to ensure the city's SCADA environments are secure with ongoing security support that currently doesn't exist. This effort will start with Aurora Water.</p>						
OPI Systems Governance and Cost Allocation	0.00	22,457	0.00	33,685	<b>0.00</b>	<b>56,142</b>
<p>Program affected: Multiple programs in Aurora Water, General Management, and Information Technology                      Duration: Ongoing                      The city is completing the replacement of its workflow management software system. At the conclusion of this implementation, the ongoing software and program management support will be transferred to the business units. This amendment will set up the structure for the Office of Process Improvement systems governance team and allocate cost shares to the Development Review Fund and the Water funds. In setting up the office, 2.0 FTE will be reassigned to the OPI from IT and 1.0 FTE will be added to Information Technology for the ongoing program management, sustainability, and expansion of the Accela platform.</p>						
Technical: Rocky Ford II Ongoing Revegetation Maintenance	0.00	0	0.00	300,000	<b>0.00</b>	<b>300,000</b>
<p>Program affected: Water Resources                      Duration: Ongoing                      This technical adjustment will move funding for Rocky Ford II Revegetation Efforts &amp; Land Management to the operating budget from the capital improvement program. This project has reached 100% revegetation, and as a result, funding will be moved to maintain the revegetation. Funds in the capital improvement program will be lapsed to cover this amendment to the operating budget.</p>						
<b>New Appropriation Total</b>	<b>4.20</b>	<b>555,223</b>	<b>7.80</b>	<b>1,207,743</b>	<b>12.00</b>	<b>1,762,966</b>
<b>Amendment Request Total</b>	<b>4.20</b>	<b>555,223</b>	<b>7.80</b>	<b>1,207,743</b>	<b>12.00</b>	<b>1,762,966</b>

# Aurora Water

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Wastewater Fund	56,702,536	55,942,662	60,887,839	74,095,502	70,894,701
Water Fund	124,141,770	84,571,205	90,130,757	90,872,867	103,060,652
<b>Expenditures Total</b>	<b>\$180,844,306</b>	<b>\$140,513,867</b>	<b>\$151,018,596</b>	<b>\$164,968,369</b>	<b>\$173,955,353</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Wastewater Fund	153.61	156.08	156.08	155.83	160.03
Water Fund	306.89	312.92	312.92	317.17	324.97
<b>Staffing Total</b>	<b>460.50</b>	<b>469.00</b>	<b>469.00</b>	<b>473.00</b>	<b>485.00</b>

## 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	157,487	156,614	200,168	163,578	207,377
Water Fund	240,923	266,492	302,241	247,445	312,288
<b>Expenditures Total</b>	<b>\$398,410</b>	<b>\$423,106</b>	<b>\$502,409</b>	<b>\$411,023</b>	<b>\$519,665</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	365,434	401,339	367,078	377,389	385,078
Supplies and Services	27,417	18,379	129,803	31,372	129,803
Interfund Charges	5,559	3,388	5,528	2,262	4,784
<b>Expenditures Total</b>	<b>\$398,410</b>	<b>\$423,106</b>	<b>\$502,409</b>	<b>\$411,023</b>	<b>\$519,665</b>
<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	0.80	0.80	0.80	0.80	0.80
Water Fund	1.20	1.20	1.20	1.20	1.20
<b>Staffing Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>



# Aurora Water

## PROGRAM DETAIL

### Debt Service

This program funds debt service payments for the Water and Wastewater funds.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	3,634,731	3,695,793	5,296,922	5,573,672	8,897,753
Water Fund	63,266,611	20,925,026	22,855,800	26,416,488	28,576,190
<b>Expenditures Total</b>	<b>\$66,901,342</b>	<b>\$24,620,819</b>	<b>\$28,152,722</b>	<b>\$31,990,160</b>	<b>\$37,473,943</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	0	5,122	0	0	0
Debt Related	66,901,342	24,615,697	28,152,722	31,990,160	37,473,943
<b>Expenditures Total</b>	<b>\$66,901,342</b>	<b>\$24,620,819</b>	<b>\$28,152,722</b>	<b>\$31,990,160</b>	<b>\$37,473,943</b>

### 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. Furthermore, the program collects water quality samples and performs a variety of analyses to provide qualitative and quantitative data for use in operational decisions. The 2022 budget includes an additional 1.0 FTE Sr. Natural Resource Specialist as detailed in the Budget Amendment Requests section.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	1,643,945	1,739,820	1,977,450	1,426,738	2,139,726
Water Fund	1,438,657	1,535,790	1,607,749	1,421,691	1,695,353
<b>Expenditures Total</b>	<b>\$3,082,602</b>	<b>\$3,275,610</b>	<b>\$3,585,199</b>	<b>\$2,848,429</b>	<b>\$3,835,079</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,450,517	2,532,961	2,687,192	2,507,511	2,903,796
Supplies and Services	473,517	662,812	876,076	376,190	902,750
Interfund Charges	23,346	22,007	21,931	22,559	28,533
Capital Related	135,222	57,830	0	-57,831	0
<b>Expenditures Total</b>	<b>\$3,082,602</b>	<b>\$3,275,610</b>	<b>\$3,585,199</b>	<b>\$2,848,429</b>	<b>\$3,835,079</b>
<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	14.80	14.12	14.12	14.12	14.62
Water Fund	10.70	11.38	11.38	11.38	11.88
<b>Staffing Total</b>	<b>25.50</b>	<b>25.50</b>	<b>25.50</b>	<b>25.50</b>	<b>26.50</b>

# Aurora Water

## PROGRAM DETAIL

### Environmental Services

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>PERFORMANCE MEASURE SUMMARY</b>					
Complete 90% of required routine monthly construction inspections	100%	100%	90%	100%	90%
Respond to priority one and two incident responses within 30 minutes 90% of the time	100%	100%	90%	100%	90%
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. The 2022 budget includes amendments to add 0.5 FTE Debt Financial Analyst and 0.5 FTE Sr. Procurement Agent as detailed in the Budget Amendment Requests section.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Wastewater Fund	35,821,829	33,857,938	35,845,089	50,525,487	40,827,894
Water Fund	12,181,615	11,910,185	12,668,346	14,652,553	15,620,951
<b>Expenditures Total</b>	<b>\$48,003,444</b>	<b>\$45,768,123</b>	<b>\$48,513,435</b>	<b>\$65,178,040</b>	<b>\$56,448,845</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	2,839,900	3,180,334	2,735,158	3,133,909	3,015,138
Allocated Expenses	7,978,875	7,785,512	6,914,862	7,129,662	8,527,945
Supplies and Services	4,085,898	2,714,348	2,209,653	4,610,225	4,083,456
Utilities	30,752,701	29,165,096	30,755,185	30,755,185	34,725,270
Interfund Charges	1,671,267	1,771,849	1,925,279	1,924,217	2,123,738
Debt Related	-123,348	300	2,180	16,002,180	2,180
Capital Related	798,151	1,150,684	3,971,118	1,622,662	3,971,118
<b>Expenditures Total</b>	<b>\$48,003,444</b>	<b>\$45,768,123</b>	<b>\$48,513,435</b>	<b>\$65,178,040</b>	<b>\$56,448,845</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
Wastewater Fund	13.00	13.00	13.00	13.00	13.40
Water Fund	23.00	23.00	23.00	23.00	23.60
<b>Staffing Total</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>37.00</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>PERFORMANCE MEASURE SUMMARY</b>					
85% of all invoices entered and paid within 30 days of invoice date	92%	91%	85%	92%	85%
90% of customer calls will be answered in 30 seconds or less	94%	91%	90%	89%	90%

# Aurora Water

## PROGRAM DETAIL

### 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 2022 budget includes an amendment to add 1.0 FTE Water Utility Emergency Response Manager (Superintendent Level 2) as detailed in the Budget Amendment Requests section.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	8,515,173	9,263,025	9,483,156	9,271,698	9,955,418
Water Fund	11,423,601	12,386,032	12,054,152	12,559,361	12,710,653
<b>Expenditures Total</b>	<b>\$19,938,774</b>	<b>\$21,649,057</b>	<b>\$21,537,308</b>	<b>\$21,831,059</b>	<b>\$22,666,071</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	11,837,352	12,712,017	13,386,186	13,049,881	14,188,810
Supplies and Services	2,979,024	3,246,528	3,582,756	3,245,195	3,611,992
Utilities	2,847,916	3,265,284	3,404,300	3,404,300	3,435,100
Interfund Charges	887,440	970,462	933,422	1,008,844	1,150,025
Capital Related	1,387,042	1,454,766	230,644	1,122,839	280,144
<b>Expenditures Total</b>	<b>\$19,938,774</b>	<b>\$21,649,057</b>	<b>\$21,537,308</b>	<b>\$21,831,059</b>	<b>\$22,666,071</b>
<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	71.16	70.86	70.86	70.86	71.36
Water Fund	79.34	78.14	78.14	78.14	78.64
<b>Staffing Total</b>	<b>150.50</b>	<b>149.00</b>	<b>149.00</b>	<b>149.00</b>	<b>150.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
92% of all water main system repairs will have less than eight hours of service interruption	91%	100%	90%	97%	92%
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%	90%	80%
Respond (WW) to 80% of emergency calls within 45 minutes from time of call to customer contact	99%	98%	80%	98%	80%
Respond to 90% of storm conveyance system flood emergencies, utilizing UDFCD Alert System, within 45 minutes of notification	100%	100%	90%	100%	90%

# Aurora Water

## PROGRAM DETAIL

### 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 and performs inspections for both capital and development projects. The 2022 budget includes amendments to add 1.0 FTE Project Engineer (Energy and Facilities), 1.0 FTE Engineer (W/WW Modeling), 1.0 FTE Engineering Technician, a conversion of Contract Staff to 1.0 FTE GIS Specialist, and a conversion of Contract Staff to 1.0 FTE Engineering Technician as detailed in the Budget Amendment Requests section.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	2,991,724	2,946,847	3,470,202	2,837,108	3,830,315
Water Fund	4,428,711	4,854,688	4,618,060	4,090,074	5,160,127
<b>Expenditures Total</b>	<b>\$7,420,435</b>	<b>\$7,801,535</b>	<b>\$8,088,262</b>	<b>\$6,927,182</b>	<b>\$8,990,442</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	5,885,037	5,788,771	5,964,835	6,298,307	6,739,141
Allocated Expenses	0	0	0	0	56,142
Supplies and Services	1,404,049	1,727,978	2,030,275	631,758	2,086,371
Interfund Charges	71,891	79,575	93,152	78,996	108,788
Capital Related	59,458	205,211	0	-81,879	0
<b>Expenditures Total</b>	<b>\$7,420,435</b>	<b>\$7,801,535</b>	<b>\$8,088,262</b>	<b>\$6,927,182</b>	<b>\$8,990,442</b>
<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	20.00	21.20	21.60	21.60	23.60
Water Fund	30.00	31.80	32.40	32.40	35.40
<b>Staffing Total</b>	<b>50.00</b>	<b>53.00</b>	<b>54.00</b>	<b>54.00</b>	<b>59.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Deliver capital projects on schedule and within established budgets with 5% or less construction contract change orders	3.0%	2.0%	5.0%	3.0%	5.0%
Engineering plan review timeframes shall meet or exceed requirements set forth by Development Services 95% of the time	93%	84%	95%	90%	95%

# Aurora Water

## PROGRAM DETAIL

### 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. The 2021 Spring Supplemental process added 1.0 FTE Water Conservation Specialist.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Water Fund	2,324,149	2,587,996	2,637,201	2,045,451	2,824,061
<b>Expenditures Total</b>	<b>\$2,324,149</b>	<b>\$2,587,996</b>	<b>\$2,637,201</b>	<b>\$2,045,451</b>	<b>\$2,824,061</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,618,632	1,586,729	1,819,119	1,736,122	1,993,365
Supplies and Services	683,569	862,089	801,278	339,157	805,413
Utilities	0	131	0	0	200
Interfund Charges	21,948	16,109	16,804	22,606	25,083
Capital Related	0	82,938	0	-52,434	0
Transfers Out	0	40,000	0	0	0
<b>Expenditures Total</b>	<b>\$2,324,149</b>	<b>\$2,587,996</b>	<b>\$2,637,201</b>	<b>\$2,045,451</b>	<b>\$2,824,061</b>
<b><u>STAFFING SUMMARY</u></b>					
Water Fund	15.00	15.00	15.00	16.00	16.00
<b>Staffing Total</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
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	99%	100%	90%	92%	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. The 2022 budget includes amendments to add 1.0 FTE SCADA System Administrator (SCADA Specialist) and 1.0 FTE Electrical Specialist (Trades Specialist) as detailed in the Budget Amendment Request section.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	2,475,578	2,689,533	2,933,836	2,811,774	3,298,143
Water Fund	6,089,942	6,548,548	7,629,428	6,935,271	8,355,118
<b>Expenditures Total</b>	<b>\$8,565,520</b>	<b>\$9,238,081</b>	<b>\$10,563,264</b>	<b>\$9,747,045</b>	<b>\$11,653,261</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	7,123,890	7,744,932	8,342,609	8,067,625	9,009,956
Supplies and Services	919,601	870,943	1,976,888	1,575,825	2,220,700
Utilities	20,803	19,791	21,400	21,400	21,700
Interfund Charges	169,393	198,521	222,367	175,537	291,905
Capital Related	331,833	403,894	0	-93,342	109,000
<b>Expenditures Total</b>	<b>\$8,565,520</b>	<b>\$9,238,081</b>	<b>\$10,563,264</b>	<b>\$9,747,045</b>	<b>\$11,653,261</b>
<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	23.10	25.35	24.95	24.70	25.50
Water Fund	62.90	65.65	65.05	65.30	66.50
<b>Staffing Total</b>	<b>86.00</b>	<b>91.00</b>	<b>90.00</b>	<b>90.00</b>	<b>92.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Achieve a level of service for completion of technical operations core activity work orders within a defined amount of time	94.2%	93.3%	93.0%	93.5%	93.0%
Achieve a level of service for the turn-around time for preventative maintenance service for small equipment which is 3 days or less	2 days	2.75 days	=<5 days	2 days	=<3 days
Team average of overall satisfaction from Customer Service Satisfaction Survey will be 90% or above	98.5%	97.4%	90.0%	98.2%	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. The 2021 Spring Supplemental process added 2.0 FTE Treatment Technicians and the 2022 budget includes an amendment for 1.0 FTE Treatment Technician as detailed in the Budget Amendment Requests section.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Wastewater Fund	1,462,069	1,593,092	1,681,016	1,485,447	1,738,075
Water Fund	12,432,817	12,489,608	14,276,149	11,994,293	14,715,319
<b>Expenditures Total</b>	<b>\$13,894,886</b>	<b>\$14,082,700</b>	<b>\$15,957,165</b>	<b>\$13,479,740</b>	<b>\$16,453,394</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	7,227,907	7,341,842	7,678,258	7,109,734	8,137,107
Supplies and Services	5,122,185	5,212,729	6,649,480	4,732,732	6,652,259
Utilities	1,343,098	1,366,577	1,457,300	1,462,992	1,508,700
Interfund Charges	84,529	115,053	125,127	90,460	108,328
Capital Related	117,167	46,499	47,000	83,822	47,000
<b>Expenditures Total</b>	<b>\$13,894,886</b>	<b>\$14,082,700</b>	<b>\$15,957,165</b>	<b>\$13,479,740</b>	<b>\$16,453,394</b>

<b><u>STAFFING SUMMARY</u></b>					
Wastewater Fund	10.75	10.75	10.75	10.75	10.75
Water Fund	62.75	64.75	64.75	66.75	67.75
<b>Staffing Total</b>	<b>73.50</b>	<b>75.50</b>	<b>75.50</b>	<b>77.50</b>	<b>78.50</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
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. The 2021 Spring Supplemental process added 1.0 FTE Water Resources Specialist and the 2022 budget includes an amendment for 1.0 FTE Water Resources Specialist as detailed in the Budget Amendment Requests section.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Water Fund	10,314,744	11,066,840	11,481,631	10,510,240	13,090,592
<b>Expenditures Total</b>	<b>\$10,314,744</b>	<b>\$11,066,840</b>	<b>\$11,481,631</b>	<b>\$10,510,240</b>	<b>\$13,090,592</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,500,365	2,629,978	2,693,941	2,546,372	3,002,920
Allocated Expenses	138,678	131,092	141,095	142,766	297,188
Supplies and Services	5,709,242	6,654,435	6,664,058	5,793,493	7,706,988
Utilities	1,901,439	1,513,281	1,944,500	1,944,500	2,051,500
Interfund Charges	13,830	13,740	22,037	11,315	15,996
Capital Related	51,190	124,314	16,000	71,794	16,000
<b>Expenditures Total</b>	<b>\$10,314,744</b>	<b>\$11,066,840</b>	<b>\$11,481,631</b>	<b>\$10,510,240</b>	<b>\$13,090,592</b>
<b><u>STAFFING SUMMARY</u></b>					
Water Fund	22.00	22.00	22.00	23.00	24.00
<b>Staffing Total</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>23.00</b>	<b>24.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Maintain a minimum of 50,500 acre-feet of available water in our storage reservoirs at all times	118,583 AF	118,824 AF	117,000 AF	108,700 AF	107,630 AF



# Aurora911

**PROGRAM SUMMARY**

<b>Aurora911</b>	
\$12,977,198	91 FTE
*Provides all Fire and Police radio communications and dispatch	

<b>DEPARTMENT SUMMARY</b>					
	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
REGULAR - FTE	91.00	91.00	90.00	90.00	91.00
EXPENDITURES	11,712,280	11,927,775	12,261,011	12,505,736	12,977,198

# Aurora911

## DESCRIPTION

The Aurora911 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	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	91.00	91.00	90.00	90.00	91.00
Personal Services	7,005,865	6,739,325	7,162,777	7,407,502	7,581,536
Allocated Expenses	0	-1,959	0	0	0
Supplies and Services	164,269	77,595	103,710	103,710	262,710
Interfund Charges	187,260	201,019	218,632	218,632	240,215
Transfers Out	4,354,886	4,911,795	4,775,892	4,775,892	4,892,737
<b>Expenditures Total</b>	<b>\$11,712,280</b>	<b>\$11,927,775</b>	<b>\$12,261,011</b>	<b>\$12,505,736</b>	<b>\$12,977,198</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

Aurora911 became an independent department on January 1, 2021. As a result, many business processes, workflows, and policies have been under close review to identify efficiencies and gaps. Through the evaluation process, it was discovered that several responsibilities have been informally delegated across positions on top of the duties described in job descriptions. In order to create a higher level of accountability, process clarity, and efficiency, Aurora911 created roles specific to these responsibilities in the areas of records, discovery, and CAD administration. The 2022 budget supports this reorganization by adding 1.0 FTE Communications Supervisor who will create and oversee the new division. The department has also reclassified a training supervisor position into a management level position to serve as a professional development program manager as well as to support the goal of providing meaningful, ongoing professional development for all department members. Additionally, the 2022 budget includes a budget specific to professional development, to ensure all members have access to industry-specific training and development and provide the highest level of service to the community.

The pandemic thrust the department into a new paradigm of incorporating remote work into a traditionally on-site work environment. Through the experience in facilitating remote and hybrid work locations for non-operational positions (administrative and support roles), the department discovered an increase in productivity, performance and satisfaction for employees who can exercise continued autonomy and flexibility through a hybrid schedule. The 2022 budget provides funding to support an ongoing hybrid work environment by refurbishing offices to support hotel-style, “plug and play” workstations. This will allow hybrid employees properly equipped spaces to work on site and will create higher capacity of workstations within limited offices. The refurbishing project includes an emotional wellness room for employees to utilize as needed for their wellbeing, due to the high stress levels associated with the profession.

### 2021 Current-Year Department Projection

The 2021 projection for Aurora911 is \$244,700 (2.0 percent) higher than the 2021 Original Budget. With few applicants to fill vacant emergency communications specialist positions and a record number in calls for service, increased overtime pay is the main driver of this overage (\$174,300) and will be addressed in a supplemental budget request. The remaining variance is due to the elimination of three planned furlough days.

### 2022 Department Budget

The Aurora911 Department’s 2022 budget will be \$716,200 (5.8 percent) higher than the 2021 Original Budget. The budget variance is driven by citywide increases for pay and benefits, the restoration of the 2021 furlough day reductions to base pay, and three amendments to the 2022 budget that help the department continue to provide excellent customer service. This includes restoring 1.0 FTE Communications Supervisor (\$103,700) to build out a new division that focuses on public records requests and statistics. The 2022 budget also includes an ongoing \$75,000 for professional development. This training budget will be initially prioritized to support the changes in the public safety response continuum, with an emphasis on mental health in emergency communications. Moving forward, this budget will be leveraged to acquire industry-specific professional

# Aurora911

## DEPARTMENT NARRATIVE

certifications and education to ensure continuity of leadership and preparedness. Lastly, an additional one-time appropriation of \$75,000 will help optimize office space and address the department’s growing and changing business needs.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	117,305
Compensation Adjustments	139,721
Mandated Costs	28,583
Other Adjustments	176,845
<b>Total Base Adjustments</b>	<b>\$462,454</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Office Space Optimization	0.00	75,000	0	75,000
Program affected: Aurora911 Duration: One-time This amendment will provide appropriation to create office space that accommodates the department’s growing and changing business needs, to include hotel-style work areas and collaboration spaces for supervisors.				
Professional Development	0.00	75,000	0	75,000
Program affected: Aurora911 Duration: Ongoing This amendment will provide ongoing appropriation for professional development, education and certification. From technological advancements and societal shifts to leadership development in a public-safety answering point (PSAP), investing in employees can generate successes and increase retention.				
Restore 1.0 FTE Communications Supervisor	1.00	103,733	0	103,733
Program affected: Aurora911 Duration: \$101,700 Ongoing, \$2,000 One-time This amendment will provide appropriation for 1.0 FTE Communications Supervisor. This position will build out the framework, processes, and partnerships for a new department division created in response to increasing records requests.				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>253,733</b>	<b>0</b>	<b>253,733</b>
<b>General Fund Total</b>	<b>1.00</b>	<b>253,733</b>	<b>0</b>	<b>253,733</b>
<b>Amendment Request Total All Funds</b>	<b>1.00</b>	<b>253,733</b>	<b>0</b>	<b>253,733</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Enhanced E-911 Fund	5,454,540	5,066,248	5,450,645	5,678,038	5,645,464
General Fund	6,257,740	6,861,527	6,810,366	6,827,698	7,331,734
<b>Expenditures Total</b>	<b>\$11,712,280</b>	<b>\$11,927,775</b>	<b>\$12,261,011</b>	<b>\$12,505,736</b>	<b>\$12,977,198</b>

# Aurora911

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Enhanced E-911 Fund	75.00	75.00	75.00	75.00	75.00
General Fund	16.00	16.00	15.00	15.00	16.00
<b>Staffing Total</b>	<b>91.00</b>	<b>91.00</b>	<b>90.00</b>	<b>90.00</b>	<b>91.00</b>

## PROGRAM DETAIL

### Aurora911

Provides all Fire and Police radio communications, 911 call-taking, dispatch services, and records management of incoming calls for service and dispatch communications. In 2022, 1.0 FTE Communications Supervisor will be added to this program.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Enhanced E-911 Fund	5,454,540	5,068,207	5,450,645	5,678,038	5,645,464
General Fund	6,257,740	6,861,527	6,810,366	6,827,698	7,331,734
<b>Expenditures Total</b>	<b>\$11,712,280</b>	<b>\$11,929,734</b>	<b>\$12,261,011</b>	<b>\$12,505,736</b>	<b>\$12,977,198</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	7,005,865	6,739,325	7,162,777	7,407,502	7,581,536
Supplies and Services	164,269	77,595	103,710	103,710	262,710
Interfund Charges	187,260	201,019	218,632	218,632	240,215
Transfers Out	4,354,886	4,911,795	4,775,892	4,775,892	4,892,737
<b>Expenditures Total</b>	<b>\$11,712,280</b>	<b>\$11,929,734</b>	<b>\$12,261,011</b>	<b>\$12,505,736</b>	<b>\$12,977,198</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>STAFFING SUMMARY</u></b>					
Enhanced E-911 Fund	75.00	75.00	75.00	75.00	75.00
General Fund	16.00	16.00	15.00	15.00	16.00
<b>Staffing Total</b>	<b>91.00</b>	<b>91.00</b>	<b>90.00</b>	<b>90.00</b>	<b>91.00</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of all monthly quality assurance audits will conform to established department standards	97%	97%	90%	71%	90%
Call Answering #1: 90% of all 911 calls answered within 15 seconds	N/A	81%	90%	87%	90%
Call Answering #2: 95% of all 911 calls answered within 20 seconds	N/A	85%	95%	90%	95%
Call Answering #3: 99% of all 911 calls will be answered within 40 seconds	N/A	N/A	99%	97%	99%

# City Attorney

## PROGRAM SUMMARY

Civil Division	Criminal Justice Division
\$4,773,252                      31 FTE	\$3,498,549                      33 FTE
*Provide legal counsel to the Mayor & City Council, Council Appointees and City Departments	*Prosecute Aurora ordinance violations

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
REGULAR - FTE	60.00	62.00	61.00	61.00	64.00
EXPENDITURES	8,547,297	7,449,224	9,308,839	9,382,850	8,271,801

# 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 ordinances, represent the city in litigation, and provide legal counsel to the Mayor & City Council, Council Appointees and city departments. The Criminal Justice Division handles prosecution of violations of municipal ordinances and regulations.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	60.00	62.00	61.00	61.00	64.00
Personal Services	6,503,234	6,739,952	6,755,697	6,784,918	7,729,671
Supplies and Services	1,899,174	573,501	2,405,597	2,450,387	379,577
Interfund Charges	126,889	135,771	147,545	147,545	162,553
Capital Related	18,000	0	0	0	0
<b>Expenditures Total</b>	<b>\$8,547,297</b>	<b>\$7,449,224</b>	<b>\$9,308,839</b>	<b>\$9,382,850</b>	<b>\$8,271,801</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

Recognizing revenue shortfalls caused by the pandemic, the City Attorney's Office (CAO) worked in concert with the City Manager to generate savings in 2020 and provide a one-time budget cut for the 2021 budget. The CAO has held positions open in 2021 to meet the budget reduction but has also recognized additional vacancy savings to offset the cost of an additional Client Group Manager position added as part of a departmental restructuring to better organize and manage the work. New policies and practices have been developed to address work in a virtual setting. Many of these policies and practices will continue as the new workplace develops.

Considering the "New Normal," the Criminal Justice Division has persevered under the leadership of the Deputy City Attorney. New technologies and methodologies had to be adopted to accommodate a remote workplace while also adjusting to using technology for appearances and jury trials. Pandemic related closures required the rescheduling of thousands of cases with the Criminal Justice Division Staff tasked to handle many of those contacts and other tasks. Even through court closures, prosecutors continued to handle domestic violence cases on an expedited basis daily. As day-to-day operations have settled, it has become clear that the division is in need of additional administrative staff. The 2022 budget includes an amendment to add a Legal Secretary to coordinate with the Juvenile Assessment Center (JAC) so that the division is able to continue to prioritize the effort previously funded by the Transforming Safety grant funds.

Starting in March of 2020 and stretching throughout the months that have followed, the pandemic and its legal consequences, federal legislation and grants, and social justice issues have been at the forefront of research, advisements and implementation of policies requested by the administration and Council. As noted, the division has gone through a restructuring in 2021 that included the addition of a new Client Group Manager position dedicated to public safety that will be filled in late 2021. The 2022 budget includes an amendment to provide FTE authorization and funding for the position.

Providing high quality cost-effective legal services is the goal throughout the department. The Civil Division handles litigation in house as well as managing outside firms. This is particularly true with respect to the Aurora Water Department. The 2022 budget includes an amendment to add an in-house Sr. Assistant City Attorney to provide legal advice in anticipation of the retirement in 2022 of a long-time outside attorney who handles a major portion of the city's water work. This could lead to a reduction in appropriation for outside legal services in the future. Additionally, the 2022 budget will shift the appropriation for outside legal services for water issues to Aurora Water, yet the CAO will remain the coordinator of these efforts.

### 2021 Current-Year Department Projection

The City Attorney's Office is projected to end the year \$74,000 (0.8 percent) over the 2021 Original Budget. This variance is entirely driven by the decision by Council and City Management to reduce the number of actual furlough days in 2021 to two instead of the five that were assumed in the original budget. Citywide supplemental appropriation may be required to cover the cost of the reduction in furlough days.

# City Attorney

## DEPARTMENT NARRATIVE

### 2022 Department Budget

The 2022 budget for the City Attorney is \$1.0 million (11.1 percent) lower than the 2021 Original Budget. Shifting the appropriation for outside legal services to Aurora Water will reduce the CAO budget \$2.1 million as can be seen in the base adjustments section. This reduction is offset by increases totaling \$1.0 million. The department is adding 3.0 FTE to their budget in 2022 for a total of \$436,100. The positions include 1.0 Client Group Manager, Public Safety, 1.0 Legal Secretary, and 1.0 Senior Assistant City Attorney, Water. The Budget Amendment Request section has additional detail on the amendments. The remainder of the increase can be completely accounted for by base budget adjustments. Base adjustments include the restoration of one-time 2021 budget cuts, citywide increases for pay and benefits, the restoration of the 2021 furlough reductions to base pay, and required increases in contractual obligations, primarily for subpoena process service.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	363,033
Compensation Adjustments	184,065
Mandated Costs	43,511
Other Adjustments	-2,063,788
<b>Total Base Adjustments</b>	<b>(\$1,473,179)</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Client Group Manager, Public Safety	1.00	219,822	0	219,822
Program affected: Civil Duration: \$217,100 Ongoing, \$2,700 One-time This amendment will add 1.0 FTE Client Group Manager to lead the Public Safety Group with a focus on providing services to Police, Fire, and Community Services Departments while also providing support to city management. As municipal public safety services change in response to legislation and current events, providing legal advice and support as leaders consider and implement changes will require additional legal resources.				
Add 1.0 FTE Legal Secretary	1.00	66,310	0	66,310
Program affected: Criminal Duration: Ongoing This amendment will add 1.0 FTE Legal Secretary to coordinate with the Juvenile Assessment Center (JAC). Since 2018, this position had been funded by the Transforming Safety grant monies which were drastically reduced, resulting in the loss of grant funding to Aurora and the elimination of the FTE in the 2021 budget. The City Attorney's Office has continued collaborating with the JAC to do this work in order to provide the best resources and services for Aurora's troubled youth in the courtroom and to attempt to reduce criminal justice system involvement when possible. The loss of this position has created hardships for existing support staff who continue to support this effort in addition to existing duties.				
<b>New Appropriation Total</b>	<b>2.00</b>	<b>286,132</b>	<b>0</b>	<b>286,132</b>
<b>General Fund Total</b>	<b>2.00</b>	<b>286,132</b>	<b>0</b>	<b>286,132</b>

# City Attorney

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Water Fund / New Appropriation</u>				
Add 1.0 FTE Senior Assistant City Attorney (Water)	1.00	150,009	0	150,009
Program affected: Civil Duration: Ongoing This amendment will add 1.0 FTE Senior Assistant City Attorney to provide legal advice and assistance to the Water Department in anticipation of the retirement in 2022 of a long-time outside attorney who handles a major portion of the city's water work. Bringing this service in-house will reduce response time, lower costs and allow for consistent and improved customer service to the Water Department. The budget for outside legal services will be reviewed for the 2023 budget and adjustments will be made as required.				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>150,009</b>	<b>0</b>	<b>150,009</b>
<b>Water Fund Total</b>	<b>1.00</b>	<b>150,009</b>	<b>0</b>	<b>150,009</b>
<b>Amendment Request Total All Funds</b>	<b>3.00</b>	<b>436,141</b>	<b>0</b>	<b>436,141</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	6,878,370	7,023,694	7,093,941	7,166,395	7,974,613
Gifts & Grants Fund	43,107	21,932	0	0	0
Water Fund	1,625,820	403,598	2,214,898	2,216,455	297,188
<b>Expenditures Total</b>	<b>\$8,547,297</b>	<b>\$7,449,224</b>	<b>\$9,308,839</b>	<b>\$9,382,850</b>	<b>\$8,271,801</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	58.00	60.00	60.00	60.00	62.00
Gifts & Grants Fund	1.00	1.00	0.00	0.00	0.00
Water Fund	1.00	1.00	1.00	1.00	2.00
<b>Staffing Total</b>	<b>60.00</b>	<b>62.00</b>	<b>61.00</b>	<b>61.00</b>	<b>64.00</b>

## PROGRAM DETAIL

### Civil Division

The Civil Division prepares ordinances and resolutions, represents 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.

In the 2022 budget, 2.0 FTE are added to this program including 1.0 FTE Client Group Manager, Public Safety and 1.0 FTE Assistant City Attorney, Water. Additionally, the budget for outside legal council regarding water issues will move to Aurora Water shifting \$2.1 million of appropriation to that department.



# City Attorney

## PROGRAM DETAIL

### Civil Division

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	3,736,035	3,896,490	4,070,308	4,072,229	4,476,064
Water Fund	1,625,820	403,598	2,214,898	2,216,455	297,188
<b>Expenditures Total</b>	<b>\$5,361,855</b>	<b>\$4,300,088</b>	<b>\$6,285,206</b>	<b>\$6,288,684</b>	<b>\$4,773,252</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	3,526,788	3,770,724	3,870,812	3,892,273	4,398,373
Supplies and Services	1,708,178	393,593	2,266,849	2,248,866	212,326
Interfund Charges	126,889	135,771	147,545	147,545	162,553
<b>Expenditures Total</b>	<b>\$5,361,855</b>	<b>\$4,300,088</b>	<b>\$6,285,206</b>	<b>\$6,288,684</b>	<b>\$4,773,252</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	26.00	28.00	28.00	28.00	29.00
Water Fund	1.00	1.00	1.00	1.00	2.00
<b>Staffing Total</b>	<b>27.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>31.00</b>

### Criminal Justice Division

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

In 2021, the number of FTE is reduced by one vacant Legal Secretary position that was dedicated to the JAC grant. The 2022 budget adds 1.0 FTE Legal Secretary to continue the work that had been done by the JAC grant funded position.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	3,142,335	3,127,204	3,023,633	3,094,166	3,498,549
Gifts & Grants Fund	43,107	21,932	0	0	0
<b>Expenditures Total</b>	<b>\$3,185,442</b>	<b>\$3,149,136</b>	<b>\$3,023,633</b>	<b>\$3,094,166</b>	<b>\$3,498,549</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,976,446	2,969,228	2,884,885	2,892,645	3,331,298
Supplies and Services	190,996	179,908	138,748	201,521	167,251
Capital Related	18,000	0	0	0	0
<b>Expenditures Total</b>	<b>\$3,185,442</b>	<b>\$3,149,136</b>	<b>\$3,023,633</b>	<b>\$3,094,166</b>	<b>\$3,498,549</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	32.00	32.00	32.00	32.00	33.00
Gifts & Grants Fund	1.00	1.00	0.00	0.00	0.00
<b>Staffing Total</b>	<b>33.00</b>	<b>33.00</b>	<b>32.00</b>	<b>32.00</b>	<b>33.00</b>

# City Council

**PROGRAM SUMMARY**

<b>City Council</b>	<b>Council Contingency</b>
\$1,406,800                      15 FTE	\$16,000                              0 FTE
*City Council and associated legislative activities	* Contingency for unanticipated items

**DEPARTMENT SUMMARY**

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
REGULAR - FTE	15.00	15.00	15.00	15.00	15.00
EXPENDITURES	1,247,948	1,239,327	1,351,384	1,354,885	1,422,800

# 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	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	15.00	15.00	15.00	15.00	15.00
Personal Services	704,029	791,693	839,439	797,094	845,960
Supplies and Services	535,604	438,737	502,187	548,033	566,187
Interfund Charges	8,315	8,897	9,758	9,758	10,653
<b>Expenditures Total</b>	<b>\$1,247,948</b>	<b>\$1,239,327</b>	<b>\$1,351,384</b>	<b>\$1,354,885</b>	<b>\$1,422,800</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

City Council's role is to set goals and provide leadership to facilitate attainment of citizen satisfaction. City Council expenditures typically account for less than 0.5 percent of total General Fund expenditures in any given year.

### 2021 Current-Year Department Projection

The 2021 Projection for City Council is projected to be within 0.3 percent of the original budget as personal service savings of \$42,300 (5.0 percent) is anticipated to cover increased supplies and services of \$45,800 (9.1 percent). This increase in supplies and services is completely due to an annual supplemental that carried forward unused travel.

### 2022 Department Budget

The 2022 budget is a net \$71,400 (5.2 percent) over the 2021 Original Budget. There were three amendments that were part of the 2022 Proposed Budget and two adjustments made during the September 25 Budget Workshop. The Proposed Budget adjustments included a \$1.0 million Council set-aside to fund approved Council proposals which was eliminated during the Budget Workshop as Council used the budget primarily in Fire, Parks, Recreation and Open Space, and Planning and Development Services. The two other proposed amendments included the reinstatements of cuts made in 2021, including \$22,000 for Council travel and \$16,000 to re-fund the Council contingency. One final \$10,000 adjustment was made at the Budget Workshop for Arts Festival Funding.

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

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	11,017
Compensation Adjustments	-4,496
Mandated Costs	16,895
<b>Total Base Adjustments</b>	<b>\$23,416</b>

# City Council

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Arts Festival Funding	0.00	10,000	0	10,000
Program affected: City Council Duration: One-time At the September 25 Budget Workshop, Council added \$10,000 one-time as partial funding for an Arts Festival.				
Council Set Aside	0.00	1,000,000	0	1,000,000
Program affected: City Council Duration: \$500,000 Ongoing, \$500,000 One-time As part of the creation of the 2022 Proposed Budget, \$500,000 one-time and \$500,000 ongoing was added as a set-aside to fund Council requests made at the Council budget workshop.				
Eliminate Council Set Aside	0.00	-1,000,000	0	-1,000,000
Program affected: City Council Duration, -\$500,000 Ongoing, -\$500,000 One-time As part of the creation of the 2022 Proposed Budget, funds were set aside in City Council for use during the September 25 Budget Workshop. As Council used the budget in several departments, including Fire, Parks, Recreation and Open Space, and Planning and Development Services, the set aside has been deleted.				
Restore Council Contingency	0.00	16,000	0	16,000
Program affected: Council Contingency Duration: Ongoing In the 2021 Adopted Budget, the Council contingency was eliminated. This \$16,000 amendment will reinstate the contingency, allowing Council to fund needs not known during the creation of the 2022 budget.				
Restore Council Travel	0.00	22,000	0	22,000
Program affected: City Council Duration: Ongoing In the 2021 Adopted Budget, Council travel was reduced by \$2,000 for Council Member. This amendment will reinstate the full Council travel budget, set at \$11,000 for the Mayor and \$7,000 for each Council Member.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>48,000</b>	<b>0</b>	<b>48,000</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>48,000</b>	<b>0</b>	<b>48,000</b>
<b>Amendment Request Total All Funds</b>	<b>0.00</b>	<b>48,000</b>	<b>0</b>	<b>48,000</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	1,247,948	1,239,327	1,351,384	1,354,885	1,422,800
<b>Expenditures Total</b>	<b>\$1,247,948</b>	<b>\$1,239,327</b>	<b>\$1,351,384</b>	<b>\$1,354,885</b>	<b>\$1,422,800</b>

# City Council

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	15.00	15.00	15.00	15.00	15.00
<b>Staffing Total</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

## 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,245,698	1,239,327	1,351,384	1,354,885	1,406,800
<b>Expenditures Total</b>	<b>\$1,245,698</b>	<b>\$1,239,327</b>	<b>\$1,351,384</b>	<b>\$1,354,885</b>	<b>\$1,406,800</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	704,029	791,693	839,439	797,094	845,960
Supplies and Services	533,354	438,737	502,187	548,033	550,187
Interfund Charges	8,315	8,897	9,758	9,758	10,653
<b>Expenditures Total</b>	<b>\$1,245,698</b>	<b>\$1,239,327</b>	<b>\$1,351,384</b>	<b>\$1,354,885</b>	<b>\$1,406,800</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	15.00	15.00	15.00	15.00	15.00
<b>Staffing Total</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

### Council Contingency

Special funding is set aside for use by Council in the event of unanticipated needs not directly associated with departmental operations. It had been cut from the 2021 Budget, but is reinstated for 2022.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	2,250	0	0	0	16,000
<b>Expenditures Total</b>	<b>\$2,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,000</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	2,250	0	0	0	16,000
<b>Expenditures Total</b>	<b>\$2,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,000</b>

# Civil Service Commission

## PROGRAM SUMMARY

<b>Civil Service Commission</b>	
\$1,228,968	4 FTE
*Manage new applicants and examine promotional certification of civil service employees	
*Conduct disciplinary appeal hearings	

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>REGULAR - FTE</b>	4.00	4.00	4.00	4.00	4.00
<b>EXPENDITURES</b>	1,175,156	1,091,501	947,363	1,204,037	1,228,968

# 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	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	4.00	4.00	4.00	4.00	4.00
Personal Services	782,438	754,006	624,549	825,775	842,262
Supplies and Services	389,091	333,614	318,597	374,045	382,060
Interfund Charges	3,627	3,881	4,217	4,217	4,646
<b>Expenditures Total</b>	<b>\$1,175,156</b>	<b>\$1,091,501</b>	<b>\$947,363</b>	<b>\$1,204,037</b>	<b>\$1,228,968</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

The 2022 budget for the Civil Service Commission includes one-time funding to account for increased Police and Fire academy administration costs. 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 2022, the commission will continue to ensure objective and impartial public safety employment while inspiring public confidence in the civil service system.

### 2021 Current-Year Department Projection

The 2021 projection for the Civil Service Commission is \$256,700 (27.1 percent) more than the 2021 Original Budget. Historically, one-time funds were approved annually to keep pace with the workload related to Police and Fire academy administration. As the city was balancing the 2021 budget in response to the COVID-19 pandemic, one-time funds were not approved. As a result, funding for contingent staff and professional services necessary for testing and background investigations is not at an adequate level. This paired with increased attrition and the need to increase the frequency of academies for Police has only exacerbated the funding issue. In addition, legal fees associated with Police disciplinary hearings has increased significantly in 2021. A small portion of this projected shortfall is due to a decision by City Council and City Management to reduce the number of actual furlough days in 2021 to two instead of the five that were assumed in the original budget. A General Fund supplemental may be necessary to fund the projected 2021 shortfall.

### 2022 Department Budget

The 2022 budget will increase \$281,600 (29.7 percent) compared to the 2021 Original Budget. The budget increase is primarily due to a \$249,000 one-time amendment that addresses increased workload associated with background investigations and other testing related to Police and Fire academy administration. The remaining budget increase includes base adjustments due to citywide compensation increases for department personnel that includes the background investigators. Lastly, one-time 2021 furlough reductions have been added back into base pay for 2022.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	7,613
Compensation Adjustments	22,100
Mandated Costs	2,892
<b>Total Base Adjustments</b>	<b>\$32,605</b>

# Civil Service Commission

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add Funding for Contingent Staff to Support the Frequency and Size of Academies	0.00	249,000	0	249,000
Program affected: Civil Service Commission Duration: One-time This request provides appropriation in 2022 to support the workload related to Police and Fire academy administration. There will be \$188,000 appropriated to temporary salaries and \$61,000 to professional services, for a total of \$249,000 to perform background investigations and to administer polygraph tests and job suitability exams for new recruits.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>249,000</b>	<b>0</b>	<b>249,000</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>249,000</b>	<b>0</b>	<b>249,000</b>
<b>Amendment Request Total All Funds</b>	<b>0.00</b>	<b>249,000</b>	<b>0</b>	<b>249,000</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	1,175,156	1,091,501	947,363	1,204,037	1,228,968
<b>Expenditures Total</b>	<b>\$1,175,156</b>	<b>\$1,091,501</b>	<b>\$947,363</b>	<b>\$1,204,037</b>	<b>\$1,228,968</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	4.00	4.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	1,175,156	1,091,501	947,363	1,204,037	1,228,968
<b>Expenditures Total</b>	<b>\$1,175,156</b>	<b>\$1,091,501</b>	<b>\$947,363</b>	<b>\$1,204,037</b>	<b>\$1,228,968</b>



# Civil Service Commission

**PROGRAM DETAIL**

**Civil Service Commission**

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	782,438	754,006	624,549	825,775	842,262
Supplies and Services	389,091	333,614	318,597	374,045	382,060
Interfund Charges	3,627	3,881	4,217	4,217	4,646
<b>Expenditures Total</b>	<b>\$1,175,156</b>	<b>\$1,091,501</b>	<b>\$947,363</b>	<b>\$1,204,037</b>	<b>\$1,228,968</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	4.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

# Communications

**PROGRAM SUMMARY**

<p><b>Access Aurora</b></p> <hr/> <p>\$348,236                      4 FTE</p> <p>*Provide citizens and visitors with information on city services and community resources; work to resolve customer/resident concerns</p>	<p><b>Art Media</b></p> <hr/> <p>\$369,132                      4 FTE</p> <p>*Provide brand consistent print and electronic graphic design services to city departments</p>	<p><b>Aurora Channel</b></p> <hr/> <p>\$790,719                      5 FTE</p> <p>*Provide quality local coverage of the news and activities of the city and community</p>
<p><b>Mail Center</b></p> <hr/> <p>\$379,089                      2 FTE</p> <p>*Provide centralized mailing, shipping and delivery services to meet the city's needs</p>	<p><b>Media and Public Relations</b></p> <hr/> <p>\$1,804,258                      10 FTE</p> <p>*Provide internal/external communications, branding and marketing, and public and media relations support for the city</p>	<p><b>Multimedia Support</b></p> <hr/> <p>\$100,369                      1 FTE</p> <p>*Support audio/visual of key city meetings and maintain TV-related equipment; provide tech support to the Aurora Channel</p>
<p><b>Printing Services</b></p> <hr/> <p>\$622,336                      3.5 FTE</p> <p>*Provide centralized economical printing services to meet the city's needs</p>		

**DEPARTMENT SUMMARY**

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>REGULAR - FTE</b>	29.50	29.50	30.50	28.50	29.50
<b>EXPENDITURES</b>	3,954,837	3,326,581	4,045,696	3,900,497	4,414,139

# 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 residents 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 stories of the city and community. 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 and public relations projects.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	29.50	29.50	30.50	28.50	29.50
Personal Services	2,516,495	2,221,737	2,827,913	2,564,623	3,030,847
Supplies and Services	1,379,243	1,065,271	1,061,957	1,185,248	1,254,921
Interfund Charges	24,319	22,473	25,626	25,626	28,371
Capital Related	34,780	17,100	130,200	125,000	100,000
<b>Expenditures Total</b>	<b>\$3,954,837</b>	<b>\$3,326,581</b>	<b>\$4,045,696</b>	<b>\$3,900,497</b>	<b>\$4,414,139</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

The Communications Department’s work in 2022 will align with the elements of the city’s strategic direction. Throughout the communications messaging, content, and imagery, the department will focus on marketing unique local businesses, restaurants and attractions, in part to support their and the city’s economic health; being a welcoming, inclusive and richly diverse community; promoting civic engagement; and informing residents of the city’s quality programs and services, which are delivered in an efficient and effective manner. In collaboration with and assistance from the Office of International and Immigrant Affairs, many of the department’s communications will be translated into languages commonly spoken in the City of Aurora.

The department will communicate with residents and other key audiences through numerous traditional and digital methods including Aurora TV, social media platforms, the city website, media, city-produced newsletters, publications and videos, and focused marketing efforts. By restoring some of the reduction in the 2021 marketing budget, the department will be able to reach target audiences—both inside Aurora and in the metro area—with dynamic campaigns that showcase all our city has to offer. Given the vast selection and popularity of the Aurora ethnic and independent food scene, the department will enhance Aurora Eats (Yum Guide) and increase its presence online.

The department’s objectives are to provide accurate and timely information to residents, businesses and media, engage with members of the community, showcase the many attributes Aurora has to offer, and impact positive perception.

### 2021 Current-Year Department Projection

The 2021 projection for Communications is \$145,200 (3.6 percent) lower than the 2021 Original Budget. This variance is entirely due to personal services savings from vacant positions, partially offset by the elimination of three planned furlough days. A portion of these savings will also be utilized for one-time projects, reducing the impact of 2021 budget reductions. In addition, Council approved a department reorganization in the 2021 spring supplemental. The reorganization had no city budget impact, though resulted in a net reduction of 2.0 FTE.

### 2022 Department Budget

The Communications Department’s 2022 budget will be \$368,400 (9.1 percent) higher than the 2021 Original Budget. This increase includes the addition of 1.0 FTE Access Aurora Customer Service Manager (\$114,800) to lead the implementation and ongoing support of the city-wide customer relationship management initiative. In addition, the 2022 budget will restore

# Communications

## DEPARTMENT NARRATIVE

half of the advertising budget (\$100,000) that was cut in 2021 as a COVID-19-related balancing measure. This budget amendment will support the city’s marketing and brand initiatives by increasing reach and capturing target audiences, celebrating diversity, and creating opportunities to help businesses grow and succeed. The Aurora Eats (Yum Guide) will be enhanced and promoted more widely. Omni-channel marketing and advertising will increase and focus on local businesses, restaurants and other Aurora features. The remaining budget variance is largely attributable to citywide increases for pay and benefits and the restoration of the 2021 furlough day reductions to base pay.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	43,506
Compensation Adjustments	98,021
Mandated Costs	13,418
Grant / Designated Revenue Adjustments	-21,500
Other Adjustments	20,188
<b>Total Base Adjustments</b>	<b>\$153,633</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Access Aurora Customer Service Manager	1.00	114,810	0	114,810
Program affected: Access Aurora Duration: \$112,800 Ongoing, \$2,000 One-time This amendment will add 1.0 FTE Customer Service Manager to lead the implementation and ongoing support of the city-wide customer relationship management initiative.				
Restore Half of Advertising Budget	0.00	100,000	0	100,000
Program affected: Media and Public Relations Duration: Ongoing This amendment will restore half of the advertising budget to support the city’s marketing and brand initiatives by capturing target audiences with dynamic campaigns that promote the unique variety and diversity of the community, local businesses, restaurants, outdoor recreation, attractions and everything in between.				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>214,810</b>	<b>0</b>	<b>214,810</b>
<b>General Fund Total</b>	<b>1.00</b>	<b>214,810</b>	<b>0</b>	<b>214,810</b>
<b>Amendment Request Total All Funds</b>	<b>1.00</b>	<b>214,810</b>	<b>0</b>	<b>214,810</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Designated Revenues Fund	138,949	96,057	251,675	251,675	230,266
General Fund	3,815,888	3,179,692	3,794,021	3,648,822	4,183,873
Gifts & Grants Fund	0	50,832	0	0	0
<b>Expenditures Total</b>	<b>\$3,954,837</b>	<b>\$3,326,581</b>	<b>\$4,045,696</b>	<b>\$3,900,497</b>	<b>\$4,414,139</b>

# Communications

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	29.50	29.50	30.50	28.50	29.50
<b>Staffing Total</b>	<b>29.50</b>	<b>29.50</b>	<b>30.50</b>	<b>28.50</b>	<b>29.50</b>

## PROGRAM DETAIL

### Access Aurora

Access Aurora serves as a single point of contact for residents, businesses and other customers 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. In 2022, 1.0 FTE Access Aurora Customer Service Manager will be added to this program.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	192,719	155,763	228,059	209,428	348,236
<b>Expenditures Total</b>	<b>\$192,719</b>	<b>\$155,763</b>	<b>\$228,059</b>	<b>\$209,428</b>	<b>\$348,236</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	189,774	154,726	223,634	202,453	341,811
Supplies and Services	2,945	1,037	4,425	6,975	6,425
<b>Expenditures Total</b>	<b>\$192,719</b>	<b>\$155,763</b>	<b>\$228,059</b>	<b>\$209,428</b>	<b>\$348,236</b>
<b>STAFFING SUMMARY</b>					
General Fund	3.00	3.00	3.00	3.00	4.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>

### Art Media

The city's team of graphic designers is responsible for supporting the entire city with design projects. 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 materials for the Fox Arts Center. In 2021, a reorganization resulted in the loss of 1.0 FTE in this program.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	394,969	229,985	409,693	316,621	369,132
<b>Expenditures Total</b>	<b>\$394,969</b>	<b>\$229,985</b>	<b>\$409,693</b>	<b>\$316,621</b>	<b>\$369,132</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	370,907	215,565	378,217	251,763	337,656
Supplies and Services	24,062	14,420	26,276	64,858	31,476
Capital Related	0	0	5,200	0	0
<b>Expenditures Total</b>	<b>\$394,969</b>	<b>\$229,985</b>	<b>\$409,693</b>	<b>\$316,621</b>	<b>\$369,132</b>

# Communications

## PROGRAM DETAIL

### Art Media

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	5.00	5.00	5.00	4.00	4.00
<b>Staffing Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of internal customers rating support from Art Media, Mail Center, and Print Shop as 'above average' or better	100%	99%	90%	98%	90%
90% of jobs processed by Art Media completed on-time or early	100%	90%	90%	98%	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 informational and promotional videos for city departments and monitors cable television franchises in Aurora. Additionally, AuroraTV.org offers a host of on-demand programming including a livestreamed show with the Mayor and Council Members. Performance measures in this program were not maintained in 2020 and 2021 due to the pandemic and will resume in 2022. In 2021, a reorganization resulted in the loss of 1.0 FTE in this program.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	138,949	96,057	251,675	251,675	230,266
General Fund	553,519	502,472	596,827	539,478	560,453
<b>Expenditures Total</b>	<b>\$692,468</b>	<b>\$598,529</b>	<b>\$848,502</b>	<b>\$791,153</b>	<b>\$790,719</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	526,127	483,593	563,524	506,175	527,150
Supplies and Services	148,394	97,355	159,803	159,803	163,303
Interfund Charges	173	481	175	175	266
Capital Related	17,774	17,100	125,000	125,000	100,000
<b>Expenditures Total</b>	<b>\$692,468</b>	<b>\$598,529</b>	<b>\$848,502</b>	<b>\$791,153</b>	<b>\$790,719</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	6.00	6.00	6.00	5.00	5.00
<b>Staffing Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>

# Communications

## PROGRAM DETAIL

### Aurora Channel

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of customers finding the Aurora Channel's video production service to be 'useful' or 'very useful' in accomplishing key department objectives	100%	N/A	90%	N/A	90%
90% of viewers finding the programming on the Aurora Channel(s), YouTube, and/or AuroraTV.org to be 'useful' or 'very useful'	100%	N/A	90%	N/A	90%

### Mail Center

The Mail Center ensures compliance with USPS rules, delivers and processes USPS mail and packages and works with outside mail service companies to prep special and large-scale mail projects. In addition, the Mail Center handles all internal mail, including all materials produced by the in-house printshop, as well as picking up and delivering throughout the 85 square-mile city. It also handles all citywide freight each week. Mail technicians pick up water bill payments from remote city facilities. Employing mail technicians as couriers has allowed the city to save on external document delivery costs. In 2021, a reorganization resulted in the loss of 1.0 FTE in this program.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	407,761	319,055	372,746	335,735	379,089
<b>Expenditures Total</b>	<b>\$407,761</b>	<b>\$319,055</b>	<b>\$372,746</b>	<b>\$335,735</b>	<b>\$379,089</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	175,487	108,592	168,380	123,579	127,615
Supplies and Services	210,426	208,868	200,977	208,767	247,767
Interfund Charges	4,842	1,595	3,389	3,389	3,707
Capital Related	17,006	0	0	0	0
<b>Expenditures Total</b>	<b>\$407,761</b>	<b>\$319,055</b>	<b>\$372,746</b>	<b>\$335,735</b>	<b>\$379,089</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	3.00	2.00	2.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>

# Communications

## PROGRAM DETAIL

### Media and Public Relations

Media and Public Relations, including the Director, has the dual role of providing management oversight of the Communications and Marketing Department and serving as the city's primary liaison to various members of the community and media on citywide issues. The Media Relations staff provides strategy on media matters, responds to media inquiries, proactively pitches positive city stories, and prepares talking points and provides speechwriting support for city leadership on Council approved items. The Public Relations group prepares materials including News Aurora, This is Aurora, the Welcome Packet, internal city communications and many other key publications and projects. The group also maintains the city's accounts on various social media sites including Facebook, Twitter, Instagram and Nextdoor. This group also oversees use of Engage Aurora and works with the Information Technology Department and 150+ contributors throughout the city to maintain the city's website. This program also oversees the city's strategic marketing and branding efforts. In 2021, a reorganization resulted in the addition of 1.0 FTE in this program.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,655,919	1,378,629	1,499,884	1,609,808	1,804,258
<b>Expenditures Total</b>	<b>\$1,655,919</b>	<b>\$1,378,629</b>	<b>\$1,499,884</b>	<b>\$1,609,808</b>	<b>\$1,804,258</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	963,582	907,913	1,125,767	1,129,978	1,295,667
Supplies and Services	681,020	458,607	360,958	466,671	494,093
Interfund Charges	11,317	12,109	13,159	13,159	14,498
<b>Expenditures Total</b>	<b>\$1,655,919</b>	<b>\$1,378,629</b>	<b>\$1,499,884</b>	<b>\$1,609,808</b>	<b>\$1,804,258</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	8.00	8.00	9.00	10.00	10.00
<b>Staffing Total</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
100% of media inquiries receiving a response by next day of business	100%	100%	95%	100%	100%
Number of engaged users (comments, likes, shares, clicks) per city Facebook post	142	373	50	201	100

### Multimedia Support

Multimedia Support staff person 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. This FTE also supports all of the AuroraTV involved virtual meetings. The program also assists with technical support to Aurora Channel operations. The performance measure in this program was not maintained in 2020 and 2021 due to the pandemic and will resume in 2022.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	92,685	91,418	95,277	96,057	100,369
<b>Expenditures Total</b>	<b>\$92,685</b>	<b>\$91,418</b>	<b>\$95,277</b>	<b>\$96,057</b>	<b>\$100,369</b>



# Communications

## PROGRAM DETAIL

### Multimedia Support

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	87,224	90,206	90,025	91,502	95,000
Supplies and Services	4,914	885	5,000	4,303	5,000
Interfund Charges	547	327	252	252	369
<b>Expenditures Total</b>	<b>\$92,685</b>	<b>\$91,418</b>	<b>\$95,277</b>	<b>\$96,057</b>	<b>\$100,369</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	1.00	1.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of internal customers rating audio/visual services as 'above average' or better	100%	N/A	90%	N/A	90%

### Printing Services

Printing Services provides centralized printing, as well as high volume and special copy services in support of all city departments, including materials for the Fox Arts Center. The Print Shop processes over 3,300 print jobs each year, averaging more than 280 projects each month.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	518,316	502,370	591,535	541,695	622,336
<b>Expenditures Total</b>	<b>\$518,316</b>	<b>\$502,370</b>	<b>\$591,535</b>	<b>\$541,695</b>	<b>\$622,336</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	203,394	261,142	278,366	259,173	305,948
Supplies and Services	307,482	233,267	304,518	273,871	306,857
Interfund Charges	7,440	7,961	8,651	8,651	9,531
<b>Expenditures Total</b>	<b>\$518,316</b>	<b>\$502,370</b>	<b>\$591,535</b>	<b>\$541,695</b>	<b>\$622,336</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.50	3.50	3.50	3.50	3.50
<b>Staffing Total</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of jobs processed by Printing Services completed on-time or early	93%	89%	90%	93%	90%

# Court Administration

**PROGRAM SUMMARY**

<p><b>Case Management</b></p> <hr/> <p>\$2,049,759                      23 FTE</p> <p>*Manage all court records          *Process all summonses for entries, settings, and collections          *Coordinate jury services</p>	<p><b>Detention</b></p> <hr/> <p>\$5,655,860                      57 FTE</p> <p>*Provide safe environment for staff and detainees</p>	<p><b>Marshal</b></p> <hr/> <p>\$1,000,468                      10 FTE</p> <p>*Provide safe environment for staff and public          *Transport prisoners</p>
<p><b>Office of the Court Administrator</b></p> <hr/> <p>\$1,591,902                      7 FTE</p> <p>*Operational leadership and management of Case Management, Court Information System Services, Marshals, Probation, and Detention</p>	<p><b>Probation</b></p> <hr/> <p>\$1,013,366                      11 FTE</p> <p>*Supervise and monitor defendants sentenced to probation programs</p>	

**DEPARTMENT SUMMARY**

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>REGULAR - FTE</b>	107.00	107.00	107.00	107.00	108.00
<b>EXPENDITURES</b>	10,122,505	9,960,227	10,376,069	10,559,855	11,311,355

# Court Administration

## DESCRIPTION

The Court Administration Department is comprised 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 Division is responsible for the custodial care, safety, and well-being of all persons placed in custody.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	107.00	107.00	107.00	107.00	108.00
Personal Services	8,243,608	8,295,537	8,548,308	8,386,503	9,332,239
Allocated Expenses	0	0	0	-14,882	0
Supplies and Services	1,401,632	1,268,361	1,398,628	1,757,354	1,512,989
Interfund Charges	367,070	392,223	429,133	430,880	466,127
Capital Related	110,195	4,106	0	0	0
<b>Expenditures Total</b>	<b>\$10,122,505</b>	<b>\$9,960,227</b>	<b>\$10,376,069</b>	<b>\$10,559,855</b>	<b>\$11,311,355</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

In 2021, Court Administration continued to focus on providing effective oversight of the administrative operations of the Court and the Detention Center although the COVID pandemic significantly impacted overall services. In 2022, the department must address new legislative mandates which are currently unfunded but will have significant financial impacts for the City of Aurora. Two such mandates include the requirement of online access for bond payments as well as the wearing of body worn cameras for marshals and detention officers. Court Administration Divisions can also expect an increase in workloads and processes as they address new requirements of operations due to several legislative and judicial mandates. The Supreme Court’s Chief Justice Directive relating to interpreters currently requires that all interpreters used by defendants/witnesses, etc. be paid by the Court Administration Department. As in 2021, Court Administration will continue to pursue organizational improvements to assist citizens navigate the municipal judicial system. This department’s primary goal in 2022 is to continue to provide an exceptional level of service to the citizens of Aurora and the Municipal Court/Detention Center customers.

### 2021 Current-Year Department Projection

Court Administration is projected to end the year \$183,800 (1.8 percent) over the 2021 Original Budget. Of this, \$16,100 is for spending on the CAFFE grant which is covered by supplemental budget approved in the spring supplemental budget process. The General Fund portion of this variance is \$87,600 and is entirely driven by the decision by Council and City Management to reduce the number of actual furlough days in 2021 to two instead of the five that were assumed in the original budget. Citywide supplemental appropriation may be required to cover the cost of the reduction in furlough days. The remaining budget variance of \$80,100 is in the Designated Revenues Fund which is where the Court Technology Surcharges are collected. The projection assumes the entire balance of funds will be spent in 2021. If this is the case, the department will need supplemental budget for this as well.

### 2022 Department Budget

The 2022 budget for the Court Administration is \$935,300 (9.0 percent) higher than the 2021 Original Budget. The department is the sponsor of five amendment requests to use ARPA federal grant funds to purchase technology upgrades for the courthouse which can be found in Non-Departmental for more detail. In addition to these, Court Administration has one budget amendment to add 1.0 FTE Business Systems Analyst which accounts for \$116,600 of the budget increase. The Budget Amendment Request section in the Court Administration and the Non-Departmental sections have additional detail on the amendments.

# Court Administration

## DEPARTMENT NARRATIVE

The remainder of the budget variance can be completely accounted for by base budget adjustments. Base adjustments include the restoration of one-time 2021 budget cuts, citywide increases for pay and benefits, the restoration of the 2021 furlough reductions to base pay, as well as minor changes to the required appropriation for gifts, grants and Designated Revenues funded programs including the court technology surcharge budget. Adjustments for required increases in contractual agreements, such as detention healthcare and IT system and software maintenance agreements, are also part of the base adjustments.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	580,680
Compensation Adjustments	162,354
Mandated Costs	71,868
Grant / Designated Revenue Adjustments	3,747
<b>Total Base Adjustments</b>	<b>\$818,649</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Business Systems Analyst	1.00	116,637	0	116,637
Program affected: Office of the Court Administrator Duration: \$110,100 Ongoing, \$6,500 One-time This amendment adds 1.0 FTE Business Systems Analyst (BSA) to support the Court IT group. The group currently consists of one Supervisor and three Business Systems Analysts. The events of 2020 accelerated the use of remote systems throughout the Courts system as well as created numerous system needs to accommodate a new way of serving the citizens requiring services of the court. This fourth BSA will help support the growing IT needs at the courthouse.				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>116,637</b>	<b>0</b>	<b>116,637</b>
<b>General Fund Total</b>	<b>1.00</b>	<b>116,637</b>	<b>0</b>	<b>116,637</b>
<b>Amendment Request Total All Funds</b>	<b>1.00</b>	<b>116,637</b>	<b>0</b>	<b>116,637</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Designated Revenues Fund	0	0	18,578	98,714	22,325
General Fund	10,114,255	9,946,307	10,357,491	10,445,061	11,289,030
Gifts & Grants Fund	8,250	13,920	0	16,080	0
<b>Expenditures Total</b>	<b>\$10,122,505</b>	<b>\$9,960,227</b>	<b>\$10,376,069</b>	<b>\$10,559,855</b>	<b>\$11,311,355</b>

# Court Administration

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	107.00	107.00	107.00	107.00	108.00
<b>Staffing Total</b>	<b>107.00</b>	<b>107.00</b>	<b>107.00</b>	<b>107.00</b>	<b>108.00</b>

## PROGRAM DETAIL

### Case Management

The program serves as custodian of all court records, providing criminal background checks for internal and external customers. It collects all court-related fines, fees, court costs, restitution, bonds, and jury fees. It provides information to all court departments, such as Judicial, 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.

With the trajectory of the COVID-19 pandemic remaining uncertain and the continuation of Police Officers issuing fewer summons for the Municipal Court, the trend indicates the summons will not return to pre-COVID-19 levels in the near future impacting total court filings through 2022.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	1,808,827	1,798,848	1,836,846	1,928,233	2,049,759
<b>Expenditures Total</b>	<b>\$1,808,827</b>	<b>\$1,798,848</b>	<b>\$1,836,846</b>	<b>\$1,928,233</b>	<b>\$2,049,759</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	1,564,947	1,595,659	1,556,035	1,662,303	1,767,608
Allocated Expenses	0	0	0	-14,882	0
Supplies and Services	243,880	203,189	280,811	280,812	282,151
<b>Expenditures Total</b>	<b>\$1,808,827</b>	<b>\$1,798,848</b>	<b>\$1,836,846</b>	<b>\$1,928,233</b>	<b>\$2,049,759</b>
<b>STAFFING SUMMARY</b>					
General Fund	23.00	23.00	23.00	23.00	23.00
<b>Staffing Total</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>
<b>PERFORMANCE MEASURE SUMMARY</b>					
Summonses	37,084	27,244	36,000	25,500	28,000

# Court Administration

## PROGRAM DETAIL

### Detention

The program provides custodial care, safety, and well-being for all people detained in the Detention Center. 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.

Due to COVID-19 Pandemic, all county jails, including Aurora Detention Center, have set requirements for arrest and detention. Due to the restrictions, offenders with lesser, non-violent charges are released with an active warrant while more serious offenders are detained resulting in a lower number of detainees. It is unclear as to when restrictions will be lifted.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	5,021,383	4,970,690	5,472,744	5,012,925	5,655,860
<b>Expenditures Total</b>	<b>\$5,021,383</b>	<b>\$4,970,690</b>	<b>\$5,472,744</b>	<b>\$5,012,925</b>	<b>\$5,655,860</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	3,965,250	4,011,525	4,443,785	3,981,730	4,590,789
Supplies and Services	1,029,960	947,525	1,015,713	1,018,300	1,054,587
Interfund Charges	8,978	11,640	13,246	12,895	10,484
Capital Related	17,195	0	0	0	0
<b>Expenditures Total</b>	<b>\$5,021,383</b>	<b>\$4,970,690</b>	<b>\$5,472,744</b>	<b>\$5,012,925</b>	<b>\$5,655,860</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	57.00	57.00	57.00	57.00	57.00
<b>Staffing Total</b>	<b>57.00</b>	<b>57.00</b>	<b>57.00</b>	<b>57.00</b>	<b>57.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Detainees	13,512	8,450	15,000	8,134	13,500

### 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 and other jail facilities. Additionally, it transports prisoners detained in other jurisdictions on municipal warrants or awaiting trials at the Aurora Municipal Court.

Due to COVID-19 Pandemic, all county jails, including Aurora Detention Center, have set requirements for arrest or being held to include higher bonds or specific charges. These requirements have dramatically decreased the number of our cases which are able to be held or arrested. This lowers the number of people in custody for transport and lowers the number of remands we are able to do. When the requirements are lifted, these numbers should go back up.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	995,258	980,418	881,878	944,463	1,000,468
<b>Expenditures Total</b>	<b>\$995,258</b>	<b>\$980,418</b>	<b>\$881,878</b>	<b>\$944,463</b>	<b>\$1,000,468</b>

# Court Administration

## PROGRAM DETAIL

### Marshal

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	969,867	925,861	853,850	912,104	969,866
Supplies and Services	18,006	45,124	19,939	22,172	24,239
Interfund Charges	7,385	5,327	8,089	10,187	6,363
Capital Related	0	4,106	0	0	0
<b>Expenditures Total</b>	<b>\$995,258</b>	<b>\$980,418</b>	<b>\$881,878</b>	<b>\$944,463</b>	<b>\$1,000,468</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	10.00	10.00	10.00	10.00	10.00
<b>Staffing Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Remands	399	143	440	142	180
Transports	1,785	525	507	480	575

### 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. This program also handles all grants awarded to the Department. In addition to the Court Administrator and an Administrative Supervisor, this program includes 4.0 FTE (1.0 IT Supervisor and 3.0 Business Systems Analysts) which make up the Court Information Systems Services group. The 2022 budget includes the addition of 1.0 FTE Business Systems Analyst making the IT group a total of 5.0 FTE.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	0	0	18,578	98,714	22,325
General Fund	1,369,360	1,318,262	1,321,360	1,699,821	1,569,577
Gifts & Grants Fund	8,250	13,920	0	16,080	0
<b>Expenditures Total</b>	<b>\$1,377,610</b>	<b>\$1,332,182</b>	<b>\$1,339,938</b>	<b>\$1,814,615</b>	<b>\$1,591,902</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	868,270	899,826	861,520	982,292	1,003,555
Supplies and Services	65,633	57,100	70,620	424,525	139,067
Interfund Charges	350,707	375,256	407,798	407,798	449,280
Capital Related	93,000	0	0	0	0
<b>Expenditures Total</b>	<b>\$1,377,610</b>	<b>\$1,332,182</b>	<b>\$1,339,938</b>	<b>\$1,814,615</b>	<b>\$1,591,902</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	6.00	6.00	6.00	6.00	7.00
<b>Staffing Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>

# Court Administration

## PROGRAM DETAIL

### 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.

The COVID-19 Pandemic has had an impact on the number of new cases since it began. In 2020, the Courts were not in session for several months and in 2021, arrest numbers have been down reducing the number of new cases. The conditions that have caused these numbers to decline are not expected to change in the short term, leading to a slight reduction in the expected new cases for 2022.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	919,427	878,089	844,663	859,619	1,013,366
<b>Expenditures Total</b>	<b>\$919,427</b>	<b>\$878,089</b>	<b>\$844,663</b>	<b>\$859,619</b>	<b>\$1,013,366</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	875,274	862,666	833,118	848,074	1,000,421
Supplies and Services	44,153	15,423	11,545	11,545	12,945
<b>Expenditures Total</b>	<b>\$919,427</b>	<b>\$878,089</b>	<b>\$844,663</b>	<b>\$859,619</b>	<b>\$1,013,366</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	11.00	11.00	11.00	11.00	11.00
<b>Staffing Total</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
New cases	742	683	750	671	700



# Finance

**PROGRAM SUMMARY**

<p><b>Accounting</b></p> <hr/> <p>\$1,873,428                      12 FTE</p> <p>*Maintain the official financial accounts and records of the city *Ensure compliance with accounting standards</p>	<p><b>Accounts Payable</b></p> <hr/> <p>\$272,942                              3 FTE</p> <p>*Review city invoices for accuracy, proper approval, appropriateness and make timely payment to vendors</p>	<p><b>Administration</b></p> <hr/> <p>\$1,020,803                              2 FTE</p> <p>*Provide citywide financial planning, advice, and administration of financial operations</p>
<p><b>Budget &amp; Financial Planning</b></p> <hr/> <p>\$1,078,565                              8.5 FTE</p> <p>*Provide citywide budget guidance and develop the budget, provide analysis, manage the budget process, and perform special projects</p>	<p><b>Central Cashiering</b></p> <hr/> <p>\$344,121                                      4 FTE</p> <p>*Central receipt and management of all city cash</p>	<p><b>Debt, Investments &amp; Treasury Management</b></p> <hr/> <p>\$505,211                                      3 FTE</p> <p>*Manage the investment of all city cash; issue and manage all city debt and financing</p>
<p><b>Marijuana Enforcement</b></p> <hr/> <p>\$536,395                                      3 FTE</p> <p>*Regulate marijuana through licensing, development assistance, plan review and enforcement through regular inspections</p>	<p><b>Payroll</b></p> <hr/> <p>\$796,441                                      7 FTE</p> <p>*Manage and process the payroll including payment of deductions and benefits, and reconciliation of information</p>	<p><b>Purchasing and Contracts</b></p> <hr/> <p>\$472,432                                      8.5 FTE</p> <p>*Solicit and execute procurement awards *Enforce and terminate contracts</p>
<p><b>Tax Audit</b></p> <hr/> <p>\$1,409,319                                      13 FTE</p> <p>*Audit businesses for compliance with city tax laws and collect unpaid taxes through the audit process</p>	<p><b>Taxpayer Services and Licensing</b></p> <hr/> <p>\$1,510,141                                      15 FTE</p> <p>*Issue and manage general tax and special licensing for city businesses; collect unpaid taxes through collection activities excluding audit</p>	

**DEPARTMENT SUMMARY**

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>REGULAR - FTE</b>	62.00	70.00	72.00	71.00	79.00
<b>EXPENDITURES</b>	6,957,157	7,682,187	8,302,873	8,446,421	9,819,798

# 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, purchasing and contracts, payroll, pension administration, grant management, and marijuana enforcement.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	62.00	70.00	72.00	71.00	79.00
Personal Services	6,157,805	7,215,155	7,600,052	7,811,911	8,767,163
Allocated Expenses	-415,826	-935,996	-996,013	-1,021,015	-1,019,696
Supplies and Services	1,128,788	1,344,946	1,632,861	1,564,115	1,997,800
Interfund Charges	54,183	57,920	61,973	62,410	70,531
Capital Related	32,207	162	4,000	29,000	4,000
<b>Expenditures Total</b>	<b>\$6,957,157</b>	<b>\$7,682,187</b>	<b>\$8,302,873</b>	<b>\$8,446,421</b>	<b>\$9,819,798</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

The Finance Department will be significantly impacted by the city’s transition to a new enterprise resource planning system. For the next few years, the department’s workload will be increased during the implementation phase of the project. Because this level of workload will be ongoing, additional resources will be necessary to maintain and operate the system. This is necessary to ensure the city benefits from the enhanced functionality the new system will provide which should allow the entire city to streamline financial processes resulting in increased productivity and enhanced reporting capabilities.

The Finance Department is also focusing on providing quality services to the departments it supports. The city will add 2.0 FTE positions that will be funded by the departments they support. These positions will allow the Information Technology Department and Aurora Water to receive additional procurements support and Housing and Community Services and Aurora Water to receive additional support with debt analysis. This will ensure that these departments have the resources required to complete their operational goals and directives.

The Department will also receive 2.0 FTE positions that will be tasked with coordinating and monitoring the city’s grant program. Initially, these positions will focus on assisting departments with grant compliance related to the American Rescue Plan Act (ARPA) and working with external partners to efficiently and effectively develop opportunities to utilize the funds. Moving forward, these positions will focus on working with departments to identify grant opportunities and to ensure the city remains in compliance with grant requirements. It is important to note that initially these positions will not be included in the departments position count as all ARPA spending has been centralized in Non-Departmental. After the ARPA funding expires, these positions will be relocated to the Finance Department and their cost will be covered by the General Fund.

Finally, the Finance Department will receive funding for 1.0 FTE position and a software system to support the city’s strategic planning efforts. These resources should allow the city to implement a strategic planning process that allows residents, Council and management to track the success of approved strategic priorities. This information will allow the city to be transparent with its residents and should enhance the resource allocation process with additional data.

### 2021 Current-Year Department Projection

The Finance Department is currently projected to exceed its personnel budget by \$211,859 (2.8 percent) based on the addition of 7.0 FTE positions to support the transition to a new enterprise resource planning system. The Department anticipates filling all these positions by year-end to ensure adequate resources exist to implement the system. A citywide supplemental appropriation will likely be required to cover this cost.

# Finance

## DEPARTMENT NARRATIVE

A balance of \$68,746 (4.2 percent) is anticipated in Operating Expenses due to miscellaneous savings throughout the department. While some savings are anticipated, it is important to note that the Department has absorbed significant costs associated with the development of a hybrid defined benefit option in the Police Department. Council was made aware that the project is significantly underbudgeted during the February 23, 2021 Management and Finance Committee. A supplemental appropriation will likely be required to cover this cost.

**2022 Department Budget**

The 2022 budget for the Finance Department is \$1.5 million (18.3 percent) above the 2021 Original Budget. This is based on funding of \$1.1 million and 7.0 FTE positions to facilitate the implementation of the city’s new ERP and \$200,000 and 1.0 FTE to support the implementation of the city’s strategic plan. In addition, funding has been included to cover citywide increases for pay and benefits, as well as other necessary base budget adjustments.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	117,911
Mid Year Modifications	-146,372
Compensation Adjustments	248,092
Mandated Costs	16,037
Grant / Designated Revenue Adjustments	15,000
Other Adjustments	-2,040
<b>Total Base Adjustments</b>	<b>\$248,628</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Strategic Planning Manager and Software System	1.00	200,000	0	200,000
Program affected: Budget and Financial Planning Duration: Ongoing Of this total, funding of \$150,000 would establish a 1.0 FTE position and \$50,000 would fund a software system to support the city's new strategic plan. The position will be tasked with managing the strategic planning process and working with management and departments to develop relevant metrics to inform the decision-making process. The system will serve as a central location for departments to enter and track metrics. This will allow for the city to develop reports designed to measure performance in critical areas.				
Enterprise Resource Planning - Add Personnel and Other Ongoing Costs	7.00	698,297	0	698,297
Program affected: Various in Finance, Human Resources, Information Technology Duration: Ongoing Enterprise Resource Planning (ERP) is a system of integrated software applications that standardizes, streamlines and integrates business processes across finance, human resources, and procurement. One-time funds of \$12 million were transferred from the General Fund to the Capital Projects Fund to purchase the system. This amendment, which includes 7.0 FTE in Finance, 5.0 FTE in Human Resources, and 8.0 FTE in Information Technology, will cover the ongoing needs associated with creating and running the new system.				

# Finance

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Overtime Funding During Enterprise Recourse Planning Implementation	0.00	70,000	0	70,000
Program affected: Payroll Duration: One-time This item is for the cost over a short-term period during the ERP implementation to cover payroll staff overtime. It is anticipated that payroll staff will be required to incur a heavy amount of overtime during the ERP implementation and asking staff to absorb the hours will put extra strain on them at an already stressful time. Offering payment of overtime will help maintain employee satisfaction and morale.				
Workday Report Writing Consulting Services	0.00	300,000	0	300,000
Program affected: Accounting Duration: One-time This funding would allow the city to hire a consultant to convert reports from IBM Cognos or CDD to Workday reports. While Workday offers 4,000 standard reports, there is no certainty that these will meet the city's needs. Additionally, Workday indicates that city staff will be able to modify reports as necessary after training, however, staff has limited bandwidth to perform such functions.				
<b>New Appropriation Total</b>	<b>8.00</b>	<b>1,268,297</b>	<b>0</b>	<b>1,268,297</b>
<b>General Fund Total</b>	<b>8.00</b>	<b>1,268,297</b>	<b>0</b>	<b>1,268,297</b>
<b>Amendment Request Total All Funds</b>	<b>8.00</b>	<b>1,268,297</b>	<b>0</b>	<b>1,268,297</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Designated Revenues Fund	0	15,100	20,000	18,000	29,805
General Fund	6,957,157	7,667,087	8,282,873	8,428,421	9,789,993
<b>Expenditures Total</b>	<b>\$6,957,157</b>	<b>\$7,682,187</b>	<b>\$8,302,873</b>	<b>\$8,446,421</b>	<b>\$9,819,798</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	62.00	70.00	72.00	71.00	79.00
<b>Staffing Total</b>	<b>62.00</b>	<b>70.00</b>	<b>72.00</b>	<b>71.00</b>	<b>79.00</b>

## 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 as well as overseeing the citywide purchasing card program.

The 2022 increase is primarily due to the addition of 3.0 FTE positions associated with the ERP and report writing capabilities to support the implementation of the city's new enterprise resource planning system.

# Finance

## PROGRAM DETAIL

### Accounting

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,270,473	1,251,993	1,179,844	1,437,210	1,873,428
<b>Expenditures Total</b>	<b>\$1,270,473</b>	<b>\$1,251,993</b>	<b>\$1,179,844</b>	<b>\$1,437,210</b>	<b>\$1,873,428</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,013,575	1,058,698	1,060,873	1,346,628	1,454,484
Allocated Expenses	0	0	-115,360	-115,360	-119,147
Supplies and Services	256,898	193,295	234,331	205,942	538,091
<b>Expenditures Total</b>	<b>\$1,270,473</b>	<b>\$1,251,993</b>	<b>\$1,179,844</b>	<b>\$1,437,210</b>	<b>\$1,873,428</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	9.00	9.00	9.00	9.00	12.00
<b>Staffing Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>12.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Close month end by the 8th business day of the following month excluding year end	82%	64%	100%	100%	100%

### 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 vendor identification system and production of the IRS form 1099s.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	241,197	256,531	254,290	266,769	272,942
<b>Expenditures Total</b>	<b>\$241,197</b>	<b>\$256,531</b>	<b>\$254,290</b>	<b>\$266,769</b>	<b>\$272,942</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	231,960	249,836	250,990	260,562	269,642
Supplies and Services	9,237	6,695	3,300	6,207	3,300
<b>Expenditures Total</b>	<b>\$241,197</b>	<b>\$256,531</b>	<b>\$254,290</b>	<b>\$266,769</b>	<b>\$272,942</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Target 30 days for 85% of vendor payments	85%	82%	85%	85%	85%

# Finance

## PROGRAM DETAIL

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Designated Revenues Fund	0	15,100	20,000	18,000	29,805
General Fund	484,189	838,620	971,877	834,057	990,998
<b>Expenditures Total</b>	<b>\$484,189</b>	<b>\$853,720</b>	<b>\$991,877</b>	<b>\$852,057</b>	<b>\$1,020,803</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	332,123	335,547	342,227	347,262	351,233
Supplies and Services	100,633	463,390	591,188	446,333	604,407
Interfund Charges	50,277	54,621	58,462	58,462	65,163
Capital Related	1,156	162	0	0	0
<b>Expenditures Total</b>	<b>\$484,189</b>	<b>\$853,720</b>	<b>\$991,877</b>	<b>\$852,057</b>	<b>\$1,020,803</b>
<b>STAFFING SUMMARY</b>					
General Fund	2.50	2.50	2.00	2.00	2.00
<b>Staffing Total</b>	<b>2.50</b>	<b>2.50</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

### 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. A technical 2021 Spring Supplemental transferred the 2021 budget for the 1.0 FTE Special Projects Manager position from Finance to General Management in order to align with organizational reporting changes.

The 2022 increase is primarily related to the addition of 1.0 FTE associated with the ERP and 1.0 FTE Strategic Planning Manager in support of the implementation of the city's strategic plan. In addition, funding has been included to support 1.0 FTE position to support the implementation of the city's enterprise resource planning system.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	678,163	813,544	822,811	1,008,486	1,078,565
<b>Expenditures Total</b>	<b>\$678,163</b>	<b>\$813,544</b>	<b>\$822,811</b>	<b>\$1,008,486</b>	<b>\$1,078,565</b>

# Finance

**PROGRAM DETAIL**

## Budget & Financial Planning

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	788,529	929,164	946,058	915,230	1,158,333
Allocated Expenses	-164,052	-178,284	-180,724	-180,724	-187,245
Supplies and Services	53,686	62,664	57,477	273,980	107,477
<b>Expenditures Total</b>	<b>\$678,163</b>	<b>\$813,544</b>	<b>\$822,811</b>	<b>\$1,008,486</b>	<b>\$1,078,565</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	7.50	7.50	7.50	6.50	8.50
<b>Staffing Total</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>6.50</b>	<b>8.50</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Maintain appropriate reserve levels - Tabor, Policy, Operating	Yes	Yes	Yes	Yes	Yes

## 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	284,324	272,389	332,282	303,524	344,121
<b>Expenditures Total</b>	<b>\$284,324</b>	<b>\$272,389</b>	<b>\$332,282</b>	<b>\$303,524</b>	<b>\$344,121</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	252,919	264,979	267,848	268,462	279,687
Supplies and Services	31,405	7,410	64,434	35,062	64,434
<b>Expenditures Total</b>	<b>\$284,324</b>	<b>\$272,389</b>	<b>\$332,282</b>	<b>\$303,524</b>	<b>\$344,121</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	4.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Daily cash over/short target will have no more than 3 items in one month between \$1 and \$10	92%	100%	100%	100%	100%
Reporting is distributed to the General Ledger 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	92%	92%	100%	100%	100%

# Finance

## PROGRAM DETAIL

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	382,762	400,554	468,046	400,710	505,211
<b>Expenditures Total</b>	<b>\$382,762</b>	<b>\$400,554</b>	<b>\$468,046</b>	<b>\$400,710</b>	<b>\$505,211</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	312,232	288,990	343,048	328,098	372,842
Allocated Expenses	-251,774	-323,012	-293,294	-293,296	-294,194
Supplies and Services	319,846	431,946	415,434	363,050	423,414
Interfund Charges	2,458	2,630	2,858	2,858	3,149
<b>Expenditures Total</b>	<b>\$382,762</b>	<b>\$400,554</b>	<b>\$468,046</b>	<b>\$400,710</b>	<b>\$505,211</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Monthly investment yield is +/- 20% of the investment benchmark. The new benchmark is a blend of indices	-13%	-2%	0%	0%	0%

### 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 regular inspections by various departments. Retail, manufacturing, cultivation, testing and transporter comprise the currently allowed marijuana business types.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	619,613	501,120	536,267	552,597	536,395
<b>Expenditures Total</b>	<b>\$619,613</b>	<b>\$501,120</b>	<b>\$536,267</b>	<b>\$552,597</b>	<b>\$536,395</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	431,747	431,293	428,098	418,964	428,226
Allocated Expenses	0	0	25,000	0	25,000
Supplies and Services	183,744	69,827	83,169	108,633	83,169
Capital Related	4,122	0	0	25,000	0
<b>Expenditures Total</b>	<b>\$619,613</b>	<b>\$501,120</b>	<b>\$536,267</b>	<b>\$552,597</b>	<b>\$536,395</b>



# Finance

## PROGRAM DETAIL

### Marijuana Enforcement

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
General Fund	3.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

### Payroll

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

The 2022 increase is primarily due to the addition of 2.0 FTE positions associated with the ERP. In addition, one-time funding has been included to cover staff overtime costs during the implementation phase of the system.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	543,865	588,141	548,887	653,860	796,441
<b>Expenditures Total</b>	<b>\$543,865</b>	<b>\$588,141</b>	<b>\$548,887</b>	<b>\$653,860</b>	<b>\$796,441</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	521,967	559,706	536,998	632,857	784,552
Supplies and Services	21,898	28,435	11,889	21,003	11,889
<b>Expenditures Total</b>	<b>\$543,865</b>	<b>\$588,141</b>	<b>\$548,887</b>	<b>\$653,860</b>	<b>\$796,441</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
General Fund	5.00	5.00	5.00	5.00	7.00
<b>Staffing Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>7.00</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>PERFORMANCE MEASURE SUMMARY</b>					
Three corrections or less per bi-weekly payroll 100% of the time	92%	92%	100%	100%	100%

### Purchasing and Contracts

This program oversees solicitation, award, enforcement, and termination of city contracts for all goods, services, and construction projects requested by city departments. In 2020, this program was moved from General Management to Finance.

The 2022 increase is primarily associated with the addition of 1.0 FTE position associated with the ERP.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	0	321,291	364,597	341,284	472,432
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$321,291</b>	<b>\$364,597</b>	<b>\$341,284</b>	<b>\$472,432</b>

# Finance

## PROGRAM DETAIL

### Purchasing and Contracts

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	744,890	768,045	760,983	885,375
Allocated Expenses	0	-434,700	-431,635	-431,635	-444,110
Supplies and Services	0	11,101	28,187	11,936	31,167
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$321,291</b>	<b>\$364,597</b>	<b>\$341,284</b>	<b>\$472,432</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	0.00	8.00	7.50	7.50	8.50
<b>Staffing Total</b>	<b>0.00</b>	<b>8.00</b>	<b>7.50</b>	<b>7.50</b>	<b>8.50</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Achieve 90% of stated administrative lead times listed in the purchasing planner guide	90%	84%	90%	90%	90%

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,080,883	1,076,157	1,342,905	1,238,595	1,409,319
<b>Expenditures Total</b>	<b>\$1,080,883</b>	<b>\$1,076,157</b>	<b>\$1,342,905</b>	<b>\$1,238,595</b>	<b>\$1,409,319</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,028,190	1,054,251	1,326,845	1,232,232	1,393,259
Supplies and Services	52,537	21,906	16,060	6,363	16,060
Interfund Charges	156	0	0	0	0
<b>Expenditures Total</b>	<b>\$1,080,883</b>	<b>\$1,076,157</b>	<b>\$1,342,905</b>	<b>\$1,238,595</b>	<b>\$1,409,319</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	10.33	10.00	13.00	13.00	13.00
<b>Staffing Total</b>	<b>10.33</b>	<b>10.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
6 month rolling average within at least 85% of average monthly budget/projection 100% of the time	100%	100%	100%	100%	100%

# Finance

## PROGRAM DETAIL

### Taxpayer Services 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. Fees combined with revenues from collection enforcement activities allow this program to more than fully cover its direct expenditures.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,371,688	1,346,747	1,461,067	1,391,329	1,510,141
<b>Expenditures Total</b>	<b>\$1,371,688</b>	<b>\$1,346,747</b>	<b>\$1,461,067</b>	<b>\$1,391,329</b>	<b>\$1,510,141</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,244,563	1,297,801	1,329,022	1,300,633	1,389,530
Supplies and Services	98,904	48,277	127,392	85,606	114,392
Interfund Charges	1,292	669	653	1,090	2,219
Capital Related	26,929	0	4,000	4,000	4,000
<b>Expenditures Total</b>	<b>\$1,371,688</b>	<b>\$1,346,747</b>	<b>\$1,461,067</b>	<b>\$1,391,329</b>	<b>\$1,510,141</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	14.67	15.00	15.00	15.00	15.00
<b>Staffing Total</b>	<b>14.67</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
82% of general licenses are turned around in 20 days or less	82%	51%	82%	65%	82%
Measures electronic filings as a percentage of total tax filings	93%	98%	95%	99%	100%
Three month rolling average field tax collections equals (100%) or exceeds CPI adjusted monthly three year average of field tax collections	144%	155%	100%	76%	100%

# Fire

**PROGRAM SUMMARY**

<p><b>Administration</b></p> <hr/> <p>\$9,189,084                      20 FTE</p> <p>*Provide management support, including strategic planning, budgeting, financial control and overall administrative duties</p>	<p><b>Arson Investigation</b></p> <hr/> <p>\$459,729                              3 FTE</p> <p>*Investigate fires, explosions and illegal disposal of hazardous materials</p>	<p><b>Community Engagement</b></p> <hr/> <p>\$725,444                              5 FTE</p> <p>*Perform outreach tasks such as firefighter recruitment, safety education for the public, community health initiatives and media relations</p>
<p><b>Emergency Management and Planning</b></p> <hr/> <p>\$383,345                              3 FTE</p> <p>*Manage the city's disaster preparedness operations</p>	<p><b>Fire Emergency Response Services</b></p> <hr/> <p>\$58,976,050                          410 FTE</p> <p>*Respond to all requests for fire and EMS emergency assistance</p>	<p><b>Fire Inspections</b></p> <hr/> <p>\$689,456                              7 FTE</p> <p>*Conduct fire inspections</p>
<p><b>Fire Training</b></p> <hr/> <p>\$2,466,429                          11 FTE</p> <p>*Provide training to Fire Department personnel</p>		

**DEPARTMENT SUMMARY**

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>CIVIL - FTE</b>	419.00	424.00	424.00	424.00	441.00
<b>REGULAR - FTE</b>	19.50	18.00	18.00	18.00	18.00
<b>EXPENDITURES</b>	60,247,763	63,665,143	63,414,330	63,937,128	72,889,537

# 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	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	438.50	442.00	442.00	442.00	459.00
Personal Services	51,521,764	55,886,488	56,476,995	56,888,881	62,579,777
Allocated Expenses	0	0	0	-10,275	0
Supplies and Services	2,352,755	2,043,010	1,848,269	2,219,793	3,400,995
Utilities	234,625	220,575	252,600	213,353	247,100
Interfund Charges	3,781,028	4,216,897	4,405,556	4,260,638	4,947,239
Capital Related	2,020,365	960,947	93,684	27,512	1,377,200
Transfers Out	337,226	337,226	337,226	337,226	337,226
<b>Expenditures Total</b>	<b>\$60,247,763</b>	<b>\$63,665,143</b>	<b>\$63,414,330</b>	<b>\$63,937,128</b>	<b>\$72,889,537</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

The primary goal for Aurora Fire Rescue is to provide the residents and visitors of Aurora the most effective and rapid fire, rescue, education, and prevention services possible. AFR has identified a response methodology, reflective of NFPA 1710 and coupled with Commission on Fire Accreditation International (CFAI) guidelines. These benchmarks have identified industry best practices for initial response times for fire and EMS emergencies. In 2022, the department will continue to provide a full-service emergency response with a goal of rapidly responding to fire-related incidents in six minutes and twenty seconds and advanced life care incidents in six minutes.

AFR responds to approximately 60,000 requests for services per year, and the demand increases on average of 2.5 percent to 5.0 percent annually. The department strives to equip firefighters with the right equipment and technology for these calls, and the 2022 Budget includes funding for new station tones and alerting systems, thermal imaging cameras, and ballistic gear for all firefighters on duty.

46.0 percent of front-line firefighters have less than five years of fire service experience. Therefore, a significant investment must be made in these members for personnel development and training. AFR has a great opportunity to strengthen the organizational culture and develop a resilient workforce of the future with investments in training and wellness. The 2022 Budget includes funding for additional training, practical EMS simulation, and sending up to 30 firefighters to paramedic school. Additional support in firefighter wellness and wellbeing will allow AFR to provide direct psychological support to members in need, as well as enhance the Peer Support Team tasked with developing Critical Incident Stress Management (CISM) strategies.

### 2021 Current-Year Department Projection

The 2021 projection for AFR is \$522,800 (0.8 percent) over the Original Budget across all funds. AFR was awarded several federal grants after the development of 2021 Budget. The Gifts and Grants Fund requires a \$440,400 (46.1 percent) technical supplemental adjustment to account for the FY19 AFG Hazmat Training Grant (\$150,000), the FY19 Fire Prevention and Safety Grant (\$56,000) and the FY20 AFG Covid-19 Supplemental Grant (150,000). AFR's two SAFER Grants covering

# Fire

**DEPARTMENT NARRATIVE**

firefighter salary and benefits were also higher than budget due to changes in the collective bargaining agreement enacted in early 2021. These expenditures will be offset with revenue from the federal grant awards.

The 2021 General Fund is projected to be \$82,400 (0.1 percent) over the Original Budget primarily due to acting pay, overtime, and operational expenses related to wildland fire suppression. The 2021 wildland fire season started sooner than expected and will require a technical supplemental budget request in the Spring. All costs from the wildland fire program are reimbursed from the State.

**2022 Department Budget**

The 2022 budget will increase \$9.5 million (14.9 percent) compared to the 2021 Original Budget. This increase is driven largely by personal services cost increases for existing staff and mandated cost adjustments on existing equipment contracts. At the September 25 Budget Workshop, Council added \$3.6 million for a 17.0 FTE ladder company. Additional adjustments to the 2022 Budget include \$1.5 million of one-time adds. This includes \$700,000 for sending up to an additional 30 firefighters to paramedic school and \$250,000 for fire station facility upgrades to add new station tones and alerting systems. Wholesale fire rescue equipment will be replaced as part of the 2022 Budget including \$277,200 for new thermal imaging cameras and \$150,000 for new ballistic gear ensuring that there are enough sets to cover all 92 members of AFR on duty each day.

**BASE ADJUSTMENTS**

Base Adjustments	2022
Prior Year One Times	-179,450
Compensation Adjustments	3,370,707
Mandated Costs	764,476
Grant / Designated Revenue Adjustments	463,874
<b>Total Base Adjustments</b>	<b>\$4,419,607</b>

**BUDGET AMENDMENT REQUESTS**

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 17.0 FTE Ladder Company to Station 8	17.00	3,600,000	0	3,600,000
Program affected: Fire Emergency Response Services Duration: \$2.1 million Ongoing, \$1.5 million One-time At the September 25th Budget Workshop, City Council approved funding to add a new ladder company to Station 8. The city's core is sensitive to Ladder response times due to high-risk areas that include the entire Fitzsimmons Campus, Town Center Mall, Interstates, Light Rail, Commuter Rail, high-value retail and light industrial, and High-Rise buildings. This resource will make an immediate impact by reducing unit move ups and adding more ALS personnel for multi-patient incidents which are commonplace in the area. The data reveal that adding this resource will result in reduced response times.				
Ballistic Gear for Firefighters	0.00	150,000	0	150,000
Program affected: Fire Emergency Response Services Duration: One-time AFR members are faced with the dilemma of entering high risk areas such as active shooter situations without proper protection. Per NFPA 3000 guidelines, the requirement for entering these high-risk areas is a level IIIA ballistic vest, armor plate and helmet. AFR currently has enough gear to protect 28 people. This proposal replaces expiring ballistic gear and adds new sets to cover all 92 on-duty firefighters.				

# Fire

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Fire Equipment and Training  Program affected: Fire Emergency Response Services Duration: One-time Aurora Fire Rescue has a myriad of needs related to Fire and EMS equipment replacements and trainings that are being addressed in 2021. AFR was recently awarded with the Assistance to Firefighters Grant (AFG) to replace the department’s thermal imaging cameras (TICs) that have reached their useful life and are not NFPA 1801 compliant. This add provides the required 10% match to this grant and funds other necessary training opportunities throughout the department. In addition, other Fire Rescue equipment needs will be addressed with this funding.	0.00	277,200	0	277,200
Firefighter Health and Wellness  Program affected: Fire Training Duration: One-time This amendment proactively funds resources and equipment that can assist firefighters with their mental and physical wellness. For firefighters exposed to incidents of high-stress or trauma, this one-time add provides additional access to direct psychological services and new training opportunities for the Peer Support team. This add also enhances the department’s physical fitness program with general maintenance and replacement of fitness equipment. By providing members with functional fitness equipment and encouraging continual cardiovascular activity and strength training, firefighters will meet the physical demands of the job and reduce the potential for on and off-duty injuries.	0.00	78,400	0	78,400
Paramedic Training Catch Up  Program affected: Fire Emergency Response Services Duration: One-time Emergency medical requests for service encompass approximately 80 percent of the requests for service provided by AFR. Enhancements are needed to ensure that service delivery is consistent with best practices and the expectations of the community. This one-time add allows the department to send all EMS providers to the University of Colorado practical EMS simulation training. Historically, the department has trained six firefighters per year to become paramedics. This enhancement will allow Aurora Fire Rescue to send up to 30 members to paramedic school in 2022 utilizing a combination of a modified on-duty school schedule, an off-roster school schedule, and the pay-your-own-way reimbursement program.	0.00	700,000	0	700,000
Station Tones and Alerting System  Program affected: Fire Training Duration: One-time This amendment installs new station tone and alerting systems to five multi-company fire stations, allowing only the dispatched units to be notified of calls. Substantial research has been conducted related to the health and safety aspects of managing personnel that work extended shifts like firefighters. The research indicates that the use of technology can be used to assist with reducing stress by using a distinct station alerting system. Aurora Fire Rescue has invested in this technology and incorporated this approach into the latest three new fire station builds. This proposal involves placing this safety measure into five older fire stations.	0.00	250,000	0	250,000
<b>New Appropriation Total</b>	<b>17.00</b>	<b>5,055,600</b>	<b>0</b>	<b>5,055,600</b>
<b>General Fund Total</b>	<b>17.00</b>	<b>5,055,600</b>	<b>0</b>	<b>5,055,600</b>
<b>Amendment Request Total All Funds</b>	<b>17.00</b>	<b>5,055,600</b>	<b>0</b>	<b>5,055,600</b>

# Fire

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	59,440,671	62,019,521	62,458,706	62,541,066	72,329,087
Gifts & Grants Fund	807,092	1,645,622	955,624	1,396,062	560,450
<b>Expenditures Total</b>	<b>\$60,247,763</b>	<b>\$63,665,143</b>	<b>\$63,414,330</b>	<b>\$63,937,128</b>	<b>\$72,889,537</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	18.50	17.00	17.00	17.00	17.00
General Fund Civil FTE	419.00	424.00	424.00	424.00	441.00
Gifts & Grants Fund	1.00	1.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>438.50</b>	<b>442.00</b>	<b>442.00</b>	<b>442.00</b>	<b>459.00</b>

## 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
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<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	8,141,719	8,123,784	8,873,848	8,665,589	9,176,084
Gifts & Grants Fund	8,717	4,557	3,000	3,000	13,000
<b>Expenditures Total</b>	<b>\$8,150,436</b>	<b>\$8,128,341</b>	<b>\$8,876,848</b>	<b>\$8,668,589</b>	<b>\$9,189,084</b>

<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	5,837,626	5,728,256	6,174,229	6,142,489	6,369,943
Supplies and Services	331,803	308,797	412,088	286,202	340,871
Utilities	234,625	220,575	252,600	213,353	247,100
Interfund Charges	1,746,382	1,870,713	2,037,931	2,026,545	2,231,170
<b>Expenditures Total</b>	<b>\$8,150,436</b>	<b>\$8,128,341</b>	<b>\$8,876,848</b>	<b>\$8,668,589</b>	<b>\$9,189,084</b>

<b>STAFFING SUMMARY</b>					
General Fund	8.00	8.00	8.00	8.00	8.00
General Fund Civil FTE	15.00	13.00	12.00	12.00	12.00
<b>Staffing Total</b>	<b>23.00</b>	<b>21.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>



# Fire

## PROGRAM DETAIL

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	402,334	418,678	407,223	459,561	459,729
<b>Expenditures Total</b>	<b>\$402,334</b>	<b>\$418,678</b>	<b>\$407,223</b>	<b>\$459,561</b>	<b>\$459,729</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	392,751	413,838	399,572	453,019	452,078
Supplies and Services	9,583	4,840	7,651	6,542	7,651
<b>Expenditures Total</b>	<b>\$402,334</b>	<b>\$418,678</b>	<b>\$407,223</b>	<b>\$459,561</b>	<b>\$459,729</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund Civil FTE	3.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Annual closure rate for arson cases is the national average of 22%	34%	28%	22%	29%	22%

### 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. Installation of smoke detectors was put on hold in 2020 due to the COVID-19 pandemic.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	652,445	717,066	680,268	669,997	725,444
Gifts & Grants Fund	2,327	1,901	0	60,100	0
<b>Expenditures Total</b>	<b>\$654,772</b>	<b>\$718,967</b>	<b>\$680,268</b>	<b>\$730,097</b>	<b>\$725,444</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	601,236	674,112	646,987	630,461	676,001
Supplies and Services	47,824	40,619	29,468	89,428	49,443
Interfund Charges	5,712	4,236	3,813	10,208	0
<b>Expenditures Total</b>	<b>\$654,772</b>	<b>\$718,967</b>	<b>\$680,268</b>	<b>\$730,097</b>	<b>\$725,444</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	4.00	4.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

# Fire

## PROGRAM DETAIL

### Community Engagement

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>PERFORMANCE MEASURE SUMMARY</b>					
Install 100 smoke detectors per year	685	12	100	110	100

### 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. Participation in local and regional exercises was reduced significantly in 2020 due to the COVID-19 pandemic.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	292,601	331,023	294,867	270,576	289,769
Gifts & Grants Fund	119,601	134,780	110,256	81,725	93,576
<b>Expenditures Total</b>	<b>\$412,202</b>	<b>\$465,803</b>	<b>\$405,123</b>	<b>\$352,301</b>	<b>\$383,345</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	370,008	390,762	374,618	341,895	349,640
Allocated Expenses	0	2,428	0	-10,275	0
Supplies and Services	38,560	70,112	27,581	18,833	31,131
Interfund Charges	3,634	2,501	2,924	1,848	2,574
<b>Expenditures Total</b>	<b>\$412,202</b>	<b>\$465,803</b>	<b>\$405,123</b>	<b>\$352,301</b>	<b>\$383,345</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	1.00	1.00	1.00	1.00	1.00
Gifts & Grants Fund	1.00	1.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>PERFORMANCE MEASURE SUMMARY</b>					
OEM personnel will participate in 90% (a minimum of 400 hours) of all local and regional exercises	100%	20%	90%	90%	90%

# Fire

## PROGRAM DETAIL

### 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. At the time of the 2022 budget development 1.0 FTE was temporarily moved from Fire Emergency Response Services to Fire Training as a part of a cross-training exercise. At the September 25 Budget Workshop, Council added 17.0 FTE as detailed in the budget amendment section.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	47,604,782	50,242,471	50,060,698	49,789,558	58,522,176
Gifts & Grants Fund	676,447	1,504,384	842,368	1,251,237	453,874
<b>Expenditures Total</b>	<b>\$48,281,229</b>	<b>\$51,746,855</b>	<b>\$50,903,066</b>	<b>\$51,040,795</b>	<b>\$58,976,050</b>

<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	42,485,789	46,850,622	46,953,701	47,261,310	52,630,848
Allocated Expenses	0	-2,428	0	0	0
Supplies and Services	1,456,871	1,297,671	1,201,364	1,235,953	1,954,592
Interfund Charges	1,980,978	2,302,817	2,317,091	2,178,794	2,676,184
Capital Related	2,020,365	960,947	93,684	27,512	1,377,200
Transfers Out	337,226	337,226	337,226	337,226	337,226
<b>Expenditures Total</b>	<b>\$48,281,229</b>	<b>\$51,746,855</b>	<b>\$50,903,066</b>	<b>\$51,040,795</b>	<b>\$58,976,050</b>

<b>STAFFING SUMMARY</b>					
General Fund Civil FTE	386.00	393.00	394.00	393.00	410.00
<b>Staffing Total</b>	<b>386.00</b>	<b>393.00</b>	<b>394.00</b>	<b>393.00</b>	<b>410.00</b>

<b>PERFORMANCE MEASURE SUMMARY</b>					
90th percentile response times for first due truck company to structure fires is under 9 minutes 20 seconds	9:38	9:33	< 9:20	8:53	< 9:20
90th percentile response times for first due unit to medical emergencies is under 6 minutes 20 seconds	6:20	6:13	< 6:20	6:31	< 6:20
90th percentile response times for first due unit to structure fires is under 6 minutes 20 seconds	6:02	5:36	< 6:20	5:45	< 6:20

# Fire

## PROGRAM DETAIL

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	591,025	603,782	663,568	640,323	689,456
<b>Expenditures Total</b>	<b>\$591,025</b>	<b>\$603,782</b>	<b>\$663,568</b>	<b>\$640,323</b>	<b>\$689,456</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	545,523	565,225	628,380	601,568	652,873
Supplies and Services	17,015	16,073	14,164	14,099	14,164
Interfund Charges	28,487	22,484	21,024	24,656	22,419
<b>Expenditures Total</b>	<b>\$591,025</b>	<b>\$603,782</b>	<b>\$663,568</b>	<b>\$640,323</b>	<b>\$689,456</b>
<b><u>STAFFING SUMMARY</u></b>					
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
<b>Staffing Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Total number of fire deaths is 0	1	1	0	1	0

### Fire Training

This function provides the necessary resources, instructors 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. At the time of the 2022 budget development 1.0 FTE was temporarily moved from Fire Emergency Response Services to Fire Training as a part of a cross-training exercise.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,755,765	1,582,717	1,478,234	2,045,462	2,466,429
<b>Expenditures Total</b>	<b>\$1,755,765</b>	<b>\$1,582,717</b>	<b>\$1,478,234</b>	<b>\$2,045,462</b>	<b>\$2,466,429</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,288,831	1,263,673	1,299,508	1,458,139	1,448,394
Supplies and Services	451,099	304,898	155,953	568,736	1,003,143
Interfund Charges	15,835	14,146	22,773	18,587	14,892
<b>Expenditures Total</b>	<b>\$1,755,765</b>	<b>\$1,582,717</b>	<b>\$1,478,234</b>	<b>\$2,045,462</b>	<b>\$2,466,429</b>

# Fire

**PROGRAM DETAIL**

**Fire Training**

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	2.50	1.00	1.00	1.00	1.00
General Fund Civil FTE	9.00	9.00	9.00	10.00	10.00
<b>Staffing Total</b>	<b>11.50</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>

# General Management

## PROGRAM SUMMARY

<p><b>Independent Police Monitor</b></p> <p>\$442,779                      3 FTE</p> <p>* Monitor investigations regarding sworn personnel, making recommendations regarding findings, and public reporting on findings</p>	<p><b>Intergovernmental Relations</b></p> <p>\$295,405                      1 FTE</p> <p>*Manage federal, state, and local government affairs</p>	<p><b>Internal Audit</b></p> <p>\$520,105                      4 FTE</p> <p>*Employ leading practices in partnership with all city departments to manage risk and produce performance improvement</p>
<p><b>Office of Development Assistance</b></p> <p>\$1,216,209                      10 FTE</p> <p>*Provide assistance to developers *Manage the annexation process and the metropolitan district process</p>	<p><b>Office of Diversity, Equity and Inclusion</b></p> <p>\$643,712                      3 FTE</p> <p>*Lead efforts to enhance diversity, equity, inclusion and cultural competency in the workplace and in providing service to citizens.</p>	<p><b>Office of International and Immigrant Affairs</b></p> <p>\$522,148                      2 FTE</p> <p>*Foster relationships with Aurora's immigrant and refugee community *Liaison to Sister Cities program</p>
<p><b>Office of Process Improvement</b></p> <p>\$488,594                      4 FTE</p> <p>* Provides methods, resources, and training to optimize business processes for timeliness, code compliance, and quality.</p>	<p><b>Office of the City Clerk</b></p> <p>\$957,193                      8 FTE</p> <p>*Manage city code, charter, council agendas, and elections *Provide citywide records management services</p>	<p><b>Office of the City Manager</b></p> <p>\$1,776,765                      8 FTE</p> <p>*Provide direction and oversight of all city operations</p>
<p><b>Oil and Gas Division</b></p> <p>\$661,868                      5 FTE</p> <p>*Conduct plan review and ongoing monitoring of the oil and gas facilities within the city.</p>		

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>REGULAR - FTE</b>	84.00	37.00	38.00	38.00	48.00
<b>EXPENDITURES</b>	19,198,759	4,945,860	5,882,860	5,869,390	7,524,778

# 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; Office of Development Assistance; Office of Diversity, Equity and Inclusion; Intergovernmental Relations; Internal Audit; Office of City Clerk; Office of International and Immigrant Affairs; Office of Process Improvement, Oil and Gas Division; and Independent Police Monitor Division.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	84.00	37.00	38.00	38.00	48.00
Personal Services	8,444,576	4,305,154	4,799,402	4,638,312	6,276,605
Allocated Expenses	-419,088	0	0	0	0
Supplies and Services	7,768,427	857,449	1,015,326	1,131,261	1,079,195
Utilities	114,646	0	0	0	0
Interfund Charges	312,924	61,899	68,132	68,132	73,978
Capital Related	1,110,436	-278,642	0	31,685	95,000
Transfers Out	1,866,838	0	0	0	0
<b>Expenditures Total</b>	<b>\$19,198,759</b>	<b>\$4,945,860</b>	<b>\$5,882,860</b>	<b>\$5,869,390</b>	<b>\$7,524,778</b>

## DEPARTMENT NARRATIVE

### Budget Development for 2022

It is the responsibility of General Management to ensure that all departments operate efficiently and effectively to meet the goals established by City Council. Because of that, sometimes spending associated with citywide issues or associated with the management of departments are housed in this department. Examples include the inclusion of the Independent Police Monitor program, the Office of Diversity, Equity, and Inclusion (DEI), and the Office of Process Improvement (OPI).

### 2021 Current-Year Department Projection

On a department-wide basis, General Management is expected to end 2021 within \$13,500 (0.2 percent) of the 2021 Original Budget. Looking into the funds, the Development Review Fund is expected to be \$98,700 (9.8 percent) over the original budget due to a spring supplemental creating the Office of Process Improvement not being part of the original budget. In addition, the Gifts and Grants Fund is projected to be \$90,200 over due to unbudgeted grants being projected, requiring another supplemental. These overages are totally offset by General Fund savings of \$202,400, due mostly to vacancy savings.

### 2022 Department Budget

For 2022, General Management is expected to grow \$1.6 million (27.9 percent) compared to the 2021 Original Budget. The majority of the growth is in the General Fund, up \$1.0 million (21.6 percent) primarily due to the creation of the Police Monitor program and amendments associated with the DEI Office. The Development Review Fund will increase \$697,400 (69.2 percent) mostly due to the creation of the Office of Process Improvement noted earlier and the addition of 2.0 FTE in the Office of Development Assistance. These increases are slightly offset by a \$83,600 decrease in the Gifts and Grants Fund, associated with one-time grants not recurring.

There are \$1.4 million of amendments in General Management including a total increase of 10.0 FTE. In the General Fund, \$852,400 of amendments are presented including 5.0 FTE, the most significant of which are \$442,800 and 3.0 FTE for Police Monitors, \$101,000 for an air monitoring system in the Oil and Gas Division, \$92,800 and 1.0 FTE for a DEI Project Coordinator, and \$89,800 and 1.0 FTE for a City Clerk Analyst. In the Development Review Fund, \$504,100 of amendments are presented including 5.0 FTE.

Additional details can be found in the Budget Amendment Request Section.

# General Management

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	-13,151
Mid Year Modifications	264,379
Compensation Adjustments	-40,316
Mandated Costs	48,676
Grant / Designated Revenue Adjustments	12,300
Other Adjustments	13,552
<b>Total Base Adjustments</b>	<b>\$285,440</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
Add 1.0 FTE Analyst in the Office of Process Improvement	1.00	88,601	0	88,601
Program affected: Office of Process Improvement Duration: \$86,600 Ongoing, \$2,000 One-time This amendment will add 1.0 FTE Analyst to support the Office of Process Improvement with data collection, analysis, report writing, budget, workload forecasting, and performance measure management supplying critical data for ongoing management and operations to Public Works, Planning and Development Services, and the Office of Development Assistance. This dedicated position will utilize a suite of enterprise-wide software applications to provide support for city development staff and the development community by increasing visibility and access to data that will inform operational decisions more quickly and consistently. Additionally, this position will be a crucial member of the Accela program providing support for governance and implementation of future enhancements to the workflow software suite.				
Add Development Review Fund Staffing	2.00	187,161	0	187,161
Program affected: Various in Public Works, Planning and Development Services, General Management Duration: Various across noted departments This amendment adds staffing in the Development Review Fund across three departments. The request for additional staff is due to increased workload related to development review activity. Ongoing management of the development review processes, policies, and procedures by staff has identified the positions as critical to improve consistency, quality, timeliness, and predictability for all phases of development within the city. Public Works will add 4.0 FTE Building Inspectors, 1.0 FTE Permit Technician, 1.0 FTE Administrative Assistant, 2.0 FTE Drainage Engineers, 1.0 FTE Engineer Technician, 1.0 FTE Real Property Specialist, and 1.0 FTE Traffic Specialist. General Management will add 1.0 FTE Supervisor and 1.0 FTE Project Coordinator. Lastly, Planning and Development Services will add 1.0 FTE Project Coordinator.				
OPI Systems Governance and Cost Allocation	2.00	228,307	0	228,307
Program affected: Multiple programs in Aurora Water, General Management, and Information Technology Duration: Ongoing The city is completing the replacement of its workflow management software system. At the conclusion of this implementation, the ongoing software and program management support will be transferred to the business units. This amendment will set up the structure for the Office of Process Improvement systems governance team and allocate cost shares to the Development Review Fund and the Water funds. In setting up the office, 2.0 FTE will be reassigned to the OPI from IT and 1.0 FTE will be added to Information Technology for the ongoing program management, sustainability, and expansion of the Accela platform.				
<b>New Appropriation Total</b>	<b>5.00</b>	<b>504,069</b>	<b>0</b>	<b>504,069</b>



# General Management

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<b>Development Review Fund Total</b>	<b>5.00</b>	<b>504,069</b>	<b>0</b>	<b>504,069</b>
<u>General Fund / New Appropriation</u>				
City Clerk: Add 1.0 FTE City Clerk Analyst	1.00	89,822	0	89,822
<p>Program affected: Office of the City Clerk            Duration: \$87,800 Ongoing, \$2,000 One-time            The City Clerk is currently supports 32 Boards and Commissions with over 300 members. Currently, a temporary worker is responsible for coordinating all of these members, ensuring that compliance deadlines are met, working with City Council recording votes and attending City Council meetings. The level of responsibility that this role currently has is not appropriate for a temporary worker. Council has also requested that the Boards and Commissions application be redone and this position would be integral to this project as well as other future projects.</p>				
DEI: Add 1.0 FTE DEI Project Coordinator	1.00	92,808	0	92,808
<p>Program affected: Office of Diversity, Equity, and Inclusion            Duration: \$90,800 Ongoing, \$2,000 One-time            Under direction of the DEI Manager, this position serves as a resource and first line of support and coordination of all DEI Office efforts, programs and activities. Duties include, but are not limited to, assisting in monitoring objectives, timelines, budgets and program metrics; acting as a liaison to city budget and purchasing divisions to monitor accounts, contracts and financial reports; organizing data to highlight changes or decisions needed to keep the team on track with goals and objectives, planning and coordinating project scheduling, budgeting and technical tasks relating to projects; supporting training activities and presentations; supporting Human Relations Commission; and providing project support for community engagement programs, equity champion program and training activities.</p>				
DEI: Contracted Services - Curriculum, Training Model, and Assessment Tools	0.00	64,000	0	64,000
<p>Program affected: Office of Diversity, Equity, and Inclusion            Duration: One-time            In order to create, develop and implement a Racial Equity Plan for the City of Aurora (COA), and to build cultural competency among COA employees, a training model needs to be built to train all existing and new employees in DEI. A consultant will collaborate with the DEI Office on developing curriculum and instituting a Train the Trainer model. The assessment tools involve collaborating with a consultant on development and analysis of a qualitative assessment tool such as SWOT (strengths, weakness, opportunities and threats) to analyze each department's policies, procedures, programs and activities.</p>				
DEI: Sustainability and Equity Study	0.00	50,000	0	50,000
<p>Program affected: Office of Diversity, Equity, and Inclusion            Duration: One-time            Equity and Resiliency are both significant outcomes associated with the relatively new strategic plan. Concerning equity, Aurora's anticipated outcome is to provide equitable access to all city services and collaborate with partners to ensure access to quality housing, education, and other services to people across all social and economic backgrounds, cultures, and stages of life. Sustainability (a theme of Resiliency) is meeting the needs of the present, without compromising the ability of future generations to meet their own needs. This one-time funding will study topics regarding both of these outcomes.</p>				

# General Management

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Independent Police Monitor Division: Add 3.0 FTE Police Monitors	3.00	442,779	0	442,779
Program affected: Independent Police Monitor Division Duration: \$436,800 Ongoing, \$5,900 One-time The Police Monitor Division is a newly created division housed in General Management, comprised of 3.0 FTE. It will have several functions: monitoring investigations into complaints, officer-involved shootings, and in-custody deaths involving sworn personnel; making recommendations about the findings and discipline associated with complaints involving sworn personnel; publicly reporting on patterns of complaints, findings, and discipline; making recommendations regarding potential law enforcement, corrections, and oversight related policy issues; and engaging the community and law enforcement through outreach.				
Internal Audit: Professional Development Funding	0.00	12,000	0	12,000
Program affected: Internal Audit Duration: Ongoing This amendment will increase the training budget by \$12,000 from \$3,200 to \$15,200 to sustain skillsets and increase capacity. Each auditor needs 40 hours of annual required professional development. Some hold certifications that require taking courses in specific practice areas. These can be hard to find other than from the certificate issuing organization which can be expensive.				
Oil and Gas Division: Air Monitoring System Network	0.00	101,000	0	101,000
Program affected: Oil and Gas Division Duration: \$6,000 Ongoing, \$95,000 One-time This amendment will add funding for both one-time and ongoing costs for the design and initial implementation of air monitoring locations throughout the city. The request will provide appropriation to design and implement an air quality monitoring system which would have multiple monitoring devices operated, providing air quality measurements to citizens. The goal will be to have the data posted to the city website automatically on a routine basis. Ongoing operating costs are projected to be around \$500 per month to maintain monitor devices, collect data, and direct the data to a website.				
<b>New Appropriation Total</b>	<b>5.00</b>	<b>852,409</b>	<b>0</b>	<b>852,409</b>
<b>General Fund Total</b>	<b>5.00</b>	<b>852,409</b>	<b>0</b>	<b>852,409</b>
<b>Amendment Request Total All Funds</b>	<b>10.00</b>	<b>1,356,478</b>	<b>0</b>	<b>1,356,478</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Development Review Fund	730,964	1,000,439	1,007,385	1,106,076	1,704,803
Fleet Management Fund	10,477,207	-67,849	0	0	0
General Fund	9,030,841	3,903,502	4,769,623	4,567,222	5,797,675
Gifts & Grants Fund	61,787	109,768	105,852	196,092	22,300
Marijuana Tax Revenue Fund	-1,102,040	0	0	0	0
<b>Expenditures Total</b>	<b>\$19,198,759</b>	<b>\$4,945,860</b>	<b>\$5,882,860</b>	<b>\$5,869,390</b>	<b>\$7,524,778</b>

# General Management

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Development Review Fund	6.00	7.00	8.00	9.00	14.00
Fleet Management Fund	48.00	0.00	0.00	0.00	0.00
General Fund	30.00	30.00	30.00	29.00	34.00
<b>Staffing Total</b>	<b>84.00</b>	<b>37.00</b>	<b>38.00</b>	<b>38.00</b>	<b>48.00</b>

## PROGRAM DETAIL

### Independent Police Monitor

The Police Monitor Division is a newly created division housed in General Management, comprised of 3.0 FTE. It will have several functions: monitoring investigations into complaints, officer-involved shootings, and in-custody deaths involving sworn personnel; making recommendations about the findings and discipline associated with complaints involving sworn personnel; publicly reporting on patterns of complaints, findings, and discipline; making recommendations regarding potential law enforcement, corrections, and oversight related policy issues; and engaging the community and law enforcement through outreach.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	0	0	0	0	442,779
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$442,779</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	0	0	0	0	431,839
Supplies and Services	0	0	0	0	10,940
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$442,779</b>
<b>STAFFING SUMMARY</b>					
General Fund	0.00	0.00	0.00	0.00	3.00
<b>Staffing Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	380,578	293,928	288,149	292,606	295,405
<b>Expenditures Total</b>	<b>\$380,578</b>	<b>\$293,928</b>	<b>\$288,149</b>	<b>\$292,606</b>	<b>\$295,405</b>

# General Management

## PROGRAM DETAIL

### Intergovernmental Relations

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	188,875	95,812	95,552	100,009	102,808
Supplies and Services	191,703	198,116	192,597	192,597	192,597
<b>Expenditures Total</b>	<b>\$380,578</b>	<b>\$293,928</b>	<b>\$288,149</b>	<b>\$292,606</b>	<b>\$295,405</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	2.00	2.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	378,514	391,714	505,693	472,459	520,105
<b>Expenditures Total</b>	<b>\$378,514</b>	<b>\$391,714</b>	<b>\$505,693</b>	<b>\$472,459</b>	<b>\$520,105</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	365,217	377,425	482,733	457,749	493,245
Supplies and Services	13,297	14,289	22,960	14,710	26,860
<b>Expenditures Total</b>	<b>\$378,514</b>	<b>\$391,714</b>	<b>\$505,693</b>	<b>\$472,459</b>	<b>\$520,105</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of audits on the Audit Plan started and/or completed by the end of the year	90%	68%	80%	76%	80%

# 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. In 2022, 2.0 FTE (1.0 FTE Supervisor and 1.0 FTE Project Coordinator) has been added to this program.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Development Review Fund	730,964	980,525	1,007,385	873,924	1,216,209
<b>Expenditures Total</b>	<b>\$730,964</b>	<b>\$980,525</b>	<b>\$1,007,385</b>	<b>\$873,924</b>	<b>\$1,216,209</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	721,368	967,286	997,616	866,155	1,202,107
Supplies and Services	6,445	9,867	6,105	4,105	10,065
Interfund Charges	3,151	3,372	3,664	3,664	4,037
<b>Expenditures Total</b>	<b>\$730,964</b>	<b>\$980,525</b>	<b>\$1,007,385</b>	<b>\$873,924</b>	<b>\$1,216,209</b>
<b>STAFFING SUMMARY</b>					
Development Review Fund	6.00	7.00	8.00	8.00	10.00
<b>Staffing Total</b>	<b>6.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>10.00</b>
<b>PERFORMANCE MEASURE SUMMARY</b>					
Percentage of pre-application notes provided within established timelines	98%	100%	100%	0	0

### Office of Diversity, Equity and Inclusion

The Office of Diversity, Equity and Inclusion (DEI) is a new initiative as of January 1, 2020. The Assistant City Manager position and 2019 budget were appropriated for this program. The Community Relations Division was transferred from the Housing and Community Services Department into this program mid-year 2020 to expand its focus to all departments across the organization and throughout the city. The DEI Division leads the City of Aurora's efforts in the development and delivery of citywide diversity strategies, programs, initiatives and services that enhance equity, inclusion and cultural competence in the workplace and in providing customer service to citizens.

In 2021, 2.0 FTE were moved to Police as part of a reorganization in the Spring Supplemental. In 2022, 1.0 FTE Project Coordinator is being added.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	212,813	580,168	581,308	323,894	631,412
Gifts & Grants Fund	0	0	25,852	34,092	12,300
<b>Expenditures Total</b>	<b>\$212,813</b>	<b>\$580,168</b>	<b>\$607,160</b>	<b>\$357,986</b>	<b>\$643,712</b>

# General Management

## PROGRAM DETAIL

### Office of Diversity, Equity and Inclusion

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	209,457	498,738	509,865	240,200	441,058
Supplies and Services	3,356	81,430	97,295	117,786	202,654
<b>Expenditures Total</b>	<b>\$212,813</b>	<b>\$580,168</b>	<b>\$607,160</b>	<b>\$357,986</b>	<b>\$643,712</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	1.00	4.00	4.00	2.00	3.00
<b>Staffing Total</b>	<b>1.00</b>	<b>4.00</b>	<b>4.00</b>	<b>2.00</b>	<b>3.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Conduct 6 diversity trainings for City of Aurora Staff	3	6	6	0	0
Plan and facilitate 4 community events in response to community needs	N/A	N/A	4	0	0
Plan/facilitate 2 Responding to Aurora's Critical Topics (ReACT) events that open dialogue about community concerns	2	2	2	0	0

### Office of International and Immigrant Affairs

The Office of International and Immigrant Affairs (OIIA) is responsible for conducting various activities with an international focus. The office develops and maintains relationships between the city and Aurora's immigrant and refugee communities. The office serves as a liaison to Aurora's Sister Cities International Program and oversees international protocol-oriented activities. Also included in the OIIA budget is \$50,000 of ongoing funding for the annual Global Fest event. This funding will be redirected to the Natural Helpers Program for 2021 as the Global Fest event will not occur.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	497,009	451,551	501,644	506,188	512,148
Gifts & Grants Fund	61,787	109,768	80,000	162,000	10,000
<b>Expenditures Total</b>	<b>\$558,796</b>	<b>\$561,319</b>	<b>\$581,644</b>	<b>\$668,188</b>	<b>\$522,148</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	194,632	221,074	188,508	220,552	226,512
Supplies and Services	364,164	340,245	393,136	447,636	295,636
<b>Expenditures Total</b>	<b>\$558,796</b>	<b>\$561,319</b>	<b>\$581,644</b>	<b>\$668,188</b>	<b>\$522,148</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	2.00	2.00	2.00	2.00	2.00
<b>Staffing Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# General Management

## PROGRAM DETAIL

### Office of Process Improvement

The Office of Process Improvement provides methods, resources, and training to optimize land development business processes and strengthen the city’s strategic goals of timeliness, code compliance, and quality. Utilizing proven disciplines such as LEAN and Six Sigma, the office forms partnerships with subject matter experts to create cross-departmental functional teams that assess and implement operational improvements for internal and external customers of the city. Additionally, the office provides business governance, training, and change management for the city’s primary workflow software system (Accela) for land development, licensing, development project tracking, permitting, plan code reviews, and inspections for compliance across multiple departments.

The office was created in 2021 by reassigning 1.0 FTE from Public Works. In 2022, 2.0 FTE will be reassigned from IT and 1.0 FTE will be added in an amendment.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Development Review Fund	0	19,914	0	232,152	488,594
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$19,914</b>	<b>\$0</b>	<b>\$232,152</b>	<b>\$488,594</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	19,914	0	222,152	486,614
Supplies and Services	0	0	0	10,000	1,980
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$19,914</b>	<b>\$0</b>	<b>\$232,152</b>	<b>\$488,594</b>
<b><u>STAFFING SUMMARY</u></b>					
Development Review Fund	0.00	0.00	0.00	1.00	4.00
<b>Staffing Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>4.00</b>

### 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. In 2022, 1.0 FTE Analyst is being added.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	774,826	745,886	805,228	753,368	957,193
<b>Expenditures Total</b>	<b>\$774,826</b>	<b>\$745,886</b>	<b>\$805,228</b>	<b>\$753,368</b>	<b>\$957,193</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	544,836	534,362	573,665	487,805	702,721
Supplies and Services	213,678	194,070	212,596	246,596	233,576
Interfund Charges	16,312	17,454	18,967	18,967	20,896
<b>Expenditures Total</b>	<b>\$774,826</b>	<b>\$745,886</b>	<b>\$805,228</b>	<b>\$753,368</b>	<b>\$957,193</b>

# General Management

## PROGRAM DETAIL

### Office of the City Clerk

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
General Fund	7.00	7.00	7.00	7.00	8.00
<b>Staffing Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>

### 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, and administrative support staff.

2022 includes the addition of 1.0 FTE Special Projects Manager moved from Finance in the 2021 Spring Supplemental.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	1,636,106	1,689,248	1,538,758	1,804,008	1,776,765
<b>Expenditures Total</b>	<b>\$1,636,106</b>	<b>\$1,689,248</b>	<b>\$1,538,758</b>	<b>\$1,804,008</b>	<b>\$1,776,765</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	1,442,429	1,430,517	1,437,620	1,695,676	1,663,833
Supplies and Services	153,975	217,658	55,637	62,831	63,887
Interfund Charges	39,702	41,073	45,501	45,501	49,045
<b>Expenditures Total</b>	<b>\$1,636,106</b>	<b>\$1,689,248</b>	<b>\$1,538,758</b>	<b>\$1,804,008</b>	<b>\$1,776,765</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
General Fund	7.00	7.00	7.00	8.00	8.00
<b>Staffing Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>

### Oil and Gas Division

In 2020, the Oil and Gas Division was established to conduct plan review and ongoing monitoring of the oil and gas industry well sites and facilities within the city. The division is staffed with a manager who also acts as the city's liaison with the Colorado Oil and Gas Conservation Commission (COGCC). The four planned staff members will conduct plan reviews and construction inspections, as well as ongoing inspections, and track all required monitoring and documentation.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	0	273,591	548,843	414,699	661,868
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$273,591</b>	<b>\$548,843</b>	<b>\$414,699</b>	<b>\$661,868</b>



# General Management

## PROGRAM DETAIL

### Oil and Gas Division

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	160,026	513,843	348,014	525,868
Supplies and Services	0	113,565	35,000	35,000	41,000
Capital Related	0	0	0	31,685	95,000
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$273,591</b>	<b>\$548,843</b>	<b>\$414,699</b>	<b>\$661,868</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	0.00	5.00	5.00	5.00	5.00
<b>Staffing Total</b>	<b>0.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Percentage of planned inspections completed	N/A	N/A	100%	100%	100%
Percentage of shut-in (non-producing) wells permanently plugged	0%	11%	44%	56%	100%
Percentage of submitted permit applications approved within calendar year	N/A	N/A	75%	77%	75%

# Housing and Community Services

## PROGRAM SUMMARY

<p><b>Administration</b></p> <p>\$742,369                      6.3 FTE</p> <p>*Provides oversight, administration, and management of programs, budget, and personnel</p>	<p><b>Affordable Housing</b></p> <p>\$1,985,187                      0 FTE</p> <p>*Provides pass-through federal funds and general funds to create/retain affordable housing units in Aurora</p>	<p><b>Animal Services</b></p> <p>\$2,517,732                      26.5 FTE</p> <p>*Provides shelter, veterinary care, placement through adoption, transfer, or other means; pet licensing and education, and enforcement</p>
<p><b>Aurora Mobile Response Team</b></p> <p>\$268,042                      1 FTE</p> <p>*Provides an alternative to the traditional law enforcement response</p>	<p><b>Community Development Program Management</b></p> <p>\$1,419,834                      18.5 FTE</p> <p>*Provides oversight, administration, and management of CDBG, HOME, and ESG programs and projects</p>	<p><b>Community Engagement</b></p> <p>\$1,961,872                      9.7 FTE</p> <p>*Resource for human, community, social and cultural services</p>
<p><b>COVID-19 Relief Grants</b></p> <p>\$3,244,424                      0 FTE</p> <p>*Offset Aurora's covid-related expenses *Fund programs to provide support to residents and small businesses</p>	<p><b>Emergency Solutions Grants</b></p> <p>\$4,373,803                      0 FTE</p> <p>*Pass-through federal funds for grants to nonprofit emergency shelter and rapid rehousing /homelessness prevention providers</p>	<p><b>Home Ownership Assistance Program</b></p> <p>\$24,000                      0 FTE</p> <p>*Funding for direct financial assistance to qualified first-time homebuyers</p>
<p><b>Homelessness Initiative</b></p> <p>\$3,436,953                      2 FTE</p> <p>*Supports services along the homelessness crisis response system continuum</p>	<p><b>Neighborhood Stabilization Program</b></p> <p>\$20,000                      0 FTE</p> <p>*Funding to purchase foreclosed, vacant or abandoned residential properties for rehabilitation and sale through NSP</p>	<p><b>Neighborhood Support</b></p> <p>\$2,833,339                      25 FTE</p> <p>*Promotes a well-maintained city *Provides education and enforcement of city ordinances *Promotes community engagement</p>
<p><b>Public Service</b></p> <p>\$100,000                      0 FTE</p> <p>*Funding for partnerships with non-profits involved with varying aspects of public service</p>	<p><b>Rehabilitation</b></p> <p>\$1,300,000                      0 FTE</p> <p>*Provides a wide range of housing and commercial rehabilitation programs</p>	<p><b>Transfers and Other Requirements</b></p> <p>\$71,210                      0 FTE</p> <p>*Anticipated/unprogrammed gifts and grants to be transferred to programs *Other one-time grants or programs</p>

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>REGULAR - FTE</b>	<b>84.50</b>	<b>83.50</b>	<b>81.50</b>	<b>88.50</b>	<b>89.00</b>
<b>EXPENDITURES</b>	<b>16,543,588</b>	<b>16,288,891</b>	<b>17,611,122</b>	<b>29,524,063</b>	<b>24,298,765</b>

# Housing and Community Services

## DESCRIPTION

Housing and Community Services (formerly Neighborhood Services) consists of five divisions: Neighborhood Support (Code Enforcement), Animal Services, Community Development, Community Engagement and the Homelessness Program. The mission of the Housing and Community 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. The department provides the leadership and coordination of the multi-departmental housing strategy to assure a well-coordinated effort for a continuum of housing that meets the needs of Aurora’s residents.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	84.50	83.50	81.50	88.50	89.00
Personal Services	6,260,403	5,930,299	6,412,242	6,326,473	7,302,402
Allocated Expenses	63,123	-19,141	0	0	80,000
Supplies and Services	9,928,061	10,025,080	10,798,079	22,920,703	16,605,386
Interfund Charges	250,241	275,123	276,667	276,887	310,977
Capital Related	41,760	77,530	0	0	0
Transfers Out	0	0	124,134	0	0
<b>Expenditures Total</b>	<b>\$16,543,588</b>	<b>\$16,288,891</b>	<b>\$17,611,122</b>	<b>\$29,524,063</b>	<b>\$24,298,765</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

The 2022 budget includes funding that will allow Housing and Community Services (HCS) to enhance the services to segments of the community that have been hit particularly hard by the pandemic. The budget includes one-time funding from the American Rescue Plan Act (ARPA) to provide additional services to individuals experiencing homelessness. A portion of this funding will allow the department to develop a safe outdoor space for individuals experiencing homelessness which will provide temporary shelter while working on obtaining a permanent housing solution. Additional funding will allow for necessary safety renovations to be completed at the Aurora Day Resource Center which will allow staff to better serve cliental. Funding for these projects, and others funded by ARPA, is included in the Non-Departmental budget.

In addition to enhancing services for individuals experiencing homelessness, the 2022 budget includes funding to enhance affordable housing options in the city. One-time ARPA funding will provide affordable housing gap financing and a housing match software. The affordable housing gap financing will be leveraged to create and renovate additional affordable housing units within the city. In addition, the new software system will allow the city to streamline the process for identifying affordable housing options. Both items are critical as a significant number of Aurora residents have experienced economic hardships during the COVID-19 pandemic and the federal eviction moratorium expired in August 2021.

Finally, funding has been included to enhance internal procedures which should allow staff to better serve the community. The department received funding to cover a portion of the cost associated with 1.0 FTE Debt Financial Analyst which will assist the department with long-range capital and financial requirements associated with affordable housing. In addition, funding was included to cover the cost of encampment clean-ups which have increased in recent years.

### 2021 Current-Year Department Projection

The 2021 HCS projection is \$11.9 million (67.6 percent) higher than the 2021 Original Budget. This is primarily due to an increase of \$5.7 million (113.9 percent) in the Community Development Fund and \$3.5 million (90.5 percent) in the Gifts and Grants Fund. These increases are due primarily to one-time federal support to assist individuals negatively impacted by the COVID-19 pandemic. The addition of these grants has pushed the 2021 projection for the Community Development Fund and Gifts and Grants Fund well above the 2021 Original Budget. As a result, technical supplementals will be necessary.

The Marijuana Tax Revenue Fund projection is \$2.8 million (120.3 percent) higher than the 2021 Original Budget, primarily

# Housing and Community Services

## DEPARTMENT NARRATIVE

due to expenditures in the Youth Violence Prevention program that were originally budgeted in Non-Departmental. In addition, marijuana sales have increased significantly during the pandemic and continue to increase as the state reopens. The Homelessness and Youth Violence Prevention programs have a dedicated revenue source so as revenues increase so do expenditures. For both of these programs, the 2021 projection reflects the committed funding total. A technical supplemental will be necessary.

Finally, the General Fund projection is \$57,200 (0.9 percent) higher than the 2021 Original Budget. This is primarily based on the re-appropriation of \$1.0 million for affordable housing seed funding as part of the 2021 Spring Supplemental as this funding is not included in the 2021 Original Budget. Excluding this, the department is anticipated to be \$1.0 million below the 2021 budget with savings primarily in personal services. This is primarily due to delays in the hiring of new positions and a significant amount of turnover in multiple areas based on natural attrition and the solid job market in the Denver Metropolitan area. Additional savings are anticipated in supplies and services due primarily to savings in affordable housing. The department was unable to expend the full amount of funding that was re-appropriated as part of the spring supplemental and will request a supplemental appropriation to move this funding into 2022. The funding will not be fully expended due to an influx of COVID-related federal grant money in 2020 and 2021 and the deadlines for committing and spending those funds. The department anticipates that all remaining funds will be expended by spring of 2022.

### 2022 Department Budget

The 2022 budget for Housing and Community Services increased \$6.7 million (38.0 percent) primarily due to an increase of \$4.1 million (107.4 percent) in the Gifts and Grants Fund. This increase was primarily associated with funding received as part of the Emergency Rental Assistance program which makes funding available to assist households that are unable to pay rent or utilities. An increase of \$2.3 million (99.5 percent) in the Marijuana Tax Revenue Fund is primarily the result of the new Youth Violence Prevention program that was originally budgeted in Non-Departmental. In addition, marijuana sales have increased significantly. The Homelessness and Youth Violence Prevention programs have a dedicated revenue source so as revenues increase so does the level of funding. The majority of base adjustments are to cover the increases in the Gifts and Grants and Marijuana Tax Revenue Funds.

The General Fund budget increased \$569,400 (8.7 percent) based on funding of \$250,000 to cover the cost of encampment clean-ups and \$45,700 to cover half the cost of 1.0 FTE Debt Financial Analyst. In addition, funding has been included to cover citywide increases for pay and benefits, the restoration of the 2021 furlough reductions as well as other necessary base budget adjustments.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	-12,629
Mid Year Modifications	1,219,051
Compensation Adjustments	-11,134
Mandated Costs	43,472
Grant / Designated Revenue Adjustments	4,221,920
Other Adjustments	1,160,218
<b>Total Base Adjustments</b>	<b>\$6,620,898</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Community Development Fund / New Appropriation</u>				
Projected CDBG Program Variance	0.00	-130,013	0	-130,013

Program affected: CDBG funded programs

Duration: Ongoing

This amendment makes the necessary adjustments to the 2022 base budget in order to align the Community Development Block Grant (CDBG) program appropriation to the 2022 total anticipated funding level of \$2.9

# Housing and Community Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Community Development Fund / New Appropriation</u>				
million. This assumes a grant award equal to 2021 at \$2.8 million and \$100,000 in program revenue. Please see the detailed plan by project in Appendix 8.				
Projected HOME Program Variance	0.00	-98,926	0	-98,926
Program affected: HOME funded programs Duration: Ongoing This amendment makes the necessary adjustments to the 2022 base budget in order to align the HOME program appropriation for 2022 to the total anticipated funding level and program income for a total of \$1.8 million. This includes an anticipated grant award equal to 2020 at \$1.1 million, \$400,000 in program revenue, and \$257,600 in the General Fund match. Please see the detailed plan by project in Appendix 8.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>-228,939</b>	<b>0</b>	<b>-228,939</b>
<b>Community Development Fund Total</b>	<b>0.00</b>	<b>-228,939</b>	<b>0</b>	<b>-228,939</b>
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Debt Financial Analyst (HCS, Water)	0.50	45,684	0	45,684
Programs affected: HCS Administration, Water Financial Administration Duration: Ongoing This amendment adds 1.0 FTE Debt Financial Analyst. This new analyst will report to the Manager of Debt Management, however the FTE authorization and appropriation will be split equally by Housing and Community Services and Aurora Water. This new position will support efforts to further the city's long-term goals and capital planning for the water utility as well as support efforts related to affordable housing and economic development. In addition, the position will enhance efficiencies related to treasury and investments and aid accounting with financial reporting and audits.				
Encampment Clean-up Funding	0.00	250,000	0	250,000
Program affected: Neighborhood Support Duration: Ongoing The number of requests for services related to encampments, RV's and general unsheltered people in the city has significantly increased. In 2020, there were close to 900 encampment and RV-related Access Aurora requests and the cost for a single abatement can range anywhere from \$1,000 - \$20,000. Currently, there is no dedicated budget to cover the costs associated with encampment clean-ups. As a result, impacted departments are required to absorb the costs associated with these projects. This funding would allow the city to utilize a contractor on an ongoing basis to manage the process of encampment clean-up projects.				
<b>New Appropriation Total</b>	<b>0.50</b>	<b>295,684</b>	<b>0</b>	<b>295,684</b>
<b>General Fund Total</b>	<b>0.50</b>	<b>295,684</b>	<b>0</b>	<b>295,684</b>
<b>Amendment Request Total All Funds</b>	<b>0.50</b>	<b>66,745</b>	<b>0</b>	<b>66,745</b>

# Housing and Community Services

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Community Development Fund	5,476,782	7,248,147	4,961,147	10,612,887	4,706,221
General Fund	5,981,155	5,373,683	6,548,780	6,605,970	7,118,171
Gifts & Grants Fund	451,278	893,971	3,814,241	7,266,705	7,912,027
Marijuana Tax Revenue Fund	4,634,373	2,773,090	2,286,954	5,038,501	4,562,346
<b>Expenditures Total</b>	<b>\$16,543,588</b>	<b>\$16,288,891</b>	<b>\$17,611,122</b>	<b>\$29,524,063</b>	<b>\$24,298,765</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Community Development Fund	18.20	18.20	18.50	18.50	18.50
General Fund	65.30	64.30	63.00	64.00	64.50
Gifts & Grants Fund	1.00	1.00	0.00	0.00	0.00
Marijuana Tax Revenue Fund	0.00	0.00	0.00	6.00	6.00
<b>Staffing Total</b>	<b>84.50</b>	<b>83.50</b>	<b>81.50</b>	<b>88.50</b>	<b>89.00</b>

## PROGRAM DETAIL

### Administration

Housing and Community Services Administration provides management of the various functions including Code Enforcement, Neighborhood Engagement Coordinators, Animal Services, Community Development, Youth Violence Prevention, the Aurora Mobile Response Team and the Homelessness Program. The Administration also provides oversight to assure the progress and coordination of the city's multi-departmental Aurora Housing Strategy. Substantial time and resources are spent towards troubleshooting, managing special projects, and resolving difficult or sensitive issues.

An additional 0.5 FTE is associated with the establishment of 1.0 FTE Debt Financial Analyst that will support both Housing and Community Services and Aurora Water.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	819,904	688,267	666,180	654,129	742,369
<b>Expenditures Total</b>	<b>\$819,904</b>	<b>\$688,267</b>	<b>\$666,180</b>	<b>\$654,129</b>	<b>\$742,369</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	670,240	564,592	540,318	535,390	604,924
Supplies and Services	51,734	18,890	11,990	4,867	11,990
Interfund Charges	97,930	104,785	113,872	113,872	125,455
<b>Expenditures Total</b>	<b>\$819,904</b>	<b>\$688,267</b>	<b>\$666,180</b>	<b>\$654,129</b>	<b>\$742,369</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
General Fund	6.80	5.80	5.80	5.80	6.30
<b>Staffing Total</b>	<b>6.80</b>	<b>5.80</b>	<b>5.80</b>	<b>5.80</b>	<b>6.30</b>

# Housing and Community Services

## PROGRAM DETAIL

### Affordable Housing

The Affordable Housing Program provides oversight of the Housing Strategy implementation in addition to providing gap funding to eligible developments for the purpose of creating and/or retaining affordable housing units within the City of Aurora.

In 2022, one-time ARPA funding has been included for affordable housing gap financing and a housing match software. This funding has been budgeted in Non-Departmental.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	414,178	700,000	1,825,685	1,734,556	1,885,187
General Fund	0	52,922	100,000	590,000	100,000
Marijuana Tax Revenue Fund	0	300,000	0	0	0
<b>Expenditures Total</b>	<b>\$414,178</b>	<b>\$1,052,922</b>	<b>\$1,925,685</b>	<b>\$2,324,556</b>	<b>\$1,985,187</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	414,178	1,052,922	1,925,685	2,324,556	1,985,187
<b>Expenditures Total</b>	<b>\$414,178</b>	<b>\$1,052,922</b>	<b>\$1,925,685</b>	<b>\$2,324,556</b>	<b>\$1,985,187</b>

### 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. 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

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,902,533	1,700,524	2,264,776	2,043,375	2,316,732
Gifts & Grants Fund	92,792	122,193	325,134	14,668	201,000
<b>Expenditures Total</b>	<b>\$1,995,325</b>	<b>\$1,822,717</b>	<b>\$2,589,910</b>	<b>\$2,058,043</b>	<b>\$2,517,732</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,665,014	1,586,741	1,998,777	1,795,315	2,048,932
Allocated Expenses	0	-659	0	0	0
Supplies and Services	250,074	195,400	430,123	218,965	420,158
Interfund Charges	44,381	41,235	36,876	43,763	48,642
Capital Related	35,856	0	0	0	0
Transfers Out	0	0	124,134	0	0
<b>Expenditures Total</b>	<b>\$1,995,325</b>	<b>\$1,822,717</b>	<b>\$2,589,910</b>	<b>\$2,058,043</b>	<b>\$2,517,732</b>

# Housing and Community Services

## PROGRAM DETAIL

### Animal Services

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	26.50	27.50	26.50	26.50	26.50
Gifts & Grants Fund	1.00	1.00	0.00	0.00	0.00
<b>Staffing Total</b>	<b>27.50</b>	<b>28.50</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Maintain 400 off-site/satellite facility adoptions annually	596	327	400	400	400
Maintain a cat length of stay of 21 days or less	17	15	21	12	21
Maintain a dog length of stay of 14 days or less	12	12	14	12	14
Maintain a save rate of 85% or higher	90%	94%	85%	95%	85%
Provide information, outreach, and education about Aurora Animal Services programs and services and provide humane education at community meetings and on tours	174	121	120	120	120
Response time to priority one calls is under 30 minutes for 85% of all events	85%	88%	85%	90%	85%

### Aurora Mobile Response Team

This program will continue efforts to develop and implement an alternative response to low risk, low acuity situations where law enforcement is not required. The team includes a program manager, mental health worker and an EMT. The pilot program is operating in NW Aurora.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	0	0	265,000	235,471	268,042
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$265,000</b>	<b>\$235,471</b>	<b>\$268,042</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	0	105,000	55,471	108,042
Supplies and Services	0	0	160,000	180,000	160,000
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$265,000</b>	<b>\$235,471</b>	<b>\$268,042</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	0.00	0.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



# Housing and Community Services

## PROGRAM DETAIL

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	1,153,674	1,281,286	1,315,462	1,270,904	1,401,034
Gifts & Grants Fund	21,733	15,378	18,801	34,494	18,800
<b>Expenditures Total</b>	<b>\$1,175,407</b>	<b>\$1,296,664</b>	<b>\$1,334,263</b>	<b>\$1,305,398</b>	<b>\$1,419,834</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,478,872	1,527,380	1,271,387	1,418,329	1,366,244
Allocated Expenses	63,123	-18,482	0	-336,977	0
Supplies and Services	-411,186	-260,622	10,000	175,492	1,017
Interfund Charges	44,598	48,388	52,876	48,554	52,573
<b>Expenditures Total</b>	<b>\$1,175,407</b>	<b>\$1,296,664</b>	<b>\$1,334,263</b>	<b>\$1,305,398</b>	<b>\$1,419,834</b>
<b><u>STAFFING SUMMARY</u></b>					
Community Development Fund	18.20	18.20	18.50	18.50	18.50
<b>Staffing Total</b>	<b>18.20</b>	<b>18.20</b>	<b>18.50</b>	<b>18.50</b>	<b>18.50</b>

### Community Engagement

The Community Engagement Division is responsible for developing an organizational framework and programs that support long-lasting relationships between the community and the city to cultivate trust and encourage vibrant civic participation. The Neighborhood Engagement Coordinators (formerly Neighborhood Liaisons) serve as a bridge between the city, residents, developers, and community partners on a variety of engagement projects and address topics affecting quality of life. Additionally, they develop and administer a portfolio of neighborhood engagement programs to provide resources and capacity-building opportunities to neighborhood groups. The Community Engagement Division also oversees the Youth Violence Prevention program; funding for that program comes from the Marijuana Tax Revenue Fund.

With the 2021 Spring Supplemental, 7.0 FTE positions were added. Of this total, 1.0 FTE is a Neighborhood Engagement Coordinator and 6.0 FTE are positions in Youth Violence Prevention.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	430,609	166,670	326,580	286,903	436,782
Marijuana Tax Revenue Fund	0	0	0	1,911,713	1,525,090
<b>Expenditures Total</b>	<b>\$430,609</b>	<b>\$166,670</b>	<b>\$326,580</b>	<b>\$2,198,616</b>	<b>\$1,961,872</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	347,203	165,995	242,602	307,457	839,353
Supplies and Services	83,406	675	83,978	1,891,159	1,122,519
<b>Expenditures Total</b>	<b>\$430,609</b>	<b>\$166,670</b>	<b>\$326,580</b>	<b>\$2,198,616</b>	<b>\$1,961,872</b>

# Housing and Community Services

## PROGRAM DETAIL

### Community Engagement

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	3.00	2.70	3.70	3.70
Marijuana Tax Revenue Fund	0.00	0.00	0.00	6.00	6.00
<b>Staffing Total</b>	<b>4.00</b>	<b>3.00</b>	<b>2.70</b>	<b>9.70</b>	<b>9.70</b>

### COVID-19 Relief Grants

Many of the city's activities in responding to the COVID-19 outbreak were subject to reimbursement through the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act. The city received CARES funds as a passthrough from Adams and Arapahoe counties. The passthrough funds have been used to provide small business and rental assistance, city personnel costs and personal protective equipment (PPE), improving the safety of city facilities and transitioning to a digital service model.

Several city departments also received grants stemming from the CARES Act. The Community Development Block Grant (CDBG) and Emergency Solutions Grants (ESG) programs were both supplemented using one-time funds from the CARES Act. Additional smaller CARES grants have been used to promote social distancing, purchasing PPE, and hire Public Defender personnel.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	0	1,729,114	0	1,752,084	0
Gifts & Grants Fund	0	10,907	3,164,424	3,195,924	3,244,424
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$1,740,021</b>	<b>\$3,164,424</b>	<b>\$4,948,008</b>	<b>\$3,244,424</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	10,907	0	84,805	0
Allocated Expenses	0	0	115,000	451,977	195,000
Supplies and Services	0	1,729,114	3,049,424	4,411,226	3,049,424
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$1,740,021</b>	<b>\$3,164,424</b>	<b>\$4,948,008</b>	<b>\$3,244,424</b>

# Housing and Community Services

## PROGRAM DETAIL

### Emergency Solutions Grants

The Emergency Solutions Grant (ESG) Program provides federal funding to non-profit Emergency Shelter Sub-recipients in Aurora. It also allocates funds to nonprofit agencies to provide Rapid Re-Housing funds to either place homeless persons into housing or Homelessness Prevention funds to prevent households from becoming homeless during a crisis.

The increases in the 2021 projection and 2022 budget are primarily associated with the department receiving one-time emergency rental assistance.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	298,421	700,957	231,882	3,947,310	4,373,803
<b>Expenditures Total</b>	<b>\$298,421</b>	<b>\$700,957</b>	<b>\$231,882</b>	<b>\$3,947,310</b>	<b>\$4,373,803</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	0	0	5,050	0
Supplies and Services	298,421	623,427	231,882	3,942,260	4,373,803
Capital Related	0	77,530	0	0	0
<b>Expenditures Total</b>	<b>\$298,421</b>	<b>\$700,957</b>	<b>\$231,882</b>	<b>\$3,947,310</b>	<b>\$4,373,803</b>

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	0	-200,916	0	0	0
Gifts & Grants Fund	33,371	33,531	24,000	24,309	24,000
<b>Expenditures Total</b>	<b>\$33,371</b>	<b>(\$167,385)</b>	<b>\$24,000</b>	<b>\$24,309</b>	<b>\$24,000</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	32,742	30,023	0	9,274	0
Supplies and Services	629	-197,408	24,000	15,035	24,000
<b>Expenditures Total</b>	<b>\$33,371</b>	<b>(\$167,385)</b>	<b>\$24,000</b>	<b>\$24,309</b>	<b>\$24,000</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Provide down payment and/or closing cost assistance to first-time homebuyers	2	0	2	3	3

# Housing and Community Services

## PROGRAM DETAIL

### Homelessness Initiative

The Homelessness Initiative Program provides capacity building, training, partner coordination and funding to address the needs of Aurora's unhoused and housing insecure community. The program supports services along the homelessness crisis response system continuum, from prevention to shelter and rapid rehousing. Additionally, the Homelessness Initiative 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 and the Marijuana Tax Revenue Fund. City Council's dedication of 2.0 percent of the city's special sales tax rate on retail marijuana has created an ongoing funding source for homelessness assistance in Aurora.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	-868	0	0	0	0
General Fund	501,048	467,991	424,776	378,735	399,697
Marijuana Tax Revenue Fund	4,634,373	2,473,090	2,286,954	3,126,788	3,037,256
<b>Expenditures Total</b>	<b>\$5,134,553</b>	<b>\$2,941,081</b>	<b>\$2,711,730</b>	<b>\$3,505,523</b>	<b>\$3,436,953</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	192,005	160,391	227,976	181,935	202,897
Allocated Expenses	0	0	-115,000	-115,000	-115,000
Supplies and Services	4,942,548	2,780,690	2,598,754	3,438,588	3,349,056
<b>Expenditures Total</b>	<b>\$5,134,553</b>	<b>\$2,941,081</b>	<b>\$2,711,730</b>	<b>\$3,505,523</b>	<b>\$3,436,953</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	1.00	2.00	2.00	2.00	2.00
<b>Staffing Total</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Homelessness Outreach Team responds in the field to Access Aurora/Public Staff requests for homelessness services within 3 working days of initial report 85% of the time	N/A	N/A	85%	85%	85%

# Housing and Community 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). Grant funds were used 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 continues to receive 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	7,154	6,739	20,000	10,000	20,000
<b>Expenditures Total</b>	<b>\$7,154</b>	<b>\$6,739</b>	<b>\$20,000</b>	<b>\$10,000</b>	<b>\$20,000</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	7,154	6,739	20,000	10,000	20,000
<b>Expenditures Total</b>	<b>\$7,154</b>	<b>\$6,739</b>	<b>\$20,000</b>	<b>\$10,000</b>	<b>\$20,000</b>

### Neighborhood Support

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, enforcement on 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 2022, the Neighborhood Engagement program was transferred to the newly established Community Engagement program. The new program includes the Neighborhood Liaison program and the Youth Violence Program, resulting in efficiencies that will allow the department to better serve the community.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	2,162,859	2,278,022	2,480,258	2,402,665	2,833,339
<b>Expenditures Total</b>	<b>\$2,162,859</b>	<b>\$2,278,022</b>	<b>\$2,480,258</b>	<b>\$2,402,665</b>	<b>\$2,833,339</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,767,537	1,884,270	2,026,182	1,933,447	2,132,010
Supplies and Services	331,990	313,037	381,033	398,520	617,022
Interfund Charges	63,332	80,715	73,043	70,698	84,307
<b>Expenditures Total</b>	<b>\$2,162,859</b>	<b>\$2,278,022</b>	<b>\$2,480,258</b>	<b>\$2,402,665</b>	<b>\$2,833,339</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	26.00	26.00	25.00	25.00	25.00
<b>Staffing Total</b>	<b>26.00</b>	<b>26.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>

# Housing and Community Services

## PROGRAM DETAIL

### Neighborhood Support

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>PERFORMANCE MEASURE SUMMARY</b>					
95% of graffiti calls handled within two calendar days	80%	81%	95%	83%	95%
Maintain a voluntary compliance rate of 95%	92%	95%	95%	90%	95%
Maintain the violation rate generated by proactive inspections at greater than 55% (Nov thru Mar) and greater than 60% (Apr thru Oct)	57.0%	60.0%	57.5%	62.5%	57.5%
Present information and provide outreach and education about neighborhood programs and resources at neighborhood and community meetings and on tours (120 annually)	305	78	120	95	120
Respond to complaints within 48 hours 90% of time	87%	87%	90%	82%	90%

### Public Facilities

Community Development Block Grant funds have been used for the North West Alley Paving program, acquisition, construction, reconstruction, rehabilitation, and installation of public facilities and improvements that are eligible activities. Parks and recreational facilities are also public facilities as are buildings owned by non-profit organizations that serve the public. There is no 2022 budget as the North West Alley Paving program will be funded in Public Works moving forward.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Community Development Fund	344,735	371,345	400,000	295,631	0
<b>Expenditures Total</b>	<b>\$344,735</b>	<b>\$371,345</b>	<b>\$400,000</b>	<b>\$295,631</b>	<b>\$0</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Supplies and Services	344,735	371,345	400,000	295,631	0
<b>Expenditures Total</b>	<b>\$344,735</b>	<b>\$371,345</b>	<b>\$400,000</b>	<b>\$295,631</b>	<b>\$0</b>

### Public Service

This program may include a range of activities that partner non-profits carry out such as services for homeless persons, services for seniors, fair housing activities, employment services and recreational services.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Community Development Fund	49,500	79,000	100,000	100,000	100,000
<b>Expenditures Total</b>	<b>\$49,500</b>	<b>\$79,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>

# Housing and Community Services

## PROGRAM DETAIL

### Public Service

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	49,500	79,000	100,000	100,000	100,000
<b>Expenditures Total</b>	<b>\$49,500</b>	<b>\$79,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>

### Rehabilitation

The Rehabilitation Program funds grants and deferred payment loans for rehabilitation programs including the Emergency Home Repair Grant Program, the Minor Home Repair Grant Program, the Home Repair Loan Program, and Storefront Renovations.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	2,430,070	536,454	1,300,000	1,300,000	1,300,000
<b>Expenditures Total</b>	<b>\$2,430,070</b>	<b>\$536,454</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	2,430,070	536,454	1,300,000	1,300,000	1,300,000
<b>Expenditures Total</b>	<b>\$2,430,070</b>	<b>\$536,454</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>	<b>\$1,300,000</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
95% customer satisfaction scores for city employees dealing with home rehabilitations	97%	50%	95%	95%	95%
Complete the target number of rehabilitation projects	55	14	45	65	65

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	1,078,339	2,745,125	0	4,149,712	0
General Fund	20,281	19,287	21,210	14,692	21,210
Gifts & Grants Fund	0	0	50,000	50,000	50,000
<b>Expenditures Total</b>	<b>\$1,098,620</b>	<b>\$2,764,412</b>	<b>\$71,210</b>	<b>\$4,214,404</b>	<b>\$71,210</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	1,092,716	2,764,412	71,210	4,214,404	71,210
Capital Related	5,904	0	0	0	0
<b>Expenditures Total</b>	<b>\$1,098,620</b>	<b>\$2,764,412</b>	<b>\$71,210</b>	<b>\$4,214,404</b>	<b>\$71,210</b>

# Human Resources

**PROGRAM SUMMARY**

<b>Administration</b>	<b>Human Resources Operations</b>	<b>Risk Management</b>
\$601,629                      4 FTE	\$3,334,415                      24.5 FTE	\$14,427,108                      10 FTE
*Central Human Resources administration and special projects	*Recruitment, hiring, salary and benefit administration; citizen volunteer services; employee relations, training, and wellness	*Administer general liability claims and workers' compensation claims, employee safety program, and occupational health services

**DEPARTMENT SUMMARY**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Original</b>	<b>2021 Projection</b>	<b>2022 Adopted</b>
<b>REGULAR - FTE</b>	<b>29.50</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>38.50</b>
<b>EXPENDITURES</b>	<b>12,505,056</b>	<b>14,785,421</b>	<b>15,929,861</b>	<b>17,475,852</b>	<b>18,363,152</b>



# Human Resources

## DESCRIPTION

The Human Resources Department provides overall management, organization, and control for Human Resources (HR) and Risk Management. The HR function supports the city’s workforce management through the following operations: employee relations; recruiting, hiring and onboarding employees; Aurora Learn (employee training and development); benefits and leave of absence; compensation and classification; HR information systems (HRIS); 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	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	29.50	31.00	31.00	31.00	38.50
Personal Services	2,841,745	3,169,877	3,372,371	3,585,091	4,197,333
Supplies and Services	9,574,575	11,512,002	12,447,152	13,737,723	14,045,000
Interfund Charges	88,736	94,816	103,038	103,038	113,519
Capital Related	0	8,726	7,300	50,000	7,300
<b>Expenditures Total</b>	<b>\$12,505,056</b>	<b>\$14,785,421</b>	<b>\$15,929,861</b>	<b>\$17,475,852</b>	<b>\$18,363,152</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

COVID-19 response and support continues to be a priority for Human Resources. The impact of the pandemic with continual positive COVID-19 cases, changing federal, state and local regulations, and workforce management resulted in work allocation focused on mitigation and recovery through the year. There has been increased need to support city departments and their operational needs.

Human Resources (HR) devoted a good part of the year to developing, facilitating and implementing a new compensation and classification structure for the city. Ensuring compliance with the Equal Pay for Equal Work Act of Colorado, the new compensation structure impacts the entire organization. The focus was to create a custom structure supporting the attraction and retention of employees. The new structure is market-based with each unique city position having its own average market value and pay range. This will result in adjustments to employee base-pay impacting approximately 800 employees.

Related to the new compensation and classification structure, HR is developing a formal performance management system focused on supporting employee’s work expectation, coaching, development, training, recognition, accountability, performance evaluations, annual pay increases, performance plans, discipline and separation processes. This is another large citywide initiative impacting all departments, operations and employees.

The city completed the bidding and selection of a new Enterprise Resource Planning (ERP) system. As a result of this major initiative, the city received approval for twenty full-time positions, including five within the HR Department. The five new positions constitute a new division called Human Resources Information System (HRIS). This division’s primary responsibility will be to manage a major part of the ERP called the Human Capital Management (HCM) system. The HRIS Division will play a key role in the implementation and conversion to the new ERP/HCM system.

The Risk Management division is working on developing a formal Safety Management System focused on moving the city from a reactive safety culture to a predictive safety culture. This initiative will result in a holistic approach that includes creating a formal safety program, safety training, policy implementation, on-site safety audits, safety performance metrics and employee engagement. The 2022 budget includes an amendment to add 1.0 FTE Safety Specialist who will be an important part of implementing this culture change.

In 2022, the Human Resources Department will continue to support operations in all employee-related activities and workforce management. 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.

# Human Resources

## DEPARTMENT NARRATIVE

The long-term HR strategic plan is to evaluate and develop custom best practice policies, procedures and administration of all HR programs with the goal of complete integration to support the city’s operational and service delivery needs.

### 2021 Current-Year Department Projection

Human Resources is projected to end the year \$1.5 million (9.7 percent) over the 2021 Original Budget. Of this, \$1.3 million is in the Risk Fund for higher-than-expected liability claims and insurance premiums which will have an ongoing impact. This overage will require supplemental budget once final expenditures are determined. For details regarding the Risk Fund, see the fund summary in Section E of this document. The vast majority of the remaining variance is in the General Fund at \$247,200 and is the net of several things going on in the department, but it can primarily be explained by two factors. The first is that Council and City Management reduced the number of actual furlough days in 2021 to two instead of the five that were assumed in the original budget, adding the additional pay to department expenditures. Citywide supplemental appropriations may be required to cover the reduction in furlough days. The second factor is associated with the formation of a new Human Resources Information Systems (HRIS) Division in HR. The department has long believed it needed more data-specialized staff. With the decision to purchase and implement a new Enterprise Resource Planning (ERP) system by 2023, this need became even more of a necessity. In preparation to meet ERP project conversion milestones, 5.0 FTE will be hired in 2021. Since the new staff were not included in the 2021 Original Budget, it is expected that the department will need to request supplemental budget to cover these additional costs. The projection assumes a portion of the total additional costs are offset by vacancy savings and other operational savings.

### 2022 Department Budget

The 2022 budget for Human Resources is \$2.4 million (15.3 percent) higher than the 2021 Original Budget. There are several factors impacting the department for 2022, evidenced by several amendments totaling \$812,500 included in the budget and base budget adjustments totaling \$1.6 million to include citywide increases for pay and benefits and the restoration of the 2021 furlough reductions to base pay. Appropriations for Human Resources exist in primarily two city funds, the Risk Fund at \$14.8 million in 2022 and the General Fund at \$3.6 million.

The Risk Fund budget for 2022 is \$1.6 million (11.8 percent) higher than the 2021 budget. There are three amendments impacting this fund for a net increase of \$65,600, but the majority of the increase is in base adjustments totaling \$1.5 million, primarily for the increase in liability claims and insurance premiums noted in the 2021 projection discussion. The amendments add 1.0 FTE Safety Specialist and one-time funds for fitness equipment replacements. These two requests are offset by a lapse of funding resulting from the closure of the Kaiser Clinic.

The General Fund budget for 2022 is \$873,000 (32.3 percent) higher than the 2021 budget. Amendments totaling \$746,800 account for 86 percent of the increase while the base adjustments for citywide pay and benefits, the furlough restoration, as well as adjustments to funding for contractual agreements accounts for the remainder. The following Budget Amendment Request section has additional detail on all the HR amendments. General Fund highlights include \$513,100 to fund the additional 5.0 FTE added in 2021 for the creation of the HRIS division and the addition of 1.5 FTE to convert an existing temporary Administrative Assistant to a full-time FTE and to increase a part-time HR Training Analyst position to full-time, offset by savings reflected in the Risk Fund expenditures and allocation to the General Fund. Also included are amendments totaling \$90,000 for restoration of funding for programs impacted by the 2021 budget cuts such as ARISE, CORE 4 Training, and the Summer Splash event.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	4,413
Mid Year Modifications	4,943
Compensation Adjustments	44,763
Mandated Costs	1,569,717
Other Adjustments	-3,000
<b>Total Base Adjustments</b>	<b>\$1,620,836</b>

# Human Resources

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Convert Existing HR Storage Spaces into Office and Conference Room	0.00	50,000	0	50,000
Program affected: Human Resources Operations Duration: One-time This amendment provides one-time funding to remodel existing HR space to accommodate additional staffing and conference space needs. By digitizing all employee personnel files, two of three storage spaces are no longer needed. HR will partner with Facilities Management to convert one of the three storage spaces into a hotel cubicle while the second will be converted into a small conference room.				
Enterprise Resource Planning - Add Personnel and Other Ongoing Costs	5.00	513,093	0	513,093
Program affected: Various in Finance, Human Resources, Information Technology Duration: Ongoing Enterprise Resource Planning (ERP) is a system of integrated software applications that standardizes, streamlines and integrates business processes across finance, human resources, and procurement. One-time funds of \$12 million were transferred from the General Fund to the Capital Projects Fund to purchase the system. This amendment, which includes 7.0 FTE in Finance, 5.0 FTE in Human Resources, and 8.0 FTE in Information Technology, will cover the ongoing needs associated with creating and running the new system.				
eSOPH Background Screening Tool	0.00	10,515	0	10,515
Program affected: Human Resources Operations Duration: Ongoing This amendment will provide appropriation to purchase the eSoph Background Investigations Tool to provide more robust background screening for the city's investigators. The platform will continue to move the City into a digital footprint, allowing investigators 24/7 access and improved data storage capabilities.				
HR Reorganization: Add 1.5 FTE Offset by Repurposing of Kaiser Clinic for Employee Wellness	1.50	83,212	0	83,212
Program affected: Multiple Duration: \$0 Net Ongoing This amendment will add 1.5 FTE to the General Fund to convert a part-time HR Training Analyst and a temporary Administrative Assistant to full-time positions. Both conversions will be funded by cost savings associated with permanently closing the Kaiser Clinic (Risk Fund) in the Aurora Municipal Center due to low utilization. The cost savings reduce the Risk Fund allocation shown in Non-Departmental. It is recommended that this space remain dedicated to serve employee wellness in a way yet to be determined.				
Restore ARISE Program	0.00	50,000	0	50,000
Program affected: Human Resources Operations Duration: Ongoing This amendment will provide appropriation to restore all ARISE programs to standard programming and allow for the launch of the ARISE Altitude program. This budget was reduced significantly in 2021 making it very difficult to provide the appropriate level of curriculum and engagement. The launch of the Altitude program will allow for the next level of curriculum, in leadership development, to include presentation skills, budgeting, customer service, time management and more.				

# Human Resources

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Restore CORE 4 Training  Program affected: Human Resources Operations Duration: Ongoing This amendment will provide appropriation to restore the CORE 4 Training funding to allow for standard programming for the Fall and Spring Leadership Forums. This budget was reduced significantly in 2021, making it very difficult to provide an appropriate level of content for each forum.	0.00	20,000	0	20,000
Restore Summer Splash  Program affected: Human Resources Operations Duration: Ongoing This amendment will provide appropriation to restore funding for employee appreciation events to the 2020 level. This would allow for the return of the Summer Splash event hosted at the Aurora Reservoir as well as other small events throughout the year across various city locations. These events have a history of being very well attended.	0.00	20,000	0	20,000
<b>New Appropriation Total</b>	<b>6.50</b>	<b>746,820</b>	<b>0</b>	<b>746,820</b>
<b>General Fund Total</b>	<b>6.50</b>	<b>746,820</b>	<b>0</b>	<b>746,820</b>
<u>Risk Management Fund / New Appropriation</u>				
Add 1.0 FTE Safety Specialist  Program affected: Risk Management Duration: \$97,000 Ongoing, \$1,800 One-time This amendment adds an additional safety person to proactively address injuries and accidents through a holistic approach including safety training, policy implementation, on-site safety audits, safety performance metrics and employee engagement. This FTE will assist Risk Management in reducing the frequency and severity of workers' compensation, auto liability and general liability claims. This will be a step towards addressing recommendations from the 2020-2021 Safety Management System Gap Analysis completed in March 2021.	1.00	98,847	0	98,847
Fitness Equipment Replacement for the Peak Wellness Center  Program affected: Risk Management Duration: One-time This amendment provides a one-time appropriation to replace aging equipment in the Peak Wellness Center. This exercise center is a valuable resource available for all benefit-eligible employees and retirees to improve their physical and mental well-being.	0.00	50,000	0	50,000
HR Reorganization: Add 1.5 FTE Offset by Repurposing of Kaiser Clinic for Employee Wellness  Program affected: Multiple Duration: \$0 Net Ongoing This amendment will add 1.5 FTE to the General Fund to convert a part-time HR Training Analyst and a temporary Administrative Assistant to full-time positions. Both conversions will be funded by cost savings associated with permanently closing the Kaiser Clinic (Risk Fund) in the Aurora Municipal Center due to low utilization. The cost savings reduce the Risk Fund allocation shown in Non-Departmental. It is recommended that this space remain dedicated to serve employee wellness in a way yet to be determined.	0.00	-83,212	-83,212	0
<b>New Appropriation Total</b>	<b>1.00</b>	<b>65,635</b>	<b>-83,212</b>	<b>148,847</b>
<b>Risk Management Fund Total</b>	<b>1.00</b>	<b>65,635</b>	<b>-83,212</b>	<b>148,847</b>
<b>Amendment Request Total All Funds</b>	<b>7.50</b>	<b>812,455</b>	<b>-83,212</b>	<b>895,667</b>

# Human Resources

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Designated Revenues Fund	17,667	0	0	0	0
General Fund	2,306,129	2,564,368	2,703,030	2,950,243	3,575,987
Gifts & Grants Fund	0	0	0	1,294	1,294
Risk Management Fund	10,181,260	12,221,053	13,226,831	14,524,315	14,785,871
<b>Expenditures Total</b>	<b>\$12,505,056</b>	<b>\$14,785,421</b>	<b>\$15,929,861</b>	<b>\$17,475,852</b>	<b>\$18,363,152</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	19.50	21.00	21.00	21.00	27.50
Risk Management Fund	10.00	10.00	10.00	10.00	11.00
<b>Staffing Total</b>	<b>29.50</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>38.50</b>

## PROGRAM DETAIL

### Administration

HR Administration, provides oversight of HR operations, Risk Management, collective bargaining agreement (CBA) negotiations, strategic planning and general support to all city departments.

Historically, this program has included only 1.0 FTE, the HR Director. In 2022, the Deputy HR Director and the Project Specialist positions totaling 2.0 FTE will be moved from the Operations program to this program to more accurately reflect the Administration team. Also, 1.0 FTE Administrative Specialist is requested in an amendment adding the 4th FTE in this program.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	371,152	308,642	319,792	271,007	601,629
<b>Expenditures Total</b>	<b>\$371,152</b>	<b>\$308,642</b>	<b>\$319,792</b>	<b>\$271,007</b>	<b>\$601,629</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	218,301	224,388	226,115	178,914	498,662
Supplies and Services	74,273	214	2,349	765	2,349
Interfund Charges	78,578	84,040	91,328	91,328	100,618
<b>Expenditures Total</b>	<b>\$371,152</b>	<b>\$308,642</b>	<b>\$319,792</b>	<b>\$271,007</b>	<b>\$601,629</b>
<b>STAFFING SUMMARY</b>					
General Fund	1.00	1.00	1.00	1.00	4.00
<b>Staffing Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>4.00</b>

# Human Resources

**PROGRAM DETAIL**

## Human Resources Operations

This program is composed of several human resources functions. HR Operations provides support in the planning, implementation, support, and management of the city’s workforce. This includes the following key HR operations: Talent Acquisition, responsible for the recruitment, hiring, and onboarding, of employees; Benefits, including leave of absence and wellness administration; Compensation and Classification, responsible for the city’s pay program; Aurora Learn, supporting the training and development of employees as well as the volunteer services and employee outreach and engagement programs; HR Information Systems, responsible for the management of the city’s Human Capital Management (HCM) system, employee records, and reporting and analysis; Employee Relations, responsible for investigating employee claims of discrimination, harassment, sexual harassment, and policy violations in the workplace, administration of the Police Independent Review Board and providing preventative training; and Employee Wellness, which coordinates various initiatives designed to manage claims and improve the overall health of the city's workforce.

In 2022, the Deputy HR Director and the Project Specialist positions totaling 2.0 FTE will be moved from the Operations program to the Administration program. HR is requesting to add 5.5 FTE in the amendments for 2022 for a net increase of 3.5 FTE in Operations.

In addition to the change brought about by the COVID-19 pandemic, the Human Resources Department has undergone significant changes in the last year. These changes include a department re-organization, a new department director, and the creation of a new division. As a result of these changes, the Human Resources Operations performance measures are currently being revised and will not be included in the 2022 Adopted Budget. The Human Resources Department is currently working with City Management on a variety of goals related to recruiting and managing vacancies in the city’s workforce, complying with State and Federal employment laws and well as related City policy, and providing quality and responsive city services related to performance management, benefits, compensation, and training. The Department anticipates having measurable goals included in the 2023 budget for the Human Resources Operations program.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	17,667	0	0	0	0
General Fund	1,934,977	2,255,726	2,383,238	2,679,236	2,974,358
Gifts & Grants Fund	0	0	0	1,294	1,294
Risk Management Fund	312,462	273,575	385,671	253,445	358,763
<b>Expenditures Total</b>	<b>\$2,265,106</b>	<b>\$2,529,301</b>	<b>\$2,768,909</b>	<b>\$2,933,975</b>	<b>\$3,334,415</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,742,152	2,075,572	2,163,566	2,481,181	2,572,426
Supplies and Services	522,954	453,729	605,343	452,794	761,989
<b>Expenditures Total</b>	<b>\$2,265,106</b>	<b>\$2,529,301</b>	<b>\$2,768,909</b>	<b>\$2,933,975</b>	<b>\$3,334,415</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	18.50	20.00	20.00	20.00	23.50
Risk Management Fund	1.00	1.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>19.50</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>24.50</b>

# Human Resources

## PROGRAM DETAIL

### 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, 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.

The increase in the 2022 budget reflects higher-than-expected liability claims and insurance premiums as well as amendments totaling 65,600. The amendments include a request to add 1.0 FTE Safety Specialist bringing the total program FTE up to 10.0.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Risk Management Fund	9,868,798	11,947,478	12,841,160	14,270,870	14,427,108
<b>Expenditures Total</b>	<b>\$9,868,798</b>	<b>\$11,947,478</b>	<b>\$12,841,160</b>	<b>\$14,270,870</b>	<b>\$14,427,108</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	881,292	869,917	982,690	924,996	1,126,245
Supplies and Services	8,977,348	11,058,059	11,839,460	13,284,164	13,280,662
Interfund Charges	10,158	10,776	11,710	11,710	12,901
Capital Related	0	8,726	7,300	50,000	7,300
<b>Expenditures Total</b>	<b>\$9,868,798</b>	<b>\$11,947,478</b>	<b>\$12,841,160</b>	<b>\$14,270,870</b>	<b>\$14,427,108</b>
<b><u>STAFFING SUMMARY</u></b>					
Risk Management Fund	9.00	9.00	9.00	9.00	10.00
<b>Staffing Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer Satisfaction Surveys of worker's compensation customers will exceed 3.5, on a satisfaction scale of 0.0 to 5.0, 90% of the time	97%	98%	90%	85%	90%

# Information Technology

## PROGRAM SUMMARY

<p><b>Administration</b></p> <hr/> <p>\$1,327,225                      2.5 FTE</p> <p>*Deliver high quality technical solutions, securely, efficiently, and collaboratively to all city stakeholders</p>	<p><b>Client Services</b></p> <hr/> <p>\$1,403,326                      9 FTE</p> <p>*Provide citywide software and hardware support and procurement for PC, laptop, peripheral device, and managed print services</p>	<p><b>Enterprise Solutions</b></p> <hr/> <p>\$3,324,479                      14 FTE</p> <p>*Provide technical support, system maintenance, new solution implementation, and evaluation of citywide business processes</p>
<p><b>Enterprise Systems</b></p> <hr/> <p>\$2,754,094                      8 FTE</p> <p>*Provide data center operations for the city. Responsible for server infrastructure, databases, and data storage for all city business</p>	<p><b>Geographic Information Systems</b></p> <hr/> <p>\$649,462                      4 FTE</p> <p>*Provide technical strategy, data creation, systems administration, new solutions, and information to meet city spatial requirements</p>	<p><b>Information Security</b></p> <hr/> <p>\$2,023,975                      4 FTE</p> <p>*Ensure stored information is managed in a secure and respectful manner in accordance with its sensitivity and risk</p>
<p><b>Networking</b></p> <hr/> <p>\$2,552,620                      6 FTE</p> <p>*Design, install, monitor and maintain voice and data networks, and security cameras for the city</p>	<p><b>Project Management Office</b></p> <hr/> <p>\$1,816,284                      9 FTE</p> <p>*Provide IT portfolio and project management and support project execution. Facilitate the project governance process</p>	<p><b>Public Safety</b></p> <hr/> <p>\$6,545,556                      12.5 FTE</p> <p>*Provide technical support, system maintenance, new solution implementation, and evaluation of public safety business processes</p>

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
REGULAR - FTE	55.00	57.50	57.50	59.50	69.00
EXPENDITURES	16,059,399	17,923,271	17,020,878	19,304,687	22,397,021



# Information Technology

## DESCRIPTION

The Information Technology (IT) Department is responsible for effectively delivering high quality technical solutions securely and efficiently for all city stakeholders whether conducting business in the office or remotely. 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	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	55.00	57.50	57.50	59.50	69.00
Personal Services	6,150,233	6,636,483	7,119,045	7,003,241	8,633,669
Allocated Expenses	0	-17,923	0	0	-56,142
Supplies and Services	9,483,345	11,028,941	9,700,842	12,183,880	13,423,319
Utilities	17,897	39,477	58,400	50,889	42,500
Interfund Charges	55,779	57,262	62,591	65,234	68,675
Capital Related	352,145	179,031	80,000	1,443	285,000
<b>Expenditures Total</b>	<b>\$16,059,399</b>	<b>\$17,923,271</b>	<b>\$17,020,878</b>	<b>\$19,304,687</b>	<b>\$22,397,021</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

The 2022 IT budget continues to support and improve the programs and infrastructure that started in 2020 as a result of the COVID-19 pandemic. The 2022 amendments for personnel and operating funds strengthen and upgrade citywide programs such as the provision of geospatial data for strategic decision making, implementing a fully integrated enterprise resource planning (ERP) program, improving the resiliency of the technology infrastructure, and expanding cybersecurity initiatives and awareness to protect critical infrastructure and improve the city's continuity of operations. IT continues to improve service delivery for employees and the community through web-based services, digital engagement, and use of remote working and collaborative tools.

The 2022 budget also supports several City of Aurora Public Safety Training Center (CAPSTC) projects to enhance the training experience of the city's public safety professionals by mitigating safety and environmental issues, increasing training staff space and providing tools to improve efficiency for maintaining the facility and training areas. In the 911 arena, IT will be designing a cybersecurity framework and identifying the tools required to implement cybersecurity measures for the 911 infrastructure to improve resiliency and support continuity of operations.

### 2021 Current-Year Department Projection

The IT Department's 2021 projection is \$2.3 million (13.4 percent) higher than the 2021 Original Budget. This projection reflects the increased demand and workload for the implementation of citywide technology projects, improved infrastructure, and completion of security initiatives causing the overage in supplies and services of \$2.5 million.

This overage is attributable to several factors. First, even with the addition of 2.0 FTE authorized in the spring supplemental, the department has been highly dependent upon unbudgeted professional and technical services to complete projects, implement PCI initiatives, image and deploy computers, provide systems, networking, and solutions implementation and maintenance services. These initiatives have improved the ability of the city to continue providing secure remote services for engagement with the community that began in 2020. Second, initial purchases funded through the 2020 Coronavirus Aid, Relief, and Economic Security (CARES) program required 1st year annual support and maintenance that are not included in the 2021 budget. Third, IT provided on demand replacement and expansion of Public Safety technology that also was not

# Information Technology

## DEPARTMENT NARRATIVE

included in the original budget. These projects included an upgrade to the city’s 911 answering system to facilitate the features of the city’s new computer aided dispatch (CAD) system, replacement of the Aurora Police Department’s body worn camera program (originally budgeted in Non-Departmental), case services system and the early intervention and work flow management for safety and integrity of the force. Finally, projected expenditures in the Development Review Fund are \$822,500 (129.4 percent) over budget, entirely due to professional services required for final implementation and additional user licensing.

The Development Review Fund and the General Fund will have a request for supplemental budget in 2021 to account for the additional demand on the IT execution of its budget in relation to the original budget.

### 2022 Department Budget

Information Technology’s total 2022 budget is \$5.4 million (31.6 percent) greater than the 2021 Original Budget with most of the increase in the General Fund. Both one-time and ongoing amendments totaling \$2.8 million provide funding for the department to meet demands of the city as required in 2022. This includes the development of a cloud security framework, equipment and maintenance for CAPSTC facilities, and \$750,000 for service execution and delivery through professional services and purchase of products. This budget adds a net 9.5 FTE across IT with 8.0 FTE supporting the ERP program. In addition, mandated cost increases of \$2.1 million are equally attributable to 2020 CARES funded programs for which IT must maintain annual support and annual mandated costs for maintaining the city’s IT technology.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	120,030
Mid Year Modifications	38,013
Compensation Adjustments	133,804
Mandated Costs	2,057,823
Other Adjustments	194,269
<b>Total Base Adjustments</b>	<b>\$2,543,939</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
OPI Systems Governance and Cost Allocation	-3.00	-116,023	0	-116,023
Program affected: Multiple programs in Aurora Water, General Management, and Information Technology Duration: Ongoing The city is completing the replacement of its workflow management software system. At the conclusion of this implementation, the ongoing software and program management support will be transferred to the business units. This amendment will set up the structure for the Office of Process Improvement systems governance team and allocate cost shares to the Development Review Fund and the Water funds. In setting up the office, 2.0 FTE will be reassigned to the OPI from IT and 1.0 FTE will be added to Information Technology for the ongoing program management, sustainability, and expansion of the Accela platform.				
<b>New Appropriation Total</b>	<b>-3.00</b>	<b>-116,023</b>	<b>0</b>	<b>-116,023</b>
<b>Development Review Fund Total</b>	<b>-3.00</b>	<b>-116,023</b>	<b>0</b>	<b>-116,023</b>

# Information Technology

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE GIS Analyst	1.00	112,035	0	112,035
Program affected: Geographic Information Systems Duration: \$109,500 Ongoing, \$2,500 One-time This amendment will add 1.0 FTE Geographic Information Systems (GIS) Analyst to build GIS map data in support of city operations such as 911 Dispatch, Police and Fire response to 911 calls for service, Aurora Water, Planning, Public Works, and Parks, Recreation and Open Space. The creation of 1.0 FTE GIS Analyst will increase the division's line staff capacity by 1/3, allowing for a dramatic increase in the capabilities to create data and administer systems.				
Add 1.0 FTE Security Operations Supervisor	1.00	170,904	0	170,904
Program affected: Information Security Duration: \$168,900 Ongoing, \$2,000 One-time This Security Operations Supervisor will oversee the day-to-day security operations and provide strategic vision for the scoping of requirements for the design, testing and implementation of IT Security solutions for the city. The position will oversee key staff working to identify and safeguard the organization from intrusion, security threats, security weaknesses, software bugs and exploits. The position will also be responsible for performance reviews, coaching, mentoring, development and training, and the development of processes and procedures as required. It will create metrics based upon the city strategic plan to provide measurement of operational health.				
Add 1.0 FTE Sr. Procurement Agent (IT, Water)	0.50	54,045	0	54,045
Programs affected: IT Administration, Water Financial Administration Duration: Ongoing This amendment will add 1.0 FTE Sr. Procurement Agent that will focus on Information Technology (IT) and Aurora Water-related purchases. This new position will report to the Manager of Purchasing, however the FTE authorization and appropriation will be split equally by IT and Aurora Water. The increasing procurement needs of these two departments have caused the need for additional staff to provide timely purchasing administration.				
CAPSTC: Increase Operating Funds	0.00	45,000	0	45,000
Program affected: Public Safety Duration: Ongoing This amendment increases the operating fund appropriation required to support the training activities demand on the CAPSTC facility. This request allows Police and Fire to continue training in a facility that is well-maintained and up to date. CAPSTC was opened in February 2016, and the operating budget established for it has remained largely unchanged in the five years since opening.				
CAPSTC: Nederman Exhaust	0.00	85,000	0	85,000
Program affected: Public Safety Duration: One-time The Fire bay exhaust system installed at CAPSTC is not the same as those used at each firehouse in the city. The CAPSTC exhaust hoses must be manually connected/disconnected by staff each time a vehicle is housed in the bay. The fire rigs housed at CAPSTC are considered reserve vehicles and will be used by staff to respond to actual calls if other resources are depleted or if other resources are out of service for maintenance. The city's fire stations use a Nederman exhaust system, which automatically detaches from the vehicle when the operator drives the vehicle away. Replacing the system with a Nederman exhaust would provide a uniform system used throughout all city facilities housing Fire rigs.				

# Information Technology

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
CAPSTC: Replace Retention Pond Liner	0.00	60,000	0	60,000
Program affected: Public Safety Duration: One-time The burn buildings at CAPSTC were designed with a retaining pond, where water used to douse training fires could be collected and reused in future training classes. This conserves hundreds of thousands of gallons of water and reduces the operating cost of CAPSTC. The lining of the pond has cracked in several places and this amendment will provide appropriation to replace the liner.				
CAPSTC: Telehandler/Telescopic Handler Purchase	0.00	100,000	0	100,000
Program affected: Public Safety Duration: One-time This amendment will provide appropriation to purchase a telescopic handler for the CAPSTC Training Division that will allow staff to move heavy and bulky equipment from site to site improving efficiency and safety.				
CAPSTC: Training Office Space	0.00	150,000	0	150,000
Program affected: Public Safety Duration: One-time This amendment will provide appropriation to convert and/or add office space for the training staff at CAPSTC. As academy class sizes increase, demand for instructor workspace needs to expand.				
CAPSTC: Video Creation/Editing Software	0.00	20,000	0	20,000
Program affected: Public Safety Duration: One-time This amendment will provide appropriation for a dedicated hardware/software solution specific for professional training video production. Academy staff is increasingly being asked to produce training videos for use for in-service and other training. In addition, as current events unfold, specific ad hoc requests are frequently made for training videos. Currently the staff is using personally owned equipment and software which cannot be sustained and is not of adequate quality to produce professional videos. Time spent creating videos will be reduced with a better end-product.				
Cloud Security Architect	0.00	200,000	0	200,000
Program affected: Information Security Duration: One-time Within the next five years, the city will transition a significant portion of technical infrastructure to cloud-hosted solutions. Doing so will provide greater resiliency, capacity and capability to meet city operational standards and goals. Cloud solutions require a heightened degree of cybersecurity at the time the solution is planned, built, and deployed. There are also specialized tools that validate security within the infrastructure. This one-time appropriation will allow IT to onboard an employee with specialized cybersecurity skills to plan and design the security infrastructure as systems are migrated to the cloud.				
Enterprise Resource Planning - Add Personnel and Other Ongoing Costs	8.00	1,001,243	0	1,001,243
Program affected: Various in Finance, Human Resources, Information Technology Duration: Ongoing Enterprise Resource Planning (ERP) is a system of integrated software applications that standardizes, streamlines and integrates business processes across finance, human resources, and procurement. One-time funds of \$12 million were transferred from the General Fund to the Capital Projects Fund to purchase the system. This amendment, which includes 7.0 FTE in Finance, 5.0 FTE in Human Resources, and 8.0 FTE in Information Technology, will cover the ongoing needs associated with creating and running the new system.				

# Information Technology

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
OPI Systems Governance and Cost Allocation	2.00	0	0	0
Program affected: Multiple programs in Aurora Water, General Management, and Information Technology Duration: Ongoing The city is completing the replacement of its workflow management software system. At the conclusion of this implementation, the ongoing software and program management support will be transferred to the business units. This amendment will set up the structure for the Office of Process Improvement systems governance team and allocate cost shares to the Development Review Fund and the Water funds. In setting up the office, 2.0 FTE will be reassigned to the OPI from IT and 1.0 FTE will be added to Information Technology for the ongoing program management, sustainability, and expansion of the Accela platform.				
Physical Security Network Engineer	0.00	200,000	0	200,000
Program affected: Information Security Duration: One-time This one-time appropriation will provide dedicated staffing to support the deployment and management of physical security devices. This includes security cameras, the video management platform, smart lighting systems, and other security tools as they are deployed.				
Service Execution and Delivery Funding	0.00	750,000	0	750,000
Program affected: IT Administration Duration: \$500,000 Ongoing, \$250,000 One-time Provides ongoing funding to use for managed services, professional services, and products for support of IT infrastructure, applications and projects. This appropriation will allow IT to offload some ongoing maintenance and support tasks to a third-party firm, freeing existing IT FTE to focus more closely on project work. It will also allow IT to bring in project-specific expertise during implementation, to speed the delivery of the project.				
<b>New Appropriation Total</b>	<b>12.50</b>	<b>2,948,227</b>	<b>0</b>	<b>2,948,227</b>
<b>General Fund Total</b>	<b>12.50</b>	<b>2,948,227</b>	<b>0</b>	<b>2,948,227</b>
<b>Amendment Request Total All Funds</b>	<b>9.50</b>	<b>2,832,204</b>	<b>0</b>	<b>2,832,204</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Development Review Fund	449,269	1,349,012	635,596	1,458,145	532,103
Enhanced E-911 Fund	3,023,321	2,829,963	3,292,279	3,157,329	3,384,343
General Fund	12,586,809	13,744,296	13,093,003	14,689,213	18,480,575
<b>Expenditures Total</b>	<b>\$16,059,399</b>	<b>\$17,923,271</b>	<b>\$17,020,878</b>	<b>\$19,304,687</b>	<b>\$22,397,021</b>

# Information Technology

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Development Review Fund	3.00	3.00	3.00	3.00	0.00
Enhanced E-911 Fund	5.00	5.00	5.00	5.00	5.00
General Fund	47.00	49.50	49.50	51.50	64.00
<b>Staffing Total</b>	<b>55.00</b>	<b>57.50</b>	<b>57.50</b>	<b>59.50</b>	<b>69.00</b>

## 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. In 2022, this program will add 0.5 FTE Senior Procurement Agent.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
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<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	1,092,784	801,186	516,546	472,474	1,327,225
<b>Expenditures Total</b>	<b>\$1,092,784</b>	<b>\$801,186</b>	<b>\$516,546</b>	<b>\$472,474</b>	<b>\$1,327,225</b>

<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	365,240	202,444	336,850	287,195	354,257
Supplies and Services	664,724	546,479	124,557	127,497	910,609
Utilities	2,349	4,202	2,600	2,600	4,700
Interfund Charges	47,071	48,061	52,539	55,182	57,659
Capital Related	13,400	0	0	0	0
<b>Expenditures Total</b>	<b>\$1,092,784</b>	<b>\$801,186</b>	<b>\$516,546</b>	<b>\$472,474</b>	<b>\$1,327,225</b>

<b>STAFFING SUMMARY</b>					
General Fund	3.00	2.00	2.00	2.00	2.50
<b>Staffing Total</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.50</b>

# Information Technology

## PROGRAM DETAIL

### Administration

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Customer experience survey 4.85 out of a possible 5	4.84	4.94	4.85	4.95	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	90%	88%	85%	85%	85%
IT requests for new service (hardware, software service): 85% of service requests completed within established response time	98%	98%	85%	96%	85%
Resolution time for break/fix incidents: 85% of incidents are resolved on time based on issue severity	81%	80%	85%	74%	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 user devices including software and security updates, as well as the resolution of client user device issues.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,727,148	1,370,376	1,280,383	1,163,717	1,403,326
<b>Expenditures Total</b>	<b>\$1,727,148</b>	<b>\$1,370,376</b>	<b>\$1,280,383</b>	<b>\$1,163,717</b>	<b>\$1,403,326</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	666,991	683,704	707,555	716,839	730,259
Supplies and Services	1,060,157	686,672	572,828	446,878	673,067
<b>Expenditures Total</b>	<b>\$1,727,148</b>	<b>\$1,370,376</b>	<b>\$1,280,383</b>	<b>\$1,163,717</b>	<b>\$1,403,326</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	9.00	9.00	9.00	9.00	9.00
<b>Staffing Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

# 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 the 2021 Spring Supplemental, Council approved the addition of 1.0 FTE Business Solutions Architect to implement Office 365 projects for citywide use. In 2022, this program will add 6.0 FTE: 1.0 FTE transferring from the Project Management Program to provide ongoing support for the Accela product, 1.0 FTE for citywide program support, and 4.0 FTE to implement the ERP project which includes one supervisor and three business solution architects.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	2,274,689	2,751,240	2,412,294	2,899,820	3,324,479
<b>Expenditures Total</b>	<b>\$2,274,689</b>	<b>\$2,751,240</b>	<b>\$2,412,294</b>	<b>\$2,899,820</b>	<b>\$3,324,479</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	891,376	809,026	829,475	1,023,545	1,689,988
Allocated Expenses	0	0	0	0	-286,651
Supplies and Services	1,272,344	1,607,266	1,582,819	1,876,275	1,921,142
Capital Related	110,969	334,948	0	0	0
<b>Expenditures Total</b>	<b>\$2,274,689</b>	<b>\$2,751,240</b>	<b>\$2,412,294</b>	<b>\$2,899,820</b>	<b>\$3,324,479</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	8.00	7.00	7.00	8.00	14.00
<b>Staffing Total</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>14.00</b>

### 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. In 2022, 1.0 FTE Principal Database Administrator will be added to this program, associated with the ERP implementation.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	2,052,565	2,298,839	2,392,325	2,832,780	2,754,094
<b>Expenditures Total</b>	<b>\$2,052,565</b>	<b>\$2,298,839</b>	<b>\$2,392,325</b>	<b>\$2,832,780</b>	<b>\$2,754,094</b>



# Information Technology

## PROGRAM DETAIL

### Enterprise Systems

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	716,225	977,441	976,964	1,023,150	1,183,508
Supplies and Services	1,317,673	1,321,398	1,383,361	1,809,630	1,538,586
Capital Related	18,667	0	32,000	0	32,000
<b>Expenditures Total</b>	<b>\$2,052,565</b>	<b>\$2,298,839</b>	<b>\$2,392,325</b>	<b>\$2,832,780</b>	<b>\$2,754,094</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	6.00	7.00	7.00	7.00	8.00
<b>Staffing Total</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>

### 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 Aurora911, Police, Aurora Fire Rescue, Aurora Water, Planning, Public Works, Parks, Recreation and Open Space, Finance, and Housing and Community Services. In 2022, 1.0 FTE GIS Analyst will be added to this program.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	412,815	448,050	456,954	484,843	649,462
<b>Expenditures Total</b>	<b>\$412,815</b>	<b>\$448,050</b>	<b>\$456,954</b>	<b>\$484,843</b>	<b>\$649,462</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	337,917	355,070	353,131	362,032	488,084
Supplies and Services	74,898	92,980	103,823	122,811	161,378
<b>Expenditures Total</b>	<b>\$412,815</b>	<b>\$448,050</b>	<b>\$456,954</b>	<b>\$484,843</b>	<b>\$649,462</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	3.00	3.00	4.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>

# Information Technology

## PROGRAM DETAIL

### 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. In 2022, 1.0 FTE Security Operations Supervisor will be added to this program.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,046,619	999,759	1,008,387	1,294,016	2,023,975
<b>Expenditures Total</b>	<b>\$1,046,619</b>	<b>\$999,759</b>	<b>\$1,008,387</b>	<b>\$1,294,016</b>	<b>\$2,023,975</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	360,842	401,604	402,612	415,736	598,247
Supplies and Services	605,583	598,155	605,775	878,280	1,425,728
Capital Related	80,194	0	0	0	0
<b>Expenditures Total</b>	<b>\$1,046,619</b>	<b>\$999,759</b>	<b>\$1,008,387</b>	<b>\$1,294,016</b>	<b>\$2,023,975</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	3.00	3.00	4.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,735,816	2,060,680	2,131,931	2,078,269	2,552,620
<b>Expenditures Total</b>	<b>\$1,735,816</b>	<b>\$2,060,680</b>	<b>\$2,131,931</b>	<b>\$2,078,269</b>	<b>\$2,552,620</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	616,032	634,882	762,119	573,077	750,408
Supplies and Services	1,119,784	1,425,798	1,321,812	1,505,192	1,754,212
Capital Related	0	0	48,000	0	48,000
<b>Expenditures Total</b>	<b>\$1,735,816</b>	<b>\$2,060,680</b>	<b>\$2,131,931</b>	<b>\$2,078,269</b>	<b>\$2,552,620</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	6.00	7.00	6.00	6.00	6.00
<b>Staffing Total</b>	<b>6.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# Information Technology

## PROGRAM DETAIL

### Project Management Office

The Information Technology Project Management Office (PMO) 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. It also maintains and advocates for the IT project management framework and provides project management coaching and support. In the 2021 Spring Supplemental, Council approved the conversion of a contingent project coordinator to 1.0 FTE. In 2022, the personnel assigned to the PMO for Accela (3.0 FTE) will move to other areas in the city to better support the Accela program, and the PMO will gain 3.0 FTE to implement and support the ERP program.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Development Review Fund	449,269	1,349,012	635,596	1,458,145	532,103
General Fund	816,302	791,486	883,127	935,661	1,284,181
<b>Expenditures Total</b>	<b>\$1,265,571</b>	<b>\$2,140,498</b>	<b>\$1,518,723</b>	<b>\$2,393,806</b>	<b>\$1,816,284</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	958,984	1,017,408	1,167,709	1,240,428	1,234,761
Allocated Expenses	0	0	0	0	230,509
Supplies and Services	306,587	1,123,090	351,014	1,153,378	351,014
<b>Expenditures Total</b>	<b>\$1,265,571</b>	<b>\$2,140,498</b>	<b>\$1,518,723</b>	<b>\$2,393,806</b>	<b>\$1,816,284</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
Development Review Fund	3.00	3.00	3.00	3.00	0.00
General Fund	4.00	5.00	5.00	6.00	9.00
<b>Staffing Total</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>

### Public Safety

The Public Safety Program provides technical support and system maintenance for Police, Aurora Fire Rescue, Aurora911, the Office of Emergency Management, Unified Metropolitan Forensic Crime Lab, and the City of Aurora Public Safety Training Center. 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Enhanced E-911 Fund	3,023,321	2,829,963	3,292,279	3,157,329	3,384,343
General Fund	1,428,071	2,222,680	2,011,056	2,527,633	3,161,213
<b>Expenditures Total</b>	<b>\$4,451,392</b>	<b>\$5,052,643</b>	<b>\$5,303,335</b>	<b>\$5,684,962</b>	<b>\$6,545,556</b>

# Information Technology

**PROGRAM DETAIL**

**Public Safety**

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,236,626	1,554,904	1,582,630	1,361,239	1,604,157
Allocated Expenses	0	-17,923	0	0	0
Supplies and Services	3,061,595	3,627,103	3,654,853	4,263,939	4,687,583
Utilities	15,548	35,275	55,800	48,289	37,800
Interfund Charges	8,708	9,201	10,052	10,052	11,016
Capital Related	128,915	-155,917	0	1,443	205,000
<b>Expenditures Total</b>	<b>\$4,451,392</b>	<b>\$5,052,643</b>	<b>\$5,303,335</b>	<b>\$5,684,962</b>	<b>\$6,545,556</b>
<b><u>STAFFING SUMMARY</u></b>					
Enhanced E-911 Fund	5.00	5.00	5.00	5.00	5.00
General Fund	5.00	6.50	7.50	7.50	7.50
<b>Staffing Total</b>	<b>10.00</b>	<b>11.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>

# Judicial

**PROGRAM SUMMARY**

<p><b>Court Reporting</b></p> <hr/> <p>\$495,805                      5 FTE</p> <p>*Create the official court record for all court proceedings *Maintain court system data</p>	<p><b>Courtroom Assistants</b></p> <hr/> <p>\$667,226                      8.5 FTE</p> <p>*Maintain courtroom decorum *Organize people and files for each court</p>	<p><b>Judicial</b></p> <hr/> <p>\$2,020,858                      9 FTE</p> <p>*Preside over all court proceedings to ensure the fair and impartial administration of justice</p>
<p><b>Teen Court</b></p> <hr/> <p>\$165,074                      2 FTE</p> <p>*Administer the Teen Court Program to divert first-time juvenile offenders from criminal activity</p>	<p><b>Wellness Court</b></p> <hr/> <p>\$334,789                      2 FTE</p> <p>*Administer the Wellness Court Program for defendants whose criminal behavior is affected by mental illness</p>	

**DEPARTMENT SUMMARY**

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>REGULAR - FTE</b>	26.50	26.50	26.50	26.50	26.50
<b>EXPENDITURES</b>	3,292,633	3,459,827	3,615,699	3,636,339	3,683,752

# 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, courtroom assistants, and court reporters. The courtroom assistants 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, Wellness Court, and Armed Forces Treatment Court.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	26.50	26.50	26.50	26.50	26.50
Personal Services	3,025,195	3,075,975	3,235,752	3,203,721	3,413,931
Allocated Expenses	85,576	94,269	113,100	213,025	0
Supplies and Services	152,495	258,160	232,700	185,446	232,200
Interfund Charges	29,367	31,423	34,147	34,147	37,621
<b>Expenditures Total</b>	<b>\$3,292,633</b>	<b>\$3,459,827</b>	<b>\$3,615,699</b>	<b>\$3,636,339</b>	<b>\$3,683,752</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

With court proceedings slowly returning to normal after the pandemic, the Judicial Department is optimistic that the court will once again be able to provide the public with complete access to the courthouse and staff can proceed with a full docket. This will necessitate bringing in relief judges and courtroom assistants to cover dockets which was not done in 2021 due to budgetary constraints and court closures. Virtual court will continue to be offered in many court proceedings which saves both time and money for the court, as well as citizens, defendants, attorneys and witnesses. However, this does necessitate the purchase, maintenance and updating of courtroom technology which is being accomplished within the existing Judicial budget. American Rescue Plan Act (ARPA) funds will also be leveraged for courtroom technology. Existing budget will also be directed towards training for all judges to pursue learning opportunities through attending virtual and in-person conferences and training.

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 this goal is dependent on collaboration and cooperation between the Judicial Department and Court Administration, City Attorney and Public Defender. In 2022, the department will continue supporting Council's Homeless Initiative through operation of the Wellness Court and the newly created Armed Forces Treatment Court. Established in January of 2021, this treatment court 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 2022 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), and the average length of trial (start of trial to verdict).

### 2021 Current-Year Department Projection

The Judicial Department is projected to end the year \$20,600 over the 2021 Original Budget. This 0.6 percent increase is the net of increases in the General Fund (\$27,000) and the Gifts and Grants Fund (\$94,900), offset by a decline in the Designated Revenues Fund (\$101,300). Technical adjustments for the DOLA First Appearance Court grant are behind the increase in the

# Judicial

## DEPARTMENT NARRATIVE

Gifts and Grants Fund while the decision by Council and City Management to reduce the number of actual furlough days in 2021 to two instead of the five that were assumed in the original budget are driving the increase in the General Fund. A technical supplemental may be required for grant appropriation and a citywide supplemental appropriation may be required to cover the reduction in furlough days. The Designated Revenues Fund represents the budget for the Judicial Department's special courts to include the Teen, Wellness and new Armed Forces Treatment courts. Expenditures for these special courts have been less than expected for 2021.

### 2022 Department Budget

The 2022 budget for the Judicial Department is \$68,100 (1.9 percent) higher than the 2021 Original Budget. Although the department is the sponsor of one amendment to use ARPA federal grant funds to purchase smart hubs for the courthouse, there are no budget amendments specific to the Judicial Department. Therefore, the budget variance can be completely accounted for by base budget adjustments. Base adjustments include citywide increases for pay and benefits, the restoration of the 2021 furlough reductions to base pay, as well as minor changes to the required appropriation for gifts, grants and Designated Revenues funded programs including Special Courts.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	50,190
Compensation Adjustments	14,889
Mandated Costs	3,474
Other Adjustments	-500
<b>Total Base Adjustments</b>	<b>\$68,053</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Designated Revenues Fund	332,428	404,425	483,353	382,071	494,863
General Fund	2,874,629	2,905,087	3,014,246	3,041,243	3,183,889
Gifts & Grants Fund	85,576	150,315	118,100	213,025	5,000
<b>Expenditures Total</b>	<b>\$3,292,633</b>	<b>\$3,459,827</b>	<b>\$3,615,699</b>	<b>\$3,636,339</b>	<b>\$3,683,752</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Designated Revenues Fund	4.00	4.00	4.00	4.00	4.00
General Fund	22.50	22.50	22.50	22.50	22.50
<b>Staffing Total</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>

## 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.

# Judicial

## PROGRAM DETAIL

### Court Reporting

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	416,990	469,231	465,923	464,826	495,805
<b>Expenditures Total</b>	<b>\$416,990</b>	<b>\$469,231</b>	<b>\$465,923</b>	<b>\$464,826</b>	<b>\$495,805</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	405,307	461,218	462,145	463,050	492,027
Supplies and Services	11,683	8,013	3,778	1,776	3,778
<b>Expenditures Total</b>	<b>\$416,990</b>	<b>\$469,231</b>	<b>\$465,923</b>	<b>\$464,826</b>	<b>\$495,805</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	5.00	5.00	5.00	5.00	5.00
<b>Staffing Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	561,434	585,002	623,909	619,068	667,226
<b>Expenditures Total</b>	<b>\$561,434</b>	<b>\$585,002</b>	<b>\$623,909</b>	<b>\$619,068</b>	<b>\$667,226</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	561,228	585,002	622,709	618,468	666,026
Supplies and Services	206	0	1,200	600	1,200
<b>Expenditures Total</b>	<b>\$561,434</b>	<b>\$585,002</b>	<b>\$623,909</b>	<b>\$619,068</b>	<b>\$667,226</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	8.50	8.50	8.50	8.50	8.50
<b>Staffing Total</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>



# Judicial

## PROGRAM DETAIL

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	1,896,205	1,850,854	1,924,414	1,957,349	2,020,858
Gifts & Grants Fund	85,576	94,269	113,100	213,025	0
<b>Expenditures Total</b>	<b>\$1,981,781</b>	<b>\$1,945,123</b>	<b>\$2,037,514</b>	<b>\$2,170,374</b>	<b>\$2,020,858</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	1,824,856	1,786,690	1,847,869	1,886,740	1,941,003
Allocated Expenses	85,576	94,269	113,100	213,025	0
Supplies and Services	43,365	34,221	44,006	38,070	44,006
Interfund Charges	27,984	29,943	32,539	32,539	35,849
<b>Expenditures Total</b>	<b>\$1,981,781</b>	<b>\$1,945,123</b>	<b>\$2,037,514</b>	<b>\$2,170,374</b>	<b>\$2,020,858</b>
<b>STAFFING SUMMARY</b>					
General Fund	9.00	9.00	9.00	9.00	9.00
<b>Staffing Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

### 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. The COVID Pandemic has had an impact on participation data. Participation in 2022 is expected to return to a more typical level.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Designated Revenues Fund	106,670	88,390	155,950	88,006	160,074
Gifts & Grants Fund	0	0	5,000	0	5,000
<b>Expenditures Total</b>	<b>\$106,670</b>	<b>\$88,390</b>	<b>\$160,950</b>	<b>\$88,006</b>	<b>\$165,074</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	90,880	82,399	140,626	81,398	145,086
Supplies and Services	14,407	4,511	18,716	5,000	18,216
Interfund Charges	1,383	1,480	1,608	1,608	1,772
<b>Expenditures Total</b>	<b>\$106,670</b>	<b>\$88,390</b>	<b>\$160,950</b>	<b>\$88,006</b>	<b>\$165,074</b>
<b>STAFFING SUMMARY</b>					
Designated Revenues Fund	2.00	2.00	2.00	2.00	2.00
<b>Staffing Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# Judicial

## PROGRAM DETAIL

### Teen Court

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Actual monthly average over the school year of teen court program participants	201	178	250	220	250

### 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 Wellness Court serves the general population and provides targeted services for veterans and active-duty military. 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	225,758	316,035	327,403	294,065	334,789
<b>Expenditures Total</b>	<b>\$225,758</b>	<b>\$316,035</b>	<b>\$327,403</b>	<b>\$294,065</b>	<b>\$334,789</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	142,924	160,666	162,403	154,065	169,789
Supplies and Services	82,834	155,369	165,000	140,000	165,000
<b>Expenditures Total</b>	<b>\$225,758</b>	<b>\$316,035</b>	<b>\$327,403</b>	<b>\$294,065</b>	<b>\$334,789</b>
<b><u>STAFFING SUMMARY</u></b>					
Designated Revenues Fund	2.00	2.00	2.00	2.00	2.00
<b>Staffing Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# Library & Cultural Services

## PROGRAM SUMMARY

<p><b>Administration</b></p> <hr/> <p>\$1,127,332                      6 FTE</p> <p>*Manages departmental personnel, finances, and public service library functions; houses all general and programming related donations</p>	<p><b>Art in Public Places</b></p> <hr/> <p>\$742,540                              1 FTE</p> <p>*Coordinates, manages funding, selects, displays, and maintains public art per City Ordinance 93-63</p>	<p><b>Arts Programs</b></p> <hr/> <p>\$1,788,389                              10 FTE</p> <p>*Manages Aurora Fox Arts Center, music, dance and visual arts programs, Bicentennial Art Center, and Aurora Summer Concerts</p>
<p><b>Cultural Services Division Management</b></p> <hr/> <p>\$323,172                              2 FTE</p> <p>*Manages all Cultural Services programs</p>	<p><b>Historic Services</b></p> <hr/> <p>\$593,535                              6 FTE</p> <p>*Manages all programs and facilities of the Aurora History Museum and Historic Preservation Sites</p>	<p><b>Library Collection Management and Systems</b></p> <hr/> <p>\$1,417,470                              5 FTE</p> <p>*Manages acquisition and cataloging of new and donated materials                  *Weeds collection for obsolete items                  *Provides technical/computer support</p>
<p><b>Library Facilities and Public Services</b></p> <hr/> <p>\$4,335,308                              59 FTE</p> <p>*Provides direct customer services to library users including adult and children's programming as well as public outreach</p>		

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>REGULAR - FTE</b>	89.00	89.00	87.00	87.00	89.00
<b>EXPENDITURES</b>	9,944,709	8,580,180	9,225,056	9,314,517	10,327,746

# Library & Cultural Services

## DESCRIPTION

The Library & 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	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	89.00	89.00	87.00	87.00	89.00
Personal Services	6,094,826	5,765,049	6,377,580	5,936,168	6,856,328
Supplies and Services	3,543,335	2,514,995	2,677,911	3,230,548	3,080,311
Utilities	45,169	41,329	47,700	42,967	51,100
Interfund Charges	103,713	111,580	121,865	104,834	134,007
Capital Related	157,666	147,227	0	0	206,000
<b>Expenditures Total</b>	<b>\$9,944,709</b>	<b>\$8,580,180</b>	<b>\$9,225,056</b>	<b>\$9,314,517</b>	<b>\$10,327,746</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

The Library and Cultural Services Department strives to maintain and improve levels of service to the community by utilizing the resources available. The top priorities for the department continue to include increasing library visits, increasing library materials circulation and checkouts, maintaining and improving participation and attendance in all Cultural Services programs and facilities, and maintaining and improving overall satisfaction with all library and cultural services programs. The 2022 Budget reflects these priorities.

Significant changes in the 2022 Budget for Library and Cultural Services include several amendments that will assist in maintaining and improving levels of service. These amendments include a one-time and ongoing increase to the library materials budget that will allow the department to ensure that library patrons have access to both physical and online materials that are current and meeting their needs. Other amendments include funding to restore 2.0 FTE Library Assistant positions that were previously reduced in the 2021 Budget, funding to replace aging copy machines, and funds to purchase a new donor management software platform to assist in the fundraising efforts of the department.

### 2021 Current-Year Department Projection

The Library and Cultural Services Department has continued to provide a high level of service to the community as the COVID-19 pandemic has continued in 2021. Facilities reopened in mid-2020 and have continued to transition back to normal operations in 2021. Various positions that were previously held vacant are being filled in 2021 and multiple projects are underway, including work to open the new Chambers Plaza Branch Library. Expenditures in 2021 are projected to be flat with a net increase of \$89,500 (1.0 percent). This net increase is due to a projected increase in supplies and services of \$552,600 (20.6 percent) which was driven by the receipt of grant money, offset by under spending in most expenditure categories, the largest contributor being vacancy savings in personal services by \$441,400 (6.9 percent). The Aurora Fox Arts Center was awarded a grant in the amount of \$115,000 through the Shuttered Venue Operator's grant program and a supplemental request in the Cultural Services Fund will be included to appropriate these funds. Additionally, several other technical supplemental requests for the Gifts and Grants Fund are anticipated to appropriate funds for library donations received.

### 2022 Department Budget

The 2022 Budget for Library and Cultural Services is higher than the 2021 Original Budget by \$1.1 million or 12.0 percent. The majority of this increase is attributable to amendments including a one-time increase of \$200,000 and an ongoing increase of \$200,000 to the library materials acquisition budget, \$121,700 to restore 2.0 FTE Library Assistants, \$120,000 to replace aging library bookshelves and furniture, \$90,000 to purchase a new donor management software platform, and \$75,000 to

# Library & Cultural Services

## DEPARTMENT NARRATIVE

replace aging copy machines. Staff believe that these amendments will allow the department to maintain and improve levels of service to the community. Other adjustments to the 2022 base budget include citywide increases for pay and benefits.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	22,232
Compensation Adjustments	258,265
Mandated Costs	15,542
<b>Total Base Adjustments</b>	<b>\$296,039</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Donor Management Software Purchase	0.00	90,000	0	90,000
Program affected: Administration Duration: One-time This amendment provides one-time funds to purchase a new donor management software platform.				
Library Bookshelves and Furniture Replacement	0.00	120,000	0	120,000
Program affected: Library Facilities and Public Services Duration: One-time This amendment includes one-time funds for the necessary replacement of Central Library bookshelves.				
Library Copier Replacement	0.00	75,000	0	75,000
Program affected: Administration Duration: One-time This one-time funding will be used to replace the current Korica copiers that have now passed their expected life. New copiers will be more more reliable, will increase customer service to patrons, and decrease the need for repairs and service.				
Restore 2.0 FTE Library Assistant Positions	2.00	121,651	0	121,651
Program affected: Library Facilities and Public Services Duration: Ongoing This amendment will restore funding for 2.0 FTE Library Assistant positions that were cut in support of the citywide initiative to balance the budget.				
Restore Library Materials Acquisition Budget	0.00	400,000	0	400,000
Program affected: Library Collection Management and Systems Duration: \$200,000 One-time, \$200,000 Ongoing The 2021 budget for Materials Acquisition was reduced by a net -\$229,705 to assist with the citywide balancing of the General Fund. This amendment will allow for the availability of books and other materials to library patrons and the community by restoring an ongoing \$200,000 with an additional \$200,000 of one-time funding in 2022.				
<b>New Appropriation Total</b>	<b>2.00</b>	<b>806,651</b>	<b>0</b>	<b>806,651</b>
<b>General Fund Total</b>	<b>2.00</b>	<b>806,651</b>	<b>0</b>	<b>806,651</b>
<b>Amendment Request Total All Funds</b>	<b>2.00</b>	<b>806,651</b>	<b>0</b>	<b>806,651</b>

# Library & Cultural Services

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Cultural Services Fund	3,403,480	2,706,978	3,353,932	3,442,579	3,447,636
General Fund	6,436,683	5,701,637	5,726,785	5,576,940	6,734,923
Gifts & Grants Fund	104,546	171,565	144,339	294,998	145,187
<b>Expenditures Total</b>	<b>\$9,944,709</b>	<b>\$8,580,180</b>	<b>\$9,225,056</b>	<b>\$9,314,517</b>	<b>\$10,327,746</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Cultural Services Fund	19.00	19.00	19.00	19.00	19.00
General Fund	70.00	70.00	68.00	68.00	70.00
<b>Staffing Total</b>	<b>89.00</b>	<b>89.00</b>	<b>87.00</b>	<b>87.00</b>	<b>89.00</b>

## PROGRAM DETAIL

### Administration

This program centrally manages Library and Cultural Services processes including 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, as well as 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	840,760	673,180	725,600	900,409	982,145
Gifts & Grants Fund	66,851	5,330	144,339	213,098	145,187
<b>Expenditures Total</b>	<b>\$907,611</b>	<b>\$678,510</b>	<b>\$869,939</b>	<b>\$1,113,507</b>	<b>\$1,127,332</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	673,108	542,477	613,515	716,823	644,541
Supplies and Services	168,431	65,395	180,165	321,704	312,165
Interfund Charges	66,072	70,638	76,259	74,980	84,626
Capital Related	0	0	0	0	86,000
<b>Expenditures Total</b>	<b>\$907,611</b>	<b>\$678,510</b>	<b>\$869,939</b>	<b>\$1,113,507</b>	<b>\$1,127,332</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
General Fund	6.00	6.00	6.00	6.00	6.00
<b>Staffing Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# Library & Cultural Services

## PROGRAM DETAIL

### 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 metropolitan district’s required public art plan on behalf of the City of Aurora as well as all transit-oriented art development. The City Council appointed Art in Public Places Commission sets annual goals for community outreach and education.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Cultural Services Fund	543,053	496,825	736,992	732,045	742,540
<b>Expenditures Total</b>	<b>\$543,053</b>	<b>\$496,825</b>	<b>\$736,992</b>	<b>\$732,045</b>	<b>\$742,540</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	121,836	122,757	122,271	125,361	127,770
Supplies and Services	420,191	373,029	613,541	605,646	613,541
Utilities	613	597	700	558	700
Interfund Charges	413	442	480	480	529
<b>Expenditures Total</b>	<b>\$543,053</b>	<b>\$496,825</b>	<b>\$736,992</b>	<b>\$732,045</b>	<b>\$742,540</b>
<b><u>STAFFING SUMMARY</u></b>					
Cultural Services Fund	1.00	1.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
100% of repairs will be completed on time	97.9%	100.0%	100.0%	100.0%	100.0%
Calls regarding damaged art in need of repair/restoration will be responded to within 10 business days 100% of the time	100.0%	100.0%	100.0%	100.0%	100.0%
Following investigation within 10 business days a work plan and timeline for repair/restoration will be developed within 60 days 100% of the time	100.0%	100.0%	100.0%	100.0%	100.0%
The Art in Public Places Program will have an average of 50 citizen contacts per month regarding public art through meetings, artist talks, presentations, tours, etc.	105	97	50	100	50
The Art in Public Places Program will have an average montly minimum of 500 engagements through social media	742	297	500	500	500

# Library & Cultural Services

## PROGRAM DETAIL

### Arts Programs

The program presents a performing arts season at the Aurora Fox Arts Center, manages Aurora Dance Arts, manages the Bicentennial Art Center, provides classes and workshops in pottery, fine arts, music, dance, and theatre, and organizes Aurora's Rhythms Summer Concerts. The program provides outreach activities for Aurora citizens of all ages.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Cultural Services Fund	1,596,051	1,214,915	1,718,562	1,813,458	1,788,389
<b>Expenditures Total</b>	<b>\$1,596,051</b>	<b>\$1,214,915</b>	<b>\$1,718,562</b>	<b>\$1,813,458</b>	<b>\$1,788,389</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	934,136	843,636	1,039,793	984,596	1,093,487
Supplies and Services	620,803	332,416	632,774	788,252	647,774
Utilities	41,058	37,166	43,100	38,645	45,500
Interfund Charges	54	1,697	2,895	1,965	1,628
<b>Expenditures Total</b>	<b>\$1,596,051</b>	<b>\$1,214,915</b>	<b>\$1,718,562</b>	<b>\$1,813,458</b>	<b>\$1,788,389</b>
<b><u>STAFFING SUMMARY</u></b>					
Cultural Services Fund	10.00	10.00	10.00	10.00	10.00
<b>Staffing Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>



# Library & Cultural Services

## PROGRAM DETAIL

### Arts Programs

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>PERFORMANCE MEASURE SUMMARY</b>					
Art Classes: Maintain 90% customer satisfaction based on feedback from customer service comment cards	100.0%	100.0%	90.0%	100.0%	90.0%
Aurora Fox Arts Center: Increase YTD revenue from facility rentals by 5.0% compared to same period in prior year	89.6%	0.0%	5.0%	0.0%	5.0%
Aurora Fox Arts Center: Increase YTD season subscriptions by 2.0% compared to same period last year	14.0%	0.0%	2.0%	0.0%	2.0%
Aurora Fox Arts Center: Increase YTD single ticket purchases by 5.0% compared to same period last year	24.0%	0.0%	5.0%	0.0%	5.0%
Dance Arts: Maintain 90% customer satisfaction based on feedback from customer service comment cards	100.0%	100.0%	90.0%	100.0%	90.0%
Drama Classes: Maintain 90% customer satisfaction based on feedback from customer service comment cards	100.0%	100.0%	90.0%	100.0%	90.0%
Music Classes: Maintain 90% customer satisfaction based on feedback from customer service comment cards	100.0%	100.0%	90.0%	100.0%	90.0%
Pottery Classes: Maintain 90% customer satisfaction based on feedback from customer service comment cards	100.0%	100.0%	90.0%	100.0%	90.0%

### 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 as well as the Scientific and the Cultural Facilities District Tier II (SCFD) fund certification.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Cultural Services Fund	551,034	405,329	329,598	320,180	323,172
<b>Expenditures Total</b>	<b>\$551,034</b>	<b>\$405,329</b>	<b>\$329,598</b>	<b>\$320,180</b>	<b>\$323,172</b>

# Library & Cultural Services

## PROGRAM DETAIL

### Cultural Services Division Management

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	206,848	152,609	212,789	112,241	218,365
Supplies and Services	318,209	225,603	87,340	193,204	72,340
Interfund Charges	25,343	27,117	29,469	14,735	32,467
Capital Related	634	0	0	0	0
<b>Expenditures Total</b>	<b>\$551,034</b>	<b>\$405,329</b>	<b>\$329,598</b>	<b>\$320,180</b>	<b>\$323,172</b>
<b><u>STAFFING SUMMARY</u></b>					
Cultural Services Fund	2.00	2.00	2.00	2.00	2.00
<b>Staffing Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Cultural Services Fund	713,342	589,909	568,780	576,896	593,535
<b>Expenditures Total</b>	<b>\$713,342</b>	<b>\$589,909</b>	<b>\$568,780</b>	<b>\$576,896</b>	<b>\$593,535</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	491,637	513,108	490,775	533,012	515,530
Supplies and Services	214,700	73,993	74,105	42,123	74,105
Utilities	3,498	2,808	3,900	1,761	3,900
Capital Related	3,507	0	0	0	0
<b>Expenditures Total</b>	<b>\$713,342</b>	<b>\$589,909</b>	<b>\$568,780</b>	<b>\$576,896</b>	<b>\$593,535</b>
<b><u>STAFFING SUMMARY</u></b>					
Cultural Services Fund	6.00	6.00	6.00	6.00	6.00
<b>Staffing Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# Library & Cultural Services

## PROGRAM DETAIL

### Historic Services

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>PERFORMANCE MEASURE SUMMARY</b>					
Aurora History Museum: Maintain 90% customer satisfaction based on feedback from customer service comment cards	99.6%	100.0%	90.0%	100.0%	90.0%
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 100.0% of the time	100.0%	100.0%	100.0%	100.0%	100.0%

### 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, items currently on interlibrary loan, electronic books, and audiovisual 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. 1.0 FTE Library Clerk was moved into this program from Library Facilities and Public and Public Services to support operational needs.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	1,751,000	1,319,899	1,143,617	1,005,393	1,417,470
Gifts & Grants Fund	34,359	86,178	0	81,900	0
<b>Expenditures Total</b>	<b>\$1,785,359</b>	<b>\$1,406,077</b>	<b>\$1,143,617</b>	<b>\$1,087,293</b>	<b>\$1,417,470</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	272,703	242,490	290,089	251,864	340,591
Supplies and Services	1,509,652	1,161,346	851,030	833,019	1,073,430
Interfund Charges	3,004	2,241	2,498	2,410	3,449
<b>Expenditures Total</b>	<b>\$1,785,359</b>	<b>\$1,406,077</b>	<b>\$1,143,617</b>	<b>\$1,087,293</b>	<b>\$1,417,470</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
General Fund	4.00	4.00	4.00	5.00	5.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>PERFORMANCE MEASURE SUMMARY</b>					
Material Availability: Maintain 90% excellent or above average customer service satisfaction rating	95.5%	98.8%	90.0%	98.0%	90.0%

# 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 machines; answering reference questions; and providing front line customer service to patrons. Programming is supported by donations from the Friends of the Aurora Public Library. In the 2022 budget, 2.0 FTE Library Assistants are being restored, offset by an 1.0 FTE that was moved to Library Collection Management and Systems to support operational needs.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	3,844,923	3,708,558	3,857,568	3,671,138	4,335,308
Gifts & Grants Fund	3,336	80,057	0	0	0
<b>Expenditures Total</b>	<b>\$3,848,259</b>	<b>\$3,788,615</b>	<b>\$3,857,568</b>	<b>\$3,671,138</b>	<b>\$4,335,308</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	3,394,558	3,347,972	3,608,348	3,212,271	3,916,044
Supplies and Services	291,349	283,213	238,956	446,600	286,956
Utilities	0	758	0	2,003	1,000
Interfund Charges	8,827	9,445	10,264	10,264	11,308
Capital Related	153,525	147,227	0	0	120,000
<b>Expenditures Total</b>	<b>\$3,848,259</b>	<b>\$3,788,615</b>	<b>\$3,857,568</b>	<b>\$3,671,138</b>	<b>\$4,335,308</b>

<b><u>STAFFING SUMMARY</u></b>					
General Fund	60.00	60.00	58.00	57.00	59.00
<b>Staffing Total</b>	<b>60.00</b>	<b>60.00</b>	<b>58.00</b>	<b>57.00</b>	<b>59.00</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Actual number of items checked out per month	90,299	86,340	100,000	91,046	100,000
Computer Usability: Maintain 90% excellent or above average customer service satisfaction rating	93.4%	98.6%	90.0%	94.0%	90.0%
Library Appearance: Maintain 90% excellent or above average customer service satisfaction rating	94.8%	98.7%	90.0%	95.0%	90.0%
Library Door Count: Average .20 visits per capita each month	0.28	0.08	0.20	0.08	0.20
Library Staff Courtesy: Maintain 90% excellent or above average customer service satisfaction rating	97.3%	99.7%	90.0%	98.0%	90.0%
Library Wait Time for Staff: Maintain 90% excellent or above average customer service satisfaction rating	96.9%	99.6%	90.0%	99.0%	90.0%
Maintain annual library circulation levels above 2.2 per capita annually	3.0	2.4	2.2	2.5	2.2

# Non-Departmental

## PROGRAM SUMMARY

<p><b>American Rescue Plan Act (ARPA)</b></p> <hr/> <p>\$8,576,403                      2 FTE</p> <p>*Support to those impacted by COVID-19 *Assist economic recovery, including critical infrastructure needs</p>	<p><b>Building Leases</b></p> <hr/> <p>\$7,098,500                      0 FTE</p> <p>*Leases for city buildings</p>	<p><b>Compensation Reserve</b></p> <hr/> <p>\$9,981,201                      12 FTE</p> <p>*Funding for compensation-related increases and vacancy savings assumptions, Development Review Fund unfunded FTE</p>
<p><b>Developer Incentives</b></p> <hr/> <p>\$2,101,404                      0 FTE</p> <p>*Incentives and revenue cost-sharing agreements</p>	<p><b>Snow Removal</b></p> <hr/> <p>\$2,862,765                      0 FTE</p> <p>*Overtime, equipment, and supplies for snow removal</p>	<p><b>Special Improvement Districts</b></p> <hr/> <p>\$106,721                              0 FTE</p> <p>*Expenditures related to Special Improvement Districts</p>
<p><b>Transfers and Other Requirements</b></p> <hr/> <p>\$72,681,294                      0 FTE</p> <p>*Transfers to other funds</p>		

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>REGULAR - FTE</b>	10.00	5.00	5.00	1.00	14.00
<b>EXPENDITURES</b>	78,979,001	98,899,025	73,147,214	132,718,413	103,408,288

# 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	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	10.00	5.00	5.00	1.00	14.00
Personal Services	1,764,008	5,997,768	1,176,039	4,017,730	10,680,597
Allocated Expenses	0	195,352	0	0	2,827,990
Supplies and Services	9,580,347	34,877,471	11,001,301	17,444,170	15,902,172
Utilities	2,398	2,076	800	800	800
Interfund Charges	213,183	208,944	309,220	309,020	200,210
Debt Related	104,350	96,757	106,335	90,000	105,935
Capital Related	94,390	464,245	50,000	85,600	1,479,510
Transfers Out	67,220,325	57,056,412	60,503,519	110,771,093	72,211,074
<b>Expenditures Total</b>	<b>\$78,979,001</b>	<b>\$98,899,025</b>	<b>\$73,147,214</b>	<b>\$132,718,413</b>	<b>\$103,408,288</b>

## DEPARTMENT NARRATIVE

### Budget Development for 2022

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, which is used to house partial funding for employee compensation, as well as \$1.5 million in anticipated vacancy savings in the General Fund. During the year, the vacancy savings is allocated to non-public safety departments that experience turnover.

Non-Departmental houses appropriation for nearly every fund in the city. Often, citywide adjustments such as Equal Pay / Equal Work become quite complex as they have different amounts throughout the city. Spending associated with Coronavirus Aid, Relief, and Economic Security Act (CARES) in 2020 and American Rescue Plan Act (ARPA) in 2021 is housed in Non-Departmental as well. There are 12.0 unfunded FTE in the Development Review Fund to allow for acceleration of hiring positions if need be in that fund.

### 2021 Current-Year Department Projection

The difference from the 2021 Original Budget to the 2021 projection is drastic, up \$59.6 million. Nearly all of the increase is in the General Fund, which is up \$58.8 million. Of that General Fund total, \$51.7 million is associated with the transfer to the Capital Projects Fund. Strong revenue growth and the transfer over of \$30.8 million for the I-70/Picadilly Interchange and \$12.0 million to purchase an Enterprise Resource Planning (ERP) platform caused the large increase. Supplies and Services is increasing \$6.4 million associated with a technical supplemental regarding the final spending associated with CARES funds and the projected spending on contracts related to Capital Infrastructure Master Plan program management and community engagement. Personal services is increasing \$2.8 million mostly associated with transferring the vacancy savings target to departments. Most of these overages will require future supplementals.

### 2022 Department Budget

The 2022 Budget is \$30.3 million (41.4 percent) greater than the 2021 Original Budget. Of the increase, \$18.9 million is in the General Fund. Transfers to other funds accounts for \$13.4 million of this, mostly due to additional funds being transferred to the Capital Projects Fund, including \$250,000 that was added by Council for traffic calming at the September 25 Budget Workshop. Personal services account for \$6.7 million of the General Fund increase, primarily associated with the Equal Pay Equal Work Act amendment and two base adjustments, a funding placeholder for public safety and seed money for a Police defined benefit hybrid plan. After the General Fund, the next largest increase is \$8.6 million in Gifts and Grants Fund, which is the home of all ARPA spending. Most of the increases in other funds are associated with the Equal Pay Equal Work Act amendment.

# Non-Departmental

## DEPARTMENT NARRATIVE

In total, there are \$18.9 million in amendment requests across all funds in Non-Departmental. Most of the amendments are in Gifts and Grants (\$8.6 million) primarily associated with ARPA projects. The General Fund has \$5.8 million in amendments, including \$2.7 million associated with Equal Pay Equal Work Act, \$2.3 million as a transfer to the CPF for road maintenance and the previously mentioned traffic calming Council adjustment, and \$500,000 for the subsidy of the new Southeast Recreation Center. The Marijuana Fund has a \$2.0 million amendment also associated with road maintenance. The majority of the remainder of the funds are associated with the Equal Pay Equal Work Act.

The Budget Amendment Request section has additional detail on these amendments.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	1,500,000
Mid Year Modifications	-2,658,971
Compensation Adjustments	998,428
Mandated Costs	24,202
Grant / Designated Revenue Adjustments	415,927
Other Adjustments	11,235,254
<b>Total Base Adjustments</b>	<b>\$11,514,840</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Community Development Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	25,236	0	25,236
Program affected: Compensation Reserve Duration: Ongoing Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>25,236</b>	<b>0</b>	<b>25,236</b>
<b>Community Development Fund Total</b>	<b>0.00</b>	<b>25,236</b>	<b>0</b>	<b>25,236</b>
<u>Conservation Trust Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	11,860	0	11,860
Program affected: Compensation Reserve Duration: Ongoing Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>11,860</b>	<b>0</b>	<b>11,860</b>

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<b>Conservation Trust Fund Total</b>	<b>0.00</b>	<b>11,860</b>	<b>0</b>	<b>11,860</b>
<u>Cultural Services Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	45,006	45,006	0
Program affected: Compensation Reserve Duration: Ongoing Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>45,006</b>	<b>45,006</b>	<b>0</b>
<b>Cultural Services Fund Total</b>	<b>0.00</b>	<b>45,006</b>	<b>45,006</b>	<b>0</b>
<u>Designated Revenues Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	63,980	0	63,980
Program affected: Compensation Reserve Duration: Ongoing Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>63,980</b>	<b>0</b>	<b>63,980</b>
<b>Designated Revenues Fund Total</b>	<b>0.00</b>	<b>63,980</b>	<b>0</b>	<b>63,980</b>
<u>Development Review Fund / New Appropriation</u>				
Activate and Fund 1.0 FTE Development Review Coordinator in Parks, Recreation and Open Space (PROS)	-1.00	0	0	0
Program affected: Parks Development (PROS) and Compensation Reserve (Non-Departmental) Duration: Ongoing In the 2021 Adopted Budget, 1.0 FTE associated with development review activities was eliminated from the Planning, Development, and Construction (PDC) Division based on forecasts that development activity would decline significantly during the COVID-19 pandemic. The decline in development activities was not realized, and conversely increased significantly. This amendment restores one of the eliminated positions, the Senior Planner - Development Review Coordinator. The position coordinates plan reviews by PDC staff, including conducting comprehensive reviews, analyzing development impacts, and establishing mitigation measures. Unlike the position that was cut, the new position will be funded from the Development Review Fund and will utilize an FTE designation in Non-Departmental so that this is not a net FTE addition to the City of Aurora's budget.				



# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
Add Budget Authority for 12.0 FTE in the Development Review Fund	12.00	0	0	0
Program affected: Compensation Reserve Duration: Ongoing This amendment request will add budget authority for 12.0 FTE in the Development Review Fund that will remain unfunded until needed. This will provide hiring flexibility to quickly respond to workload levels in an effort to improve performance measures for services that impact customers. The activation plan for the positions is as follows: 1) Notify appropriate council policy committee (Planning and Economic Development) with justification. 2) Include required funding in the next budget process for appropriation. Staff will review development activity, workload, performance statistics and fund balance on a quarterly basis and respond appropriately with staffing levels.				
Equal Pay Equal Work Act Adjustments Impact	0.00	97,398	0	97,398
Program affected: Compensation Reserve Duration: Ongoing Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>11.00</b>	<b>97,398</b>	<b>0</b>	<b>97,398</b>
<b>Development Review Fund Total</b>	<b>11.00</b>	<b>97,398</b>	<b>0</b>	<b>97,398</b>
<u>Enhanced E-911 Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	67,630	0	67,630
Program affected: Compensation Reserve Duration: Ongoing Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>67,630</b>	<b>0</b>	<b>67,630</b>
<b>Enhanced E-911 Fund Total</b>	<b>0.00</b>	<b>67,630</b>	<b>0</b>	<b>67,630</b>
<u>Fleet Management Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	98,385	0	98,385
Program affected: Compensation Reserve Duration: Ongoing Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Fleet Management Fund / New Appropriation</u>				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>98,385</b>	<b>0</b>	<b>98,385</b>
<b>Fleet Management Fund Total</b>	<b>0.00</b>	<b>98,385</b>	<b>0</b>	<b>98,385</b>
<u>General Fund / New Appropriation</u>				
Enterprise Resource Planning - Add Personnel and Other Ongoing Costs	0.00	287,367	0	287,367
<p>Program affected: Various in Finance, Human Resources, Information Technology                      Duration: Ongoing                      Enterprise Resource Planning (ERP) is a system of integrated software applications that standardizes, streamlines and integrates business processes across finance, human resources, and procurement. One-time funds of \$12 million were transferred from the General Fund to the Capital Projects Fund to purchase the system. This amendment, which includes 7.0 FTE in Finance, 5.0 FTE in Human Resources, and 8.0 FTE in Information Technology, will cover the ongoing needs associated with creating and running the new system.</p>				
Equal Pay Equal Work Act Adjustments Impact	0.00	2,727,215	0	2,727,215
<p>Program affected: Compensation Reserve                      Duration: Ongoing                      Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.</p>				
HR Reorganization: Add 1.5 FTE Offset by Repurposing of Kaiser Clinic for Employee Wellness	0.00	-83,212	0	-83,212
<p>Program affected: Multiple                      Duration: \$0 Net Ongoing                      This amendment will add 1.5 FTE to the General Fund to convert a part-time HR Training Analyst and a temporary Administrative Assistant to full-time positions. Both conversions will be funded by cost savings associated with permanently closing the Kaiser Clinic (Risk Fund) in the Aurora Municipal Center due to low utilization. The cost savings reduce the Risk Fund allocation shown in Non-Departmental. It is recommended that this space remain dedicated to serve employee wellness in a way yet to be determined.</p>				
One-Time Transfer to the Capital Project Fund for Traffic Calming	0.00	250,000	0	250,000
<p>Program affected: Transfers and Other Requirements                      Duration: One-time                      At the September 25 Budget Workshop, Council added \$250,000 one-time for traffic calming projects.</p>				
Purchase Replacement Fleet Utility Truck	0.00	121,000	0	121,000
<p>Program affected: Fleet Management (Public Works) and Transfers and Other Requirements (Non-Departmental)                      Duration: \$1,000 Ongoing and \$121,000 One-time in Fleet Fund, \$121,000 One-time in General Fund                      This amendment will provide funding to replace an existing service truck to meet the requirements of responding to off-site emergency calls and service requests. The current truck is past its useful service life and does not have the capacity to properly carry the tools, equipment and parts needed to support the service requirements. New truck improvements would include an air compressor; updated jump-start system; additional storage and cargo area; and increased towing capacity. Ongoing funding is for fuel. A one-time transfer from the General Fund (Non-Departmental) will provide funding for the purchase.</p>				

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Southeast Recreation Center Partial Year Operations	0.00	500,000	0	500,000
Program affected: Recreation Centers and Fitness (PROS), Transfers and Other Requirements (Non-Departmental) Duration: Ongoing City Council approved funding in 2019 to build and operate a new recreation center in southeast Aurora. The new facility is planned to open in early 2023. This amendment adds 16.0 FTE to Parks, Recreation, and Open Space (PROS) for a partial year ahead of the facility opening. Full-time staff are typically hired approximately 4 to 6 months ahead of facility opening to learn specific facility operations, hire and train seasonal staff and prepare for the facility opening. The \$763,300 operating budget will be offset by an expected \$284,200 in new revenue. The new revenues are expected primarily from pre-opening recreation pass sales and a smaller amount of daily admissions once the facility opens. PROS anticipates scheduling 1,000 contingent staff hours per week to manage, operate, and maintain the center and associated new programming. A \$500,000 subsidy, which is typical for recreation centers, has been added from the General Fund (Non-Departmental).				
Street Maintenance Step Toward Covering Road Maintenance Shortfall	0.00	2,000,000	0	2,000,000
Program affected: Transfers and Other Requirements Duration: Ongoing The city has a long-standing road maintenance funding gap in that the dollars set aside for road maintenance are not enough to keep roads at a consistent rating. Several sources of funds will be consolidated to start to close the gap, including \$2.0 million from the General Fund, \$4.4 million from the Marijuana Fund (including \$2.4 million previously budgeted for Hogan Parkway), using additional Highway User Tax Funds from the recently approved Senate Bill 260, and a policy directive that will mandate a transfer from the General Fund for road maintenance as long as funds available are better than projected in any given year.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>5,802,370</b>	<b>0</b>	<b>5,802,370</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>5,802,370</b>	<b>0</b>	<b>5,802,370</b>
<u>Gifts &amp; Grants Fund / New Appropriation</u>				
ARPA: Add 2.0 FTE ARPA Grant Positions (Finance)	2.00	246,893	0	246,893
Program affected: American Rescue Plan Act Duration: \$242,900 Ongoing, \$4,000 One-time This amendment will fund 1.0 FTE Grant Development Manager and 1.0 FTE Grant Compliance Manager. The city will receive \$65.4 million from the American Rescue Plan Act (ARPA) and has the ability to use these funds to access other grant funds. It will become more crucial for the city to be aware of opportunities and to coordinate with internal and external partners to most efficiently and effectively develop opportunities and utilize the grant funds.				
ARPA: Affordable Housing Gap Financing (Housing and Community Services)	0.00	5,000,000	0	5,000,000
Program affected: ARPA Duration: One-Time This amendment will set aside available funds for the city to use to leverage for the creation and renovation of affordable units within Aurora.				

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Gifts &amp; Grants Fund / New Appropriation</u>				
ARPA: Aurora Day Resource Center Safety Renovations (Housing and Community Services)	0.00	200,000	0	200,000
<p>Program affected: ARPA                      Duration: One-time                      Due to the COVID pandemic and the growing impact on housing and homelessness in Aurora there has been more utilization demand on the Aurora Day Resource Center (ADRC) in the past year which is expected to be ongoing. Safety of guests, staff and responding officers and paramedics has grown due to the larger numbers of people as well as overall unrest. After a safety walkthrough of the facility with the Aurora Police Department, it was determined that several physical changes to the building as well as operational protocols need to be addressed. In addition, the greater use of restrooms and showers along with substance misuse issues in the facility have created a need for upgrades to those facilities. Specific projects include carpet removal at Comitis for easier cleaning, functioning partitions in the ADRC to create separate areas, security check in area, magnometer, upgrades to the bathrooms, stainless steel toilets, permanent SHARPS containers, removal of shower curtain rods and installation of more permanent shower doors.</p>				
ARPA: Courtroom Audio / Video Integration (Court Administration)	0.00	576,000	0	576,000
<p>Program affected: ARPA                      Duration: One-time                      Continued investment in court technology is a valid use of ARPA funds. Updating to an audio/video integration system will upgrade the court's abilities to control audio and video signal distribution and connectivity issues that allow each of the court rooms currently utilized the ability to integrate the video security network, WebEx remote court proceedings, in-person proceedings, transcript recordings and microphone recordings. This upgrade will minimize maintenance and maximize the versatility of using premier automated control solutions.</p>				
ARPA: Courtroom Monitors (Court Administration)	0.00	30,300	0	30,300
<p>Program affected: ARPA                      Duration: One-time                      Continued investment in court technology is a valid use of ARPA funds. These monitors will replace the antiquated cart televisions used for evidence and case presentation by prosecution and defense attorneys as well as other media applications being accessed during court sessions.</p>				
ARPA: Detention Hardware and Software Upgrades (Court Administration)	0.00	258,710	0	258,710
<p>Program affected: ARPA                      Duration: One-time                      Continued investment in court technology is a valid use of ARPA funds. The appropriation will be used to upgrade the Detention Center jail cell and door control system. Sporadic issues have been occurring, specifically with devices that are controlled via the RIO (remote input/output) modules. There are certain electronic components within this system that are becoming antiquated and replacement is recommended to reduce the risk of failure. These components are commonly replaced every 3-7 years in a standard working environment where the devices are routinely shut down and rebooted.</p>				
ARPA: Disparity Study (General Management)	0.00	500,000	0	500,000
<p>Program affected: ARPA                      Duration: One-time                      A disparity study determines whether a government entity, either in the past or currently, engages in exclusionary practices in the solicitation and award of contracts to minority, women-owned, and disadvantaged business enterprises. The city would like to assess its efforts to encourage the participation of underrepresented businesses in city contracting. In addition, the city would like establish a benchmark for the participation of minority-, woman-, and veteran-owned businesses and determine what, if any, improvements are needed to optimize the city's contracting processes.</p>				

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Gifts &amp; Grants Fund / New Appropriation</u>				
ARPA: Housing Matching Software (Housing and Community Services)	0.00	200,000	0	200,000
Program Affected: ARPA Duration: Ongoing Providing housing solutions is a valid use of ARPA funds. As Aurora is short of affordable housing units, it is imperative to be able to match people to units, and people to people if shared housing is an option. Moreover, with the eviction moratoria lifting soon, this tool may help streamline getting people housed or rehoused so people can access housing more quickly.				
ARPA: Network Switches (Court Administration)	0.00	67,500	0	67,500
Program affected: ARPA Duration: One-time Continued investment in court technology is a valid use of ARPA funds. The Aruba network switches replacement will upgrade the current court network switches that are end of life to the new POE (power over ethernet). This will enable the switches to accommodate the new style of cameras that are mandating this type of switch configuration.				
ARPA: Safe Outdoor Spaces with Shower, Laundry, Restroom Trailer and Programming (Housing and Community Services)	0.00	1,450,000	0	1,450,000
Program affected: ARPA Duration: \$1.2 million Ongoing, \$250,000 One-time Assisting people affected by homelessness is a valid use of ARPA funds. Due to the COVID pandemic, the number of requests for service related to encampments, RV's and general unsheltered people in the community has increased. In 2020, there were close to 900 encampment and RV related Access Aurora requests and the cost for a single abatement can range anywhere from \$1,000-\$20,000. This project would assist individuals living out of their vehicles, in encampments or in need of alternative sheltering options to obtain access to temporary sheltering options and daily living activities, while working on obtaining permanent housing solutions. These sites may have tiny homes, pallet homes, safe parking and/or safe camping. The hope is to create a network of monitored safe sites that provide additional shelter capacity in the community. These sites would come equipped with programming (i.e. behavioral health, physical health, housing case management and basic need supports). These sites would also have a shower/restroom/laundry trailer that would rotate throughout the sites.				
ARPA: Smart Hubs for the Courthouse (Judicial)	0.00	47,000	0	47,000
Program affected: ARPA Duration: One-time Continued investment in court technology is a valid use of ARPA funds. The addition of three smartboards in our courtrooms will greatly assist all court staff in presenting information in jury trials as well as allow for training opportunities and presentations at the courthouse.				
Equal Pay Equal Work Act Adjustments Impact	0.00	9,067	0	9,067
Program affected: Compensation Reserve Duration: Ongoing Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>2.00</b>	<b>8,585,470</b>	<b>0</b>	<b>8,585,470</b>
<b>Gifts &amp; Grants Fund Total</b>	<b>2.00</b>	<b>8,585,470</b>	<b>0</b>	<b>8,585,470</b>

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Golf Courses Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	144,704	0	144,704
Program affected: Compensation Reserve Duration: Ongoing Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>144,704</b>	<b>0</b>	<b>144,704</b>
<b>Golf Courses Fund Total</b>	<b>0.00</b>	<b>144,704</b>	<b>0</b>	<b>144,704</b>
<u>Marijuana Tax Revenue Fund / New Appropriation</u>				
Street Maintenance Step Toward Covering Road Maintenance Shortfall	0.00	2,000,000	0	2,000,000
Program affected: Transfers and Other Requirements Duration: Ongoing The city has a long-standing road maintenance funding gap in that the dollars set aside for road maintenance are not enough to keep roads at a consistent rating. Several sources of funds will be consolidated to start to close the gap, including \$2.0 million from the General Fund, \$4.4 million from the Marijuana Fund (including \$2.4 million previously budgeted for Hogan Parkway), using additional Highway User Tax Funds from the recently approved Senate Bill 260, and a policy directive that will mandate a transfer from the General Fund for road maintenance as long as funds available are better than projected in any given year.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>2,000,000</b>	<b>0</b>	<b>2,000,000</b>
<b>Marijuana Tax Revenue Fund Total</b>	<b>0.00</b>	<b>2,000,000</b>	<b>0</b>	<b>2,000,000</b>
<u>Open Space Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	152,009	0	152,009
Program affected: Compensation Reserve Duration: Ongoing Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>152,009</b>	<b>0</b>	<b>152,009</b>
<b>Open Space Fund Total</b>	<b>0.00</b>	<b>152,009</b>	<b>0</b>	<b>152,009</b>

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Parking and Mobility Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	14,749	0	14,749
Program affected: Compensation Reserve Duration: Ongoing Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>14,749</b>	<b>0</b>	<b>14,749</b>
<b>Parking and Mobility Fund Total</b>	<b>0.00</b>	<b>14,749</b>	<b>0</b>	<b>14,749</b>
<u>Recreation Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	312,795	312,795	0
Program affected: Compensation Reserve Duration: Ongoing Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
Southeast Recreation Center Partial Year Operations	0.00	0	500,000	-500,000
Program affected: Recreation Centers and Fitness (PROS), Transfers and Other Requirements (Non-Departmental) Duration: Ongoing City Council approved funding in 2019 to build and operate a new recreation center in southeast Aurora. The new facility is planned to open in early 2023. This amendment adds 16.0 FTE to Parks, Recreation, and Open Space (PROS) for a partial year ahead of the facility opening. Full-time staff are typically hired approximately 4 to 6 months ahead of facility opening to learn specific facility operations, hire and train seasonal staff and prepare for the facility opening. The \$763,300 operating budget will be offset by an expected \$284,200 in new revenue. The new revenues are expected primarily from pre-opening recreation pass sales and a smaller amount of daily admissions once the facility opens. PROS anticipates scheduling 1,000 contingent staff hours per week to manage, operate, and maintain the center and associated new programming. A \$500,000 subsidy, which is typical for recreation centers, has been added from the General Fund (Non-Departmental).				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>312,795</b>	<b>812,795</b>	<b>-500,000</b>
<b>Recreation Fund Total</b>	<b>0.00</b>	<b>312,795</b>	<b>812,795</b>	<b>-500,000</b>

# Non-Departmental

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Risk Management Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	44,969	0	44,969
Program affected: Compensation Reserve Duration: Ongoing				
Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>44,969</b>	<b>0</b>	<b>44,969</b>
<b>Risk Management Fund Total</b>	<b>0.00</b>	<b>44,969</b>	<b>0</b>	<b>44,969</b>
<u>Wastewater Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	416,226	0	416,226
Program affected: Compensation Reserve Duration: Ongoing				
Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>416,226</b>	<b>0</b>	<b>416,226</b>
<b>Wastewater Fund Total</b>	<b>0.00</b>	<b>416,226</b>	<b>0</b>	<b>416,226</b>
<u>Water Fund / New Appropriation</u>				
Equal Pay Equal Work Act Adjustments Impact	0.00	863,447	0	863,447
Program affected: Compensation Reserve Duration: Ongoing				
Colorado's Equal Pay for Equal Work Act (EPEW SB 19-085) became effective January 1, 2021. The city used this opportunity to evaluate its pay practices to ensure compliance with the new regulations. As a result of the EPEW assessment, and a comprehensive over-haul of the city's compensation and classification structure, an increase of base pay for employees is necessary. These pay adjustments ensure the city meets the requirements of EPEW while creating a compensation structure allowing the city to be competitive in Colorado's job market for attracting and retaining the most valuable resource, City of Aurora employees.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>863,447</b>	<b>0</b>	<b>863,447</b>
<b>Water Fund Total</b>	<b>0.00</b>	<b>863,447</b>	<b>0</b>	<b>863,447</b>
<b>Amendment Request Total All Funds</b>	<b>13.00</b>	<b>18,746,234</b>	<b>857,801</b>	<b>17,888,433</b>



# Non-Departmental

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Community Development Fund	0	0	0	10,366	25,236
Conservation Trust Fund	150,000	250,000	250,000	254,872	261,860
Cultural Services Fund	0	218	22,812	18,486	67,998
Debt Service (SID) Fund	105,380	97,713	107,229	90,904	106,721
Designated Revenues Fund	3,593,705	2,379,054	4,414,612	1,993,181	3,531,280
Development Review Fund	2,283,548	2,397,026	2,608,881	2,667,209	3,293,246
Enhanced E-911 Fund	0	0	7,500	27,779	75,145
Fleet Management Fund	0	-6,365	15,213	40,412	114,054
General Fund	64,465,602	51,292,731	56,079,429	114,838,983	74,938,048
Gifts & Grants Fund	0	33,882,757	0	3,593,725	8,585,470
Golf Courses Fund	0	0	22,219	59,437	167,540
Marijuana Tax Revenue Fund	8,248,810	8,432,241	9,380,539	8,250,000	10,000,000
Open Space Fund	0	0	4,904	62,439	157,061
Parking and Mobility Fund	0	0	0	6,058	14,749
Recreation Fund	0	0	60,223	128,477	374,257
Risk Management Fund	0	0	0	18,471	44,969
Wastewater Fund	52,482	41,238	41,240	214,304	508,059
Water Fund	79,474	132,412	132,413	443,310	1,142,595
<b>Expenditures Total</b>	<b>\$78,979,001</b>	<b>\$98,899,025</b>	<b>\$73,147,214</b>	<b>\$132,718,413</b>	<b>\$103,408,288</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Development Review Fund	10.00	5.00	5.00	1.00	12.00
Gifts & Grants Fund	0.00	0.00	0.00	0.00	2.00
<b>Staffing Total</b>	<b>10.00</b>	<b>5.00</b>	<b>5.00</b>	<b>1.00</b>	<b>14.00</b>

## PROGRAM DETAIL

### American Rescue Plan Act (ARPA)

On March 11, 2021, the American Rescue Plan Act (ARPA) was signed into law by the President. The \$1.9 trillion legislation included \$360 billion in aid for state and local governments. The intent of the aid is to ensure state, local and tribal governments have sufficient resources to respond to the COVID-19 public health emergency and its ongoing economic impacts.

As part of this legislation, the City of Aurora will receive \$65.4 million in one-time assistance with the opportunity to apply for additional grants. The 2022 budget includes funding of \$8.6 million to address immediate issues primarily associated with providing community assistance, and 2.0 FTE to support this funding. In addition, the city has started the process of engaging departments and the community to identify potential projects. Through this process, the city intends to fund several significant projects that will have a long-term impact on the residents of Aurora.

# Non-Departmental

## PROGRAM DETAIL

### American Rescue Plan Act (ARPA)

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	0	0	0	3,590,000	8,576,403
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,590,000</b>	<b>\$8,576,403</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	0	0	0	240,933
Supplies and Services	0	0	0	3,490,528	6,905,960
Capital Related	0	0	0	0	1,429,510
Transfers Out	0	0	0	99,472	0
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,590,000</b>	<b>\$8,576,403</b>
<b><u>STAFFING SUMMARY</u></b>					
Gifts & Grants Fund	0.00	0.00	0.00	0.00	2.00
<b>Staffing Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>

### 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 (ACLCL), the capital leasing arm of the city. The ACLCL board members are city staff. ACLCL borrows money to purchase or construct the buildings. The lease payments from the city are used by ACLCL to pay debt service on the borrowings.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,784,469	7,087,810	7,098,500	7,098,500	7,098,500
<b>Expenditures Total</b>	<b>\$1,784,469</b>	<b>\$7,087,810</b>	<b>\$7,098,500</b>	<b>\$7,098,500</b>	<b>\$7,098,500</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Transfers Out	1,784,469	7,087,810	7,098,500	7,098,500	7,098,500
<b>Expenditures Total</b>	<b>\$1,784,469</b>	<b>\$7,087,810</b>	<b>\$7,098,500</b>	<b>\$7,098,500</b>	<b>\$7,098,500</b>

# Non-Departmental

## PROGRAM DETAIL

### Compensation Reserve

This program provides contingency/special funding, primarily for employee compensation. The budget includes 12.0 unfunded FTE in the Development Review Fund to allow for hiring flexibility for the departments in the fund. One-time employee bonus funding was included in 2020. Although not budgeted for 2021, it will be reinstated and is included in the 2021 projection, as well as being budgeted for 2022 ongoing. Also for 2022, Equal Pay Equal Work Act funding, a public safety funding placeholder, and a pension placeholder was included in this program, causing the majority of the increase from the 2021 budget.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Community Development Fund	0	0	0	10,366	25,236
Conservation Trust Fund	0	0	0	4,872	11,860
Cultural Services Fund	0	0	22,812	18,486	67,998
Designated Revenues Fund	0	0	0	26,280	63,980
Development Review Fund	30,998	67,257	17,496	75,824	148,815
Enhanced E-911 Fund	0	0	7,500	27,779	75,145
Fleet Management Fund	0	0	15,213	40,412	114,054
General Fund	487,196	988,922	-302,297	1,588,690	7,055,816
Gifts & Grants Fund	0	0	0	3,725	9,067
Golf Courses Fund	0	0	22,219	59,437	167,540
Open Space Fund	0	0	4,904	62,439	157,061
Parking and Mobility Fund	0	0	0	6,058	14,749
Recreation Fund	0	0	60,223	128,477	374,257
Risk Management Fund	0	0	0	18,471	44,969
Wastewater Fund	52,482	41,238	41,240	214,304	508,059
Water Fund	79,474	132,412	132,413	443,310	1,142,595
<b>Expenditures Total</b>	<b>\$650,150</b>	<b>\$1,229,829</b>	<b>\$21,723</b>	<b>\$2,728,930</b>	<b>\$9,981,201</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	612,402	1,229,829	-95,059	2,711,080	9,141,542
Supplies and Services	37,748	0	116,782	17,850	922,871
Interfund Charges	0	0	0	0	-83,212
<b>Expenditures Total</b>	<b>\$650,150</b>	<b>\$1,229,829</b>	<b>\$21,723</b>	<b>\$2,728,930</b>	<b>\$9,981,201</b>

<b><u>STAFFING SUMMARY</u></b>					
Development Review Fund	10.00	5.00	5.00	1.00	12.00
<b>Staffing Total</b>	<b>10.00</b>	<b>5.00</b>	<b>5.00</b>	<b>1.00</b>	<b>12.00</b>

# Non-Departmental

## PROGRAM DETAIL

### COVID-19 Relief Grants

Many of the city’s activities in responding to the COVID-19 outbreak were subject to reimbursement through the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act. The city received CARES funds as a passthrough from Adams and Arapahoe counties. The passthrough funds have been used to provide small business and rental assistance, city personnel costs and personal protective equipment (PPE), improving the safety of city facilities and transitioning to a digital service model.

Several city departments also received grants stemming from the CARES Act. The Community Development Block Grant (CDBG) and Emergency Solutions Grants (ESG) programs were both supplemented using one-time funds from the CARES Act. Additional smaller CARES grants have been used to promote social distancing, purchasing PPE, and hire Public Defender personnel.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	0	-4,361,258	0	4,361,257	0
Gifts & Grants Fund	0	33,882,757	0	0	0
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$29,521,499</b>	<b>\$0</b>	<b>\$4,361,257</b>	<b>\$0</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	2,703,643	0	0	0
Allocated Expenses	0	541,650	0	0	0
Supplies and Services	0	25,811,961	0	4,361,257	0
Capital Related	0	464,245	0	0	0
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$29,521,499</b>	<b>\$0</b>	<b>\$4,361,257</b>	<b>\$0</b>

### Developer Incentives

This program includes incentive payments made to developers and companies as well as payments made for revenue cost-sharing agreements.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	62,171	253,088	700,000	0	700,000
General Fund	1,259,132	1,130,201	1,401,404	1,021,404	1,401,404
<b>Expenditures Total</b>	<b>\$1,321,303</b>	<b>\$1,383,289</b>	<b>\$2,101,404</b>	<b>\$1,021,404</b>	<b>\$2,101,404</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	1,321,303	1,383,289	2,101,404	1,021,404	2,101,404
<b>Expenditures Total</b>	<b>\$1,321,303</b>	<b>\$1,383,289</b>	<b>\$2,101,404</b>	<b>\$1,021,404</b>	<b>\$2,101,404</b>

# Non-Departmental

## PROGRAM DETAIL

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	2,977,204	2,607,522	2,861,321	2,861,321	2,862,765
<b>Expenditures Total</b>	<b>\$2,977,204</b>	<b>\$2,607,522</b>	<b>\$2,861,321</b>	<b>\$2,861,321</b>	<b>\$2,862,765</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	1,055,633	624,590	900,798	900,798	927,822
Supplies and Services	1,691,025	1,773,333	1,600,721	1,600,721	1,600,721
Utilities	775	655	800	800	800
Interfund Charges	213,183	208,944	309,002	309,002	283,422
Capital Related	16,588	0	50,000	50,000	50,000
<b>Expenditures Total</b>	<b>\$2,977,204</b>	<b>\$2,607,522</b>	<b>\$2,861,321</b>	<b>\$2,861,321</b>	<b>\$2,862,765</b>

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Debt Service (SID) Fund	105,380	97,713	107,229	90,904	106,721
<b>Expenditures Total</b>	<b>\$105,380</b>	<b>\$97,713</b>	<b>\$107,229</b>	<b>\$90,904</b>	<b>\$106,721</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Supplies and Services	1,030	956	894	904	786
Debt Related	104,350	96,757	106,335	90,000	105,935
<b>Expenditures Total</b>	<b>\$105,380</b>	<b>\$97,713</b>	<b>\$107,229</b>	<b>\$90,904</b>	<b>\$106,721</b>

# Non-Departmental

## PROGRAM DETAIL

### 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. A significant amount of one-time funds are transferred as well, which causes the large variances from year to year.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Conservation Trust Fund	150,000	250,000	250,000	250,000	250,000
Cultural Services Fund	0	218	0	0	0
Designated Revenues Fund	3,531,534	2,125,966	3,714,612	1,966,901	2,767,300
Development Review Fund	2,252,550	2,329,769	2,591,385	2,591,385	3,144,431
General Fund	57,957,569	43,839,533	45,020,501	97,907,811	56,519,563
Marijuana Tax Revenue Fund	8,248,810	8,432,241	9,380,539	8,250,000	10,000,000
<b>Expenditures Total</b>	<b>\$72,140,463</b>	<b>\$56,977,727</b>	<b>\$60,957,037</b>	<b>\$110,966,097</b>	<b>\$72,681,294</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	95,973	1,439,706	370,300	405,852	370,300
Allocated Expenses	0	-339,933	0	0	2,827,990
Supplies and Services	6,529,209	5,907,931	7,181,500	6,951,506	4,370,430
Utilities	1,623	1,421	0	0	0
Interfund Charges	0	0	218	18	0
Capital Related	77,802	0	0	35,600	0
Transfers Out	65,435,856	49,968,602	53,405,019	103,573,121	65,112,574
<b>Expenditures Total</b>	<b>\$72,140,463</b>	<b>\$56,977,727</b>	<b>\$60,957,037</b>	<b>\$110,966,097</b>	<b>\$72,681,294</b>

# Parks, Recreation & Open Space

## PROGRAM SUMMARY

<p><b>Administration</b></p> <p>\$1,527,755                      5 FTE</p> <p>*Oversees planning and management of the PROS department to ensure efficient and effective operations</p>	<p><b>Aquatics</b></p> <p>\$4,079,472                      21 FTE</p> <p>*Provides safe, fun, and healthy aquatic &amp; concession facilities with activities to enhance the quality of life for the community</p>	<p><b>Forestry</b></p> <p>\$2,692,564                      18 FTE</p> <p>*Creates a healthy, natural environment by maintaining the Urban Forest and planting new trees throughout the city</p>
<p><b>Golf</b></p> <p>\$7,917,931                      32 FTE</p> <p>*Provides a superior golf experience through a well-maintained and fiscally responsible golf enterprise.</p>	<p><b>Open Space and Natural Resources</b></p> <p>\$4,607,260                      33 FTE</p> <p>*Creates a healthy environment by acquiring and managing open space properties, trails, reservoirs, and programming nature centers</p>	<p><b>Parks Operations &amp; Management</b></p> <p>\$14,033,425                      86 FTE</p> <p>*Creates healthy environments and encourages active lifestyles by maintaining parks and facilities, and providing great customer service</p>
<p><b>Planning, Design and Construction</b></p> <p>\$1,892,477                      17 FTE</p> <p>*Creates healthy environments by managing the planning, design and construction processes on park and open space properties.</p>	<p><b>Recreation Centers &amp; Fitness</b></p> <p>\$3,640,370                      34 FTE</p> <p>*Provides essential recreation and health/wellness programs, and facilities to promote active, healthy lifestyles</p>	<p><b>Recreation Division Management</b></p> <p>\$1,240,088                      8 FTE</p> <p>*Oversees planning and management of the Recreation Division to ensure efficient and effective operations fulfilling the department mission</p>
<p><b>Special Events and Marketing</b></p> <p>\$1,464,134                      9 FTE</p> <p>*Planning and production of citywide special events, and marketing events and programs which are essential to a strong &amp; vibrant community</p>	<p><b>Special Programs</b></p> <p>\$2,423,439                      21 FTE</p> <p>*Essential programming for preschool, 50+ adults and persons with disabilities to maintain health and encourage social interaction</p>	<p><b>Sports Programs</b></p> <p>\$1,899,994                      10 FTE</p> <p>*Provides team/individual sports for youth and adults while encouraging an active and healthy lifestyle and positively impacting the economy</p>
<p><b>Transfers and Other Requirements</b></p> <p>\$1,123,000                      0 FTE</p> <p>*Transfer to ACLC from the Open Space Fund</p>	<p><b>Youth Development</b></p> <p>\$1,793,432                      11 FTE</p> <p>*Provides programming for youth to ensure a safe environment, promote active and healthy lifestyles, and encourage positive development</p>	

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>REGULAR - FTE</b>	279.00	279.00	277.00	277.00	305.00
<b>EXPENDITURES</b>	42,390,738	38,519,138	45,490,607	40,521,260	50,335,341

# 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	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	279.00	279.00	277.00	277.00	305.00
Personal Services	24,967,655	23,148,578	28,607,036	25,687,966	31,242,860
Allocated Expenses	0	-52,511	0	0	0
Supplies and Services	8,061,655	5,921,234	7,159,478	5,142,011	8,278,453
Utilities	4,983,708	5,326,136	5,674,400	5,591,495	5,893,950
Interfund Charges	2,119,488	2,231,236	2,325,960	2,314,086	2,782,845
Debt Related	391,132	409,618	428,180	428,180	445,680
Capital Related	533,347	198,625	97,303	159,272	568,553
Transfers Out	1,333,753	1,336,222	1,198,250	1,198,250	1,123,000
<b>Expenditures Total</b>	<b>\$42,390,738</b>	<b>\$38,519,138</b>	<b>\$45,490,607</b>	<b>\$40,521,260</b>	<b>\$50,335,341</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

To better serve the recreational needs of a growing city, in 2019 City Council approved funding to build and operate a new recreation center in southeast Aurora. The 2022 budget will provide \$767,300 and 16.0 FTE to open the new Southeast Recreation Center which is planned to open in early 2023. Funding will also provide for contingent staff needed to operate the new recreation center and provide various types of programming.

A combination of population growth and increased demand for outdoor recreation under the COVID-19 pandemic has created a number of challenges for PROS. The Department has several proposals related to managing a growing number of properties as well as addressing increased visitation at all PROS properties. In total, these requests will assure that there is adequate funding to operate and maintain city properties managed by the Department. These requests include: (1) \$286,500 and 4.0 FTE to provide for additional ranger patrols at reservoirs, trails, and open spaces; (2) \$153,300 and 1.0 FTE for a Maintenance Contract Supervisor; (3) \$300,000 for landscaping and water conservation efforts at Aurora fire stations; (4) \$300,000 for Forestry management plan for Emerald Ash Borer response; (5) \$226,000 for new median and park property maintenance at 10 new park properties added since 2016; (6) \$110,000 for vault toilet cleaning services at city parks, and; (7) \$100,000 to better maintain Aurora Reservoir and four other higher maintenance sites.

Finally, the 2022 budget will provide \$725,300 and 5.0 FTE to add four Irrigation Utility Workers and one GIS Analyst to address a state law mandate requiring property owners to locate their own utilities for construction projects.

### 2021 Current-Year Department Projection

Mid-year 2020, the Recreation Division was able to safely reopen larger recreation facilities with limited visitations and controlled expenses through year-end. Building on the 2020 operational successes and loosening public health restrictions, the Recreation Division’s facility and program attendance is rebounding in 2021. While both 2021 revenue and expense are projected to be lower than the 2021 pre-COVID based adopted budget, the Recreation Fund is projected to end 2021 with \$2.9 million.



# Parks, Recreation & Open Space

## DEPARTMENT NARRATIVE

All other department funds are projected to meet or exceed revenues. Revenue to the Open Space Fund is projected at \$11.9 million, or about \$2.2 million more than the 2021 Original Budget. This revenue is based on sales tax revenue provided by Arapahoe, Adams, and Douglas Counties for open space purposes. The 2021 budget assumed that this intergovernmental revenue would suffer a COVID-related decline, but that drop never materialized. Generally, expenses are projected within budget for department funds unless otherwise noted.

Visitation is up at the Aurora Reservoir resulting in higher revenue to the General Fund. General Fund expenses are projected at budget and have the potential to be lower should labor shortages persist in the Denver Metro area.

### 2022 Department Budget

The 2022 budget for the Parks, Recreation, and Outdoor Space Department is \$4.8 million (10.6 percent) above the 2021 Original Budget. This is based in part on funding of \$767,300 and 16.0 FTE to open the Southeast Recreation Center and \$725,300 and 5.0 FTE to address a state law mandate requiring property owners to locate their own utilities for construction projects. In addition, the Department's budget includes \$1.7 million and 5.0 FTE, including 1.0 FTE added by Council at the September 25 Budget Workshop, to address a wide variety of needs to better operate and maintain the city's parks, trails, reservoirs, open spaces, and other city properties as well addressing the impact of the Emerald Ash Borer on the city's trees. The Department's 2022 budget also includes \$195,300 to hire a Development Review Coordinator and a Landscape Designer in the Planning, Development, and Construction Division. Finally, funding has been included to cover citywide increases for pay and benefits, as well as other necessary base budget adjustments.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	424,468
Mid Year Modifications	1,630
Compensation Adjustments	701,468
Mandated Costs	500,685
Other Adjustments	-253,943
<b>Total Base Adjustments</b>	<b>\$1,374,308</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Conservation Trust Fund / New Appropriation</u>				
Add FTE For Mandated Colorado 811 Utility Location Positions	1.00	151,194	0	151,194
Program affected: Parks Operations & Management and Planning, Design, and Construction Duration: Various in General Fund and Conservation Trust Fund This amendment adds 4.0 FTE Irrigation Utility Workers (3.0 FTE in the General Fund and 1.0 FTE in the Conservation Trust Fund) and 1.0 FTE 811 Utility GIS Analyst (General Fund). Colorado State legislative changes to the One Call Law, effective in 2021, require property owners to locate all utilities, including irrigation lines, prior to ground-breaking activities. PROS anticipates as many as 20,000 utility locate requests annually. The GIS analyst position maintains and updates line location data. The one-time amount includes 4 vehicles with plow attachments and related technology equipment; tablets and computers. PROS typically requests a plow attachment with vehicle purchases to support periodic snow removal duties.				
Open Space Trail Snow Removal Equipment	0.00	37,750	0	37,750
Program affected: Open Space and Natural Resources (OSNR) Duration: \$250 Ongoing; \$37,500 One-time OSNR provides snow removal on school route trails and some steeper trail sections throughout the City. This amendment adds one-time funding for a VenTrac with snow blower, which is a smaller piece of equipment for narrow, winding or steep locations. The ongoing budget add is for fuel.				

# Parks, Recreation & Open Space

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Conservation Trust Fund / New Appropriation</u>				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>188,944</b>	<b>0</b>	<b>188,944</b>
<b>Conservation Trust Fund Total</b>	<b>1.00</b>	<b>188,944</b>	<b>0</b>	<b>188,944</b>
<u>Designated Revenues Fund / New Appropriation</u>				
Emerald Ash Borer Management Plan	0.00	300,000	0	300,000
Program affected: Forestry Duration: Ongoing This amendment funds recommended actions to lessen the impact of the Emerald Ash Borer insect as outlined in the Emerald Ash Borer (EAB) Management Plan. Recommendations include: public education program, maintenance and treatment plan for infested trees, and tree removal and stump grinding. Funding will also be used for tree replacements.				
Parks Vault Toilet Cleaning Services	0.00	110,000	0	110,000
Program affected: Parks Operations & Management Duration: One-time This amendment provides one-time funding for contracted vault toilet cleaning service for 30 vault restrooms throughout City parks. Vault toilets are typically opened from April through October and cleaned twice a week. Vault cleaning is the third highest usage of staff hours in spring/summer season and requires specialized equipment. This is a one-year contract to be evaluated for value and efficacy following the 2022 summer season.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>410,000</b>	<b>0</b>	<b>410,000</b>
<b>Designated Revenues Fund Total</b>	<b>0.00</b>	<b>410,000</b>	<b>0</b>	<b>410,000</b>
<u>Development Review Fund / New Appropriation</u>				
Activate and Fund 1.0 FTE Development Review Coordinator in Parks, Recreation and Open Space (PROS)	1.00	110,137	0	110,137
Program affected: Parks Development (PROS) and Compensation Reserve (Non-Departmental) Duration: Ongoing In the 2021 Adopted Budget, 1.0 FTE associated with development review activities was eliminated from the Planning, Development, and Construction (PDC) Division based on forecasts that development activity would decline significantly during the COVID-19 pandemic. The decline in development activities was not realized, and conversely increased significantly. This amendment restores one of the eliminated positions, the Senior Planner - Development Review Coordinator. The position coordinates plan reviews by PDC staff, including conducting comprehensive reviews, analyzing development impacts, and establishing mitigation measures. Unlike the position that was cut, the new position will be funded from the Development Review Fund and will utilize an FTE designation in Non-Departmental so that this is not a net FTE addition to the City of Aurora's budget.				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>110,137</b>	<b>0</b>	<b>110,137</b>
<b>Development Review Fund Total</b>	<b>1.00</b>	<b>110,137</b>	<b>0</b>	<b>110,137</b>
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Park Ranger	1.00	139,000	0	139,000
Program affected: Open Space and Natural Resources (OSNR) Duration: \$74,000 Ongoing, \$65,000 One-time At the September 25, 2021 Budget Workshop, Council added 1.0 FTE Park Ranger and vehicle in addition to the 3.0 Park Rangers added in the Proposed Budget. This will be a General Funded position.				

# Parks, Recreation & Open Space

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE PROS Maintenance Contract Supervisor	1.00	153,263	0	153,263
<p>Program affected: Parks Operations &amp; Management            Duration: \$101,600 Ongoing, \$51,700 One-time            This amendment adds 1.0 FTE Parks O&amp;M supervisor position responsible for division contract management and the 811 Utility Locate team supervision. Colorado state law requires properties owners to locate all utilities, including irrigation lines, as part of the Colorado 811 Utility Locate, "Call Before You Dig", program. The one-time amount is for the supervisor's vehicle with plow attachment. PROS typically requests a plow attachment with vehicle purchases to support periodic snow removal duties.</p>				
Add FTE For Mandated Colorado 811 Utility Location Positions	4.00	574,140	0	574,140
<p>Program affected: Parks Operations &amp; Management and Planning, Design, and Construction            Duration: Various in General Fund and Conservation Trust Fund            This amendment adds 4.0 FTE Irrigation Utility Workers (3.0 FTE in the General Fund and 1.0 FTE in the Conservation Trust Fund) and 1.0 FTE 811 Utility GIS Analyst (General Fund). Colorado State legislative changes to the One Call Law, effective in 2021, require property owners to locate all utilities, including irrigation lines, prior to ground-breaking activities. PROS anticipates as many as 20,000 utility locate requests annually. The GIS Analyst position maintains and updates line location data. The one-time amount includes 4 vehicles with plow attachments and related technology equipment; tablets and computers. PROS typically requests a plow attachment with vehicle purchases to support periodic snow removal duties.</p>				
Aurora Reservoir Contract Maintenance	0.00	100,000	80,000	20,000
<p>Program affected: Open Space and Natural Resources (OSNR)            Duration: Ongoing            This amendment provides funding for contract janitorial and vegetation management services at the city's reservoirs and nature centers. The cost of the contractors will be partially offset by additional revenue generated by increased visitation at Aurora Reservoir. Visitations at the Aurora Reservoir are up over 30 percent year-to-date.</p>				
Fire Station Landscape and Water Conservation Maintenance	0.00	300,000	0	300,000
<p>Program affected: Parks Operations &amp; Management            Duration: \$108,000 Ongoing, \$192,000 One-time            In 2021, the Parks O&amp;M Division completed a comprehensive assessment of irrigation systems at the city owned fire stations. This amendment funds the one-time replacement of inefficient and aging irrigation controllers with cloud-based irrigation controller technology for operational ease and water conservation purposes. In addition, the amendment provides for on-going annual landscape maintenance contracts for the city's fire-stations. PROS manages turfgrass, landscapes, irrigation systems, native vegetation, noxious weeds, trees and limited snow removal on Aurora Fire Rescue (AFR) properties per the signed 2021 Service Level Agreement (SLA). The SLA agreement indicates responsibilities of both PROS and AFR at each fire station. This amendment fully funds PROS current SLA responsibilities.</p>				
Mandated-New Median and Park Property Maintenance Contracts	0.00	226,000	0	226,000
<p>Program affected: Parks Operations &amp; Management            Duration: Ongoing            Over 23 acres of xeric medians, parks, and greenbelts have been added to the PROS system since 2016. This amendment funds maintenance and water expenses for the additional properties. PROS O&amp;M Division plans to manage the property and median maintenance with additional contracts.</p>				

# Parks, Recreation & Open Space

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Outsource Commercial Drivers License Training and Testing	0.00	130,000	0	130,000
Program affected: Parks Operations & Management Duration: One-time This amendment provides one-time funding to provide Commercial Driver’s License (CDL) training in 2022, by a third party, for approximately 20 new staff members. Parks O&M, OSNR and Forestry positions require a CDL within 6 months of hire. Historically, PROS has relied on in-house trainers from other departments to provide the required training. New and evolving federal training and instructor qualification requirements for CDL licensing presents significant challenges to obtain compliance with the current City internal training model. The external training program will be evaluated through 2022, and further recommendations may follow for the 2023 budget.				
<b>New Appropriation Total</b>	<b>6.00</b>	<b>1,622,403</b>	<b>80,000</b>	<b>1,542,403</b>
<b>General Fund Total</b>	<b>6.00</b>	<b>1,622,403</b>	<b>80,000</b>	<b>1,542,403</b>
<u>Open Space Fund / New Appropriation</u>				
Add 3.0 FTE Open Space Ranger Patrol	3.00	286,547	0	286,547
Program affected: Open Space and Natural Resources (OSNR) Duration: \$221,500 Ongoing, \$65,000 One-time This amendment adds 3.0 FTE Open Space Rangers to provide additional ranger patrols at reservoirs, trails, and open space sites. The three rangers represent a single additional patrol covering the dawn to dusk operations associated with Open Space properties. Visitation throughout the Open Space system are up over 30% in the last year. The one-time amount is for a single vehicle with plow attachment to support periodic snow removal duties.				
Restore 1.0 FTE Landscape Designer	1.00	85,145	0	85,145
Programs affected: Planning, Development, and Construction (PDC) Division: Duration: \$82,600 Ongoing, \$2,500 One-time In the 2021 Adopted Budget 1.0 FTE associated with park and median design activities was eliminated from the Planning, Development, and Construction (PDC) Division based on lower projected revenue forecasts associated with the COVID-19 pandemic. The revenue decline was not realized. This amendment restores one of the eliminated positions, the Landscape Designer position. The position designs and supports park development/renovation projects. The one-time expense is for a computer.				
<b>New Appropriation Total</b>	<b>4.00</b>	<b>371,692</b>	<b>0</b>	<b>371,692</b>
<b>Open Space Fund Total</b>	<b>4.00</b>	<b>371,692</b>	<b>0</b>	<b>371,692</b>
<u>Recreation Fund / New Appropriation</u>				
Southeast Recreation Center Partial Year Operations	16.00	767,250	284,167	483,083
Program affected: Recreation Centers and Fitness (PROS), Transfers and Other Requirements (Non-Departmental) Duration: Ongoing City Council approved funding in 2019 to build and operate a new recreation center in southeast Aurora. The new facility is planned to open in early 2023. This amendment adds 16.0 FTE to Parks, Recreation, and Open Space (PROS) for a partial year ahead of the facility opening. Full-time staff are typically hired approximately 4 to 6 months ahead of facility opening to learn specific facility operations, hire and train seasonal staff and prepare for the facility opening. The \$763,300 operating budget will be offset by an expected \$284,200 in new revenue. The new revenues are expected primarily from pre-opening recreation pass sales and a smaller amount of daily admissions once the facility opens. PROS anticipates scheduling 1,000 contingent staff hours per week to manage, operate, and maintain the center and associated new programming. A \$500,000 subsidy, which is typical for recreation centers, has been added from the General Fund (Non-Departmental).				

# Parks, Recreation & Open Space

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Recreation Fund / New Appropriation</u>				
<b>New Appropriation Total</b>	<b>16.00</b>	<b>767,250</b>	<b>284,167</b>	<b>483,083</b>
<b>Recreation Fund Total</b>	<b>16.00</b>	<b>767,250</b>	<b>284,167</b>	<b>483,083</b>
<b>Amendment Request Total All Funds</b>	<b>28.00</b>	<b>3,470,426</b>	<b>364,167</b>	<b>3,106,259</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Conservation Trust Fund	999,094	984,027	1,206,256	1,213,486	1,459,214
Designated Revenues Fund	849,640	812,602	1,077,980	1,023,647	1,536,711
Development Review Fund	53,004	53,004	53,000	53,000	163,137
General Fund	14,244,954	14,170,133	14,919,524	14,279,435	17,237,501
Gifts & Grants Fund	418,489	346,795	484,162	479,466	435,712
Golf Courses Fund	7,700,903	7,781,867	7,963,394	7,978,319	8,137,580
Open Space Fund	4,905,255	5,059,092	5,335,411	5,319,164	5,803,081
Parks Development Fund	78,305	24,805	0	0	0
Recreation Fund	13,141,094	9,286,813	14,450,880	10,174,743	15,562,405
<b>Expenditures Total</b>	<b>\$42,390,738</b>	<b>\$38,519,138</b>	<b>\$45,490,607</b>	<b>\$40,521,260</b>	<b>\$50,335,341</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Conservation Trust Fund	13.22	13.22	13.22	13.22	14.22
Designated Revenues Fund	12.96	12.96	12.96	12.96	12.96
Development Review Fund	0.00	0.00	0.00	0.00	1.00
General Fund	90.09	90.09	89.34	89.34	95.34
Golf Courses Fund	33.00	33.00	33.00	33.00	33.00
Open Space Fund	34.98	34.98	34.48	34.48	38.48
Parks Development Fund	0.75	0.75	0.00	0.00	0.00
Recreation Fund	94.00	94.00	94.00	94.00	110.00
<b>Staffing Total</b>	<b>279.00</b>	<b>279.00</b>	<b>277.00</b>	<b>277.00</b>	<b>305.00</b>

## 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.

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Administration

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,262,691	1,232,869	1,316,151	1,290,654	1,406,595
Gifts & Grants Fund	19,795	16,714	15,000	15,000	15,000
Open Space Fund	82,868	85,444	96,358	96,358	106,160
<b>Expenditures Total</b>	<b>\$1,365,354</b>	<b>\$1,335,027</b>	<b>\$1,427,509</b>	<b>\$1,402,012</b>	<b>\$1,527,755</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	599,238	586,399	588,056	594,271	615,616
Allocated Expenses	0	-3,225	0	0	0
Supplies and Services	119,888	94,539	126,411	94,699	126,411
Interfund Charges	612,923	657,314	713,042	713,042	785,728
Capital Related	33,305	0	0	0	0
<b>Expenditures Total</b>	<b>\$1,365,354</b>	<b>\$1,335,027</b>	<b>\$1,427,509</b>	<b>\$1,402,012</b>	<b>\$1,527,755</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	5.00	5.00	5.00	5.00	5.00
<b>Staffing Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of department service level standards met	90%	80%	90%	90%	90%
Respond to 100% of Council requests regarding routine maintenance issues within the established deadline	100%	100%	100%	100%	100%

### Aquatics

Aquatics provides a safe, healthy aquatics environment for citizens of all ages, and strives 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. The 2022 budget includes \$214,800 and 3.0 FTE associated with opening of the Southeast Recreation Center.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Recreation Fund	3,307,993	1,933,282	3,768,526	2,373,471	4,079,472
<b>Expenditures Total</b>	<b>\$3,307,993</b>	<b>\$1,933,282</b>	<b>\$3,768,526</b>	<b>\$2,373,471</b>	<b>\$4,079,472</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,619,424	1,570,853	3,127,860	1,960,318	3,423,139
Supplies and Services	426,147	177,172	364,588	158,539	379,570
Utilities	251,570	172,412	265,000	244,082	264,500
Interfund Charges	10,852	12,845	11,078	10,532	12,263
<b>Expenditures Total</b>	<b>\$3,307,993</b>	<b>\$1,933,282</b>	<b>\$3,768,526</b>	<b>\$2,373,471</b>	<b>\$4,079,472</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Aquatics

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	19.00	18.00	18.00	18.00	21.00
<b>Staffing Total</b>	<b>19.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>21.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
80% of customers will rate the cleanliness of a facility as either "excellent" or "good"	80%	N/A	80%	N/A	80%
80% of customers will rate their overall program/class experience as either "excellent" or "good"	80%	N/A	80%	N/A	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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	705,343	677,494	875,232	829,469	1,209,838
General Fund	1,462,170	1,333,561	1,437,234	1,175,169	1,482,726
<b>Expenditures Total</b>	<b>\$2,167,513</b>	<b>\$2,011,055</b>	<b>\$2,312,466</b>	<b>\$2,004,638</b>	<b>\$2,692,564</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,222,416	1,139,881	1,501,474	1,489,551	1,575,226
Supplies and Services	729,986	681,591	647,322	351,417	947,322
Utilities	1,757	1,233	1,800	1,800	1,900
Interfund Charges	168,329	171,502	161,870	161,870	168,116
Capital Related	45,025	16,848	0	0	0
<b>Expenditures Total</b>	<b>\$2,167,513</b>	<b>\$2,011,055</b>	<b>\$2,312,466</b>	<b>\$2,004,638</b>	<b>\$2,692,564</b>
<b><u>STAFFING SUMMARY</u></b>					
Designated Revenues Fund	11.00	11.00	11.00	11.00	11.00
General Fund	7.00	7.00	7.00	7.00	7.00
<b>Staffing Total</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Forestry

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of forestry inspections to be completed within 10 business days	98%	80%	90%	90%	90%
Resolve all identified high priority tree issues at the site within 10 business days of inspection	100%	100%	100%	100%	100%
Service 542 trees per month (6,500 trees per year)	480	550	480	480	542

### Golf

The Golf Program operates as an enterprise 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Golf Courses Fund	7,504,477	7,650,346	7,747,823	7,761,659	7,917,931
<b>Expenditures Total</b>	<b>\$7,504,477</b>	<b>\$7,650,346</b>	<b>\$7,747,823</b>	<b>\$7,761,659</b>	<b>\$7,917,931</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	4,025,396	4,180,215	4,304,246	4,331,464	4,401,243
Allocated Expenses	0	-1,957	0	0	0
Supplies and Services	1,638,434	1,575,153	1,554,502	1,545,620	1,540,152
Utilities	947,921	1,122,044	1,056,100	1,056,100	1,180,500
Interfund Charges	211,137	219,708	233,492	233,492	253,053
Debt Related	391,132	409,618	428,180	428,180	445,680
Capital Related	90,457	-54,435	97,303	92,803	97,303
Transfers Out	200,000	200,000	74,000	74,000	0
<b>Expenditures Total</b>	<b>\$7,504,477</b>	<b>\$7,650,346</b>	<b>\$7,747,823</b>	<b>\$7,761,659</b>	<b>\$7,917,931</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>STAFFING SUMMARY</u></b>					
Golf Courses Fund	32.00	32.00	32.00	32.00	32.00
<b>Staffing Total</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Year-end 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. OSNR also provides educational opportunities which help get kids outdoors at the Morrison Nature Center at Star K Ranch, the Senac Creek Nature Center at Aurora Reservoir and the Plains Conservation Center. The 2022 budget contains an increase of \$425,500 and 4.0 FTE for additional ranger patrols at reservoirs, trails, and open space sites, including 1.0 FTE added by Council at the September 25 Budget Workshop.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Conservation Trust Fund	465,268	451,488	583,320	585,167	656,229
General Fund	1,457,984	1,139,589	1,429,988	1,417,354	1,756,368
Gifts & Grants Fund	69,207	65,869	20,000	13,674	20,000
Open Space Fund	1,489,455	1,680,486	1,813,216	1,819,528	2,152,417
Recreation Fund	24,911	19,309	21,728	9,829	22,246
<b>Expenditures Total</b>	<b>\$3,506,825</b>	<b>\$3,356,741</b>	<b>\$3,868,252</b>	<b>\$3,845,552</b>	<b>\$4,607,260</b>

<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	2,520,109	2,649,725	3,139,411	3,138,582	3,524,942
Allocated Expenses	0	-5,329	0	0	0
Supplies and Services	581,035	428,366	445,121	423,250	559,789
Utilities	106,861	98,965	106,800	106,800	113,900
Interfund Charges	170,100	185,045	176,920	176,920	241,129
Capital Related	128,720	-31	0	0	167,500
<b>Expenditures Total</b>	<b>\$3,506,825</b>	<b>\$3,356,741</b>	<b>\$3,868,252</b>	<b>\$3,845,552</b>	<b>\$4,607,260</b>

<b>STAFFING SUMMARY</b>					
Conservation Trust Fund	6.50	6.50	6.50	6.50	6.50
General Fund	7.32	7.32	7.32	7.32	8.32
Open Space Fund	15.18	15.18	15.18	15.18	18.18
<b>Staffing Total</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>33.00</b>

<b>PERFORMANCE MEASURE SUMMARY</b>					
90% of customer ratings resulting in "3" or "4" on a "1-4" scale from Environmental Education User Satisfaction Surveys	95%	N/A	90%	N/A	90%
Respond to 100% of non-emergency ranger patrol inquiries within 2 days	100%	100%	100%	100%	100%
Respond to 100% of wildlife/citizen interactions within 2 days	90%	100%	100%	100%	100%
Year-end revenue is greater than the 3-year average	No	No	Yes	Yes	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 citizens' lives. The 2022 budget contains an increase of 4.0 FTE Irrigation Utility Workers and \$605,800 to address new 811 utility location requirements in state law. The 2022 budget also includes an increase of \$155,300 and 1.0 FTE for a Maintenance Contract Supervisor.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Conservation Trust Fund	397,555	392,448	474,654	478,695	653,074
Designated Revenues Fund	144,297	135,108	202,748	194,178	326,873
General Fund	9,473,327	10,056,681	10,179,607	9,857,102	11,881,645
Open Space Fund	1,125,836	1,097,606	1,173,492	1,138,913	1,171,833
<b>Expenditures Total</b>	<b>\$11,141,015</b>	<b>\$11,681,843</b>	<b>\$12,030,501</b>	<b>\$11,668,888</b>	<b>\$14,033,425</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	5,655,430	5,732,015	6,540,738	6,446,479	7,221,440
Allocated Expenses	0	-1,105	0	0	0
Supplies and Services	1,542,760	1,796,862	1,253,944	1,025,277	1,995,885
Utilities	2,984,749	3,321,340	3,459,500	3,459,500	3,516,000
Interfund Charges	722,236	768,751	776,319	776,319	999,100
Capital Related	235,840	63,980	0	-38,687	301,000
<b>Expenditures Total</b>	<b>\$11,141,015</b>	<b>\$11,681,843</b>	<b>\$12,030,501</b>	<b>\$11,668,888</b>	<b>\$14,033,425</b>
<b><u>STAFFING SUMMARY</u></b>					
Conservation Trust Fund	5.58	5.58	5.58	5.58	6.58
Designated Revenues Fund	1.96	1.96	1.96	1.96	1.96
General Fund	64.89	64.89	64.89	64.89	68.89
Open Space Fund	8.57	8.57	8.57	8.57	8.57
<b>Staffing Total</b>	<b>81.00</b>	<b>81.00</b>	<b>81.00</b>	<b>81.00</b>	<b>86.00</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Planning, Design and Construction

The Planning, Design and Construction Program plans, designs, and oversees the construction of healthy outdoor environments for Aurora. All new construction and renovations to parks, trails, and open space 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. The 2022 budget contains an increase of \$315,700 and 3.0 FTE, including \$120,500 for 1.0 FTE GIS Analyst to help address 811 utility location requirements, \$110,100 for 1.0 FTE Development Review Coordinator, and \$85,100 for 1.0 FTE Landscape Designer.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Conservation Trust Fund	136,271	140,091	148,282	149,624	149,911
Development Review Fund	53,004	53,004	53,000	53,000	163,137
General Fund	221,383	150,551	195,309	189,465	328,128
Gifts & Grants Fund	0	0	0	1,630	1,630
Open Space Fund	1,087,096	1,073,087	1,128,095	1,140,115	1,249,671
Parks Development Fund	78,305	24,805	0	0	0
<b>Expenditures Total</b>	<b>\$1,576,059</b>	<b>\$1,441,538</b>	<b>\$1,524,686</b>	<b>\$1,533,834</b>	<b>\$1,892,477</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,545,183	1,385,335	1,484,016	1,491,534	1,839,251
Allocated Expenses	0	-40	0	0	0
Supplies and Services	12,339	15,084	21,833	23,463	29,795
Interfund Charges	18,537	16,354	18,837	18,837	20,681
Capital Related	0	24,805	0	0	2,750
<b>Expenditures Total</b>	<b>\$1,576,059</b>	<b>\$1,441,538</b>	<b>\$1,524,686</b>	<b>\$1,533,834</b>	<b>\$1,892,477</b>

<b><u>STAFFING SUMMARY</u></b>					
Conservation Trust Fund	1.14	1.14	1.14	1.14	1.14
Development Review Fund	0.00	0.00	0.00	0.00	1.00
General Fund	2.88	2.88	2.13	2.13	3.13
Open Space Fund	11.23	11.23	10.73	10.73	11.73
Parks Development Fund	0.75	0.75	0.00	0.00	0.00
<b>Staffing Total</b>	<b>16.00</b>	<b>16.00</b>	<b>14.00</b>	<b>14.00</b>	<b>17.00</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
100% of capital grant policies and procedures are on track based on established due dates	100%	100%	100%	100%	100%
90% of capital project schedules are accurate and on track based on predetermined timelines	97%	91%	95%	90%	90%
90% of GIS and development review work orders are complete by the established due date	90%	96%	95%	86%	90%

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### 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. The 2022 budget includes \$457,300 and 11.0 FTE associated with opening of the Southeast Recreation Center.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	79,992	100,020	0	0	0
Recreation Fund	2,640,555	2,068,913	3,098,267	2,259,596	3,640,370
<b>Expenditures Total</b>	<b>\$2,720,547</b>	<b>\$2,168,933</b>	<b>\$3,098,267</b>	<b>\$2,259,596</b>	<b>\$3,640,370</b>

<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,791,714	1,512,515	2,271,163	1,683,460	2,695,053
Supplies and Services	548,288	278,864	376,875	161,433	396,026
Utilities	366,100	363,227	449,600	414,105	485,250
Interfund Charges	692	574	629	598	64,041
Transfers Out	13,753	13,753	0	0	0
<b>Expenditures Total</b>	<b>\$2,720,547</b>	<b>\$2,168,933</b>	<b>\$3,098,267</b>	<b>\$2,259,596</b>	<b>\$3,640,370</b>

<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	24.00	24.00	23.00	23.00	34.00
<b>Staffing Total</b>	<b>24.00</b>	<b>24.00</b>	<b>23.00</b>	<b>23.00</b>	<b>34.00</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
80% of customers will rate the cleanliness of a facility as either "excellent" or "good"	95%	N/A	85%	N/A	80%
80% of customers will rate their overall program/class experience as either "excellent" or "good"	87%	N/A	85%	N/A	80%

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	52,946	1,053	5,000	5,000	5,000
Recreation Fund	1,090,667	967,263	1,177,936	914,476	1,235,088
<b>Expenditures Total</b>	<b>\$1,143,613</b>	<b>\$968,316</b>	<b>\$1,182,936</b>	<b>\$919,476</b>	<b>\$1,240,088</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Recreation Division Management

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	558,999	596,622	634,268	575,850	672,623
Allocated Expenses	0	-3,517	0	0	0
Supplies and Services	419,795	199,502	357,722	162,094	357,096
Interfund Charges	164,819	175,709	190,946	181,532	210,369
<b>Expenditures Total</b>	<b>\$1,143,613</b>	<b>\$968,316</b>	<b>\$1,182,936</b>	<b>\$919,476</b>	<b>\$1,240,088</b>
<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	8.00	8.00	8.00	8.00	8.00
<b>Staffing Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Year-end revenue is greater than the 3 year adjusted average	Yes	No	Yes	No	No

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	367,399	256,882	361,235	349,691	382,039
Gifts & Grants Fund	2,757	7,603	50,000	50,000	0
Golf Courses Fund	196,426	131,521	215,571	216,660	219,649
Recreation Fund	968,656	373,199	872,120	539,943	862,446
<b>Expenditures Total</b>	<b>\$1,535,238</b>	<b>\$769,205</b>	<b>\$1,498,926</b>	<b>\$1,156,294</b>	<b>\$1,464,134</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	789,355	644,981	812,003	764,360	826,308
Supplies and Services	739,861	118,084	682,062	387,092	631,210
Utilities	123	128	200	184	200
Interfund Charges	5,899	6,012	4,661	4,658	6,416
<b>Expenditures Total</b>	<b>\$1,535,238</b>	<b>\$769,205</b>	<b>\$1,498,926</b>	<b>\$1,156,294</b>	<b>\$1,464,134</b>
<b><u>STAFFING SUMMARY</u></b>					
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	5.00	5.00	5.00	5.00	5.00
<b>Staffing Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Special Events and Marketing

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
80% of volunteers will rate their overall volunteer experience as either "excellent" or "good"	85%	N/A	80%	N/A	80%
90% of event attendees of signature events will rate their overall experience as either "excellent" or "good"	90%	N/A	90%	N/A	90%
90% of event organizers will rate their overall event venue experience as either "excellent" or "good"	100%	N/A	90%	N/A	90%
Achieve a 20% "open rate" for Golf's monthly e-newsletter	20%	39%	20%	25%	20%
Achieve a 25% "open rate" for PROS news monthly e-newsletter	25%	34%	25%	30%	25%
Achieve a monthly average organic reach of 1,200 on PROS Facebook page	2,500	1,546	1,200	1,500	1,200
Achieve a monthly average organic reach of 275 on Golf Facebook page	275	513	275	500	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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	6,534	228	30,000	30,000	30,000
Recreation Fund	2,380,975	2,009,259	2,347,500	1,908,073	2,393,439
<b>Expenditures Total</b>	<b>\$2,387,509</b>	<b>\$2,009,487</b>	<b>\$2,377,500</b>	<b>\$1,938,073</b>	<b>\$2,423,439</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,862,520	1,672,629	2,047,214	1,619,694	2,119,365
Supplies and Services	434,873	127,364	228,577	118,444	221,596
Utilities	56,625	45,128	64,600	59,501	61,000
Interfund Charges	33,491	16,908	37,109	35,278	21,478
Capital Related	0	147,458	0	105,156	0
<b>Expenditures Total</b>	<b>\$2,387,509</b>	<b>\$2,009,487</b>	<b>\$2,377,500</b>	<b>\$1,938,073</b>	<b>\$2,423,439</b>
<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	21.00	21.00	21.00	21.00	21.00
<b>Staffing Total</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>

# Parks, Recreation & Open Space

## PROGRAM DETAIL

### Special Programs

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
80% of customers will rate the cleanliness of a facility as either "excellent" or "good"	80%	N/A	80%	N/A	80%
80% of customers will rate their overall program/class experience as either "excellent" or "good"	80%	N/A	80%	N/A	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. The 2022 budget includes \$81,300 and 2.0 FTE associated with opening of the Southeast Recreation Center.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	0	1,826	0	0	0
Recreation Fund	1,650,104	941,140	1,774,840	1,181,712	1,899,994
<b>Expenditures Total</b>	<b>\$1,650,104</b>	<b>\$942,966</b>	<b>\$1,774,840</b>	<b>\$1,181,712</b>	<b>\$1,899,994</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	976,149	644,722	1,048,703	749,532	1,179,736
Supplies and Services	444,166	124,506	495,514	219,754	489,687
Utilities	229,316	173,224	230,300	212,120	230,100
Interfund Charges	473	514	323	306	471
<b>Expenditures Total</b>	<b>\$1,650,104</b>	<b>\$942,966</b>	<b>\$1,774,840</b>	<b>\$1,181,712</b>	<b>\$1,899,994</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>STAFFING SUMMARY</u></b>					
Recreation Fund	9.00	8.00	8.00	8.00	10.00
<b>Staffing Total</b>	<b>9.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>10.00</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
80% of customers will rate the cleanliness of a facility as either "excellent" or "good"	85%	N/A	80%	N/A	80%
80% of customers will rate their overall program/class experience as either "excellent" or "good"	80%	N/A	80%	N/A	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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Open Space Fund	1,120,000	1,122,469	1,124,250	1,124,250	1,123,000
<b>Expenditures Total</b>	<b>\$1,120,000</b>	<b>\$1,122,469</b>	<b>\$1,124,250</b>	<b>\$1,124,250</b>	<b>\$1,123,000</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Transfers Out	1,120,000	1,122,469	1,124,250	1,124,250	1,123,000
<b>Expenditures Total</b>	<b>\$1,120,000</b>	<b>\$1,122,469</b>	<b>\$1,124,250</b>	<b>\$1,124,250</b>	<b>\$1,123,000</b>

### 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 also manages smaller recreation centers such as Meadowood and Expo which focus 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Gifts & Grants Fund	187,258	153,482	364,162	364,162	364,082
Recreation Fund	1,077,233	974,448	1,389,963	987,643	1,429,350
<b>Expenditures Total</b>	<b>\$1,264,491</b>	<b>\$1,127,930</b>	<b>\$1,754,125</b>	<b>\$1,351,805</b>	<b>\$1,793,432</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	801,722	832,686	1,107,884	842,871	1,148,918
Allocated Expenses	0	-37,338	0	0	0
Supplies and Services	424,083	304,147	605,007	470,929	603,914
Utilities	38,686	28,435	40,500	37,303	40,600
Interfund Charges	0	0	734	702	0
<b>Expenditures Total</b>	<b>\$1,264,491</b>	<b>\$1,127,930</b>	<b>\$1,754,125</b>	<b>\$1,351,805</b>	<b>\$1,793,432</b>
<b>STAFFING SUMMARY</b>					
Recreation Fund	8.00	10.00	11.00	11.00	11.00
<b>Staffing Total</b>	<b>8.00</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>PERFORMANCE MEASURE SUMMARY</b>					
80% of customers will rate the cleanliness of a facility as either "excellent" or "good"	85%	N/A	80%	N/A	80%
80% of customers will rate their overall program/class experience as either "excellent" or "good"	85%	N/A	80%	N/A	80%



# Planning & Development Services

## PROGRAM SUMMARY

<p><b>Administration</b></p> <hr/> <p>\$535,082                      3 FTE</p> <p>*Department administration and special projects</p>	<p><b>Aurora Urban Renewal</b></p> <hr/> <p>\$0                                      3.5 FTE</p> <p>*Promote and manage 21 urban renewal project areas</p>	<p><b>Business Services</b></p> <hr/> <p>\$702,795                      5 FTE</p> <p>*Assist Aurora businesses and coordinate business programs *Business Advisory Board *Small Business Dev. Center (Host)</p>
<p><b>Development Services</b></p> <hr/> <p>\$1,662,661                      6.5 FTE</p> <p>*Economic development incentives *Contracts with AEDC and ACED *Retail analysis and assistance</p>	<p><b>Multimodal Transportation Team</b></p> <hr/> <p>\$533,775                              4 FTE</p> <p>*Transportation planning *Liaison with regional transportation partners &amp; RTD *Bike/Ped program</p>	<p><b>Planning</b></p> <hr/> <p>\$3,279,792                      27 FTE</p> <p>*Customer service/data services *Amend and update zoning code *Process land use applications *Update Comprehensive Plan</p>

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
REGULAR - FTE	46.00	47.00	45.00	45.00	49.00
EXPENDITURES	5,850,807	5,545,752	6,228,037	5,981,609	6,714,105

# Planning & Development Services

## DESCRIPTION

The Planning and Development Services Department provides economic development, long range planning, transportation, environmental, and development review and permitting services for the city. The Department is organized in three divisions; Development Services, Long Range Planning, and Current Planning. 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-South Metro Denver Small Business Development Center(s). The Long-Range Planning division manages a variety of long-range planning initiatives to provide a framework for long-term growth, including the Aurora Places Comprehensive Plan, the Northeast Aurora Transportation Study (NEATS) and master plans for specific areas of the city such as City Center. The Current Planning division facilitates the efficient processing of land use and development applications with an emphasis on achieving quality development, customer service, and a balance between development and neighborhood interests.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	46.00	47.00	45.00	45.00	49.00
Personal Services	4,281,855	4,432,894	4,899,480	4,789,925	5,497,656
Allocated Expenses	0	-10,699	23,875	0	-500,789
Supplies and Services	1,281,926	820,911	1,175,585	927,995	1,577,042
Utilities	4,721	13,166	15,800	15,800	15,600
Interfund Charges	97,305	104,480	113,297	112,889	124,596
Transfers Out	185,000	185,000	0	135,000	0
<b>Expenditures Total</b>	<b>\$5,850,807</b>	<b>\$5,545,752</b>	<b>\$6,228,037</b>	<b>\$5,981,609</b>	<b>\$6,714,105</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

The primary goal of Planning and Development Services is to ensure Aurora is a city comprised of great places to locate, expand and operate a business, and provide for well-planned growth and development. In 2022, the department will continue to provide and improve its high-quality level of services in development review, redevelopment, economic and business development, and long-range planning with a focus on implementation of the comprehensive plan and zoning code.

In 2022, the department will restore 1.0 FTE Management Assistant and 1.0 FTE GIS Specialist that were cut in 2021 due to the economic downturn caused by the COVID-19 pandemic and add 1.0 FTE Project Coordinator in the Development Review Fund. At the September 25 Budget Workshop, Council added funding for 1.0 FTE Retail Specialist to assist with retail related development throughout the city. The department will also add a contingent/limited position to manage the property at 1400 Dallas Street which will achieve a goal to bring more artists and art organizations into the district. In 2022, Planning and Development Services will implement a new interdepartmental growth and forecasting modeling tool that will aid multiple departments in forecasting the infrastructure needs within the city as well as executing a study to identify goals in the comprehensive plan for the City Center Station.

### 2021 Current-Year Department Projection

The 2021 projection for Planning and Development Services is under the 2021 Original Budget by \$246,400 (4.0 percent). Vacancy savings and lower than expected supplies and services expenses related to travel and professional services are the primary drivers for the department coming in under budget. The Gifts and Grants Fund is projected to be slightly over budget in expenditures. However, revenue is projected to be higher than originally budgeted due to the remaining funds from the CARES Act grant and a new grant that was awarded to the Small Business Development Center. Supplemental appropriation will be needed for the Gifts and Grants Fund.

### 2022 Department Budget

The 2022 budget will increase by \$486,100 (7.8 percent) compared to the 2021 Original Budget. This increase is associated with funding 3.0 FTE in the General Fund and 1.0 FTE in the Development Review Fund, as well as one contingent position for the 1400 Dallas Street property. Funding was also added to develop a Master Plan to facilitate infill development within

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## DEPARTMENT NARRATIVE

City Center and will also create a shared data science method for Urban Growth Modeling that will serve as a primary interdepartmental forecasting and decision-making tool. Lastly, base adjustments related to compensation and other contractual obligations, as well as the restoration of one-time funding that was removed in 2021 for furlough reductions are all additions for 2022.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	110,702
Compensation Adjustments	204,600
Mandated Costs	71,099
Grant / Designated Revenue Adjustments	7,000
<b>Total Base Adjustments</b>	<b>\$393,401</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Designated Revenues Fund / New Appropriation</u>				
Technical Transfer of 3.5 Planning FTE from the Designated Revenues Fund to the General Fund (AURA Funded)	-3.50	-504,118	0	-504,118
Program affected: Aurora Urban Renewal Duration: Ongoing This technical amendment moves 3.5 FTE from the Designated Revenues Fund to the General Fund. This has a net-zero expense impact on the General Fund as all expenses will be AURA funded through an allocated admin accounting process.				
<b>New Appropriation Total</b>	<b>-3.50</b>	<b>-504,118</b>	<b>0</b>	<b>-504,118</b>
<b>Designated Revenues Fund Total</b>	<b>-3.50</b>	<b>-504,118</b>	<b>0</b>	<b>-504,118</b>
<u>Development Review Fund / New Appropriation</u>				
Add Development Review Fund Staffing	1.00	77,168	0	77,168
Program affected: Various in Public Works, Planning and Development Services, General Management Duration: Various across noted departments This amendment adds staffing in the Development Review Fund across three departments. The request for additional staff is due to increased workload related to development review activity. Ongoing management of the development review processes, policies, and procedures by staff has identified the positions as critical to improve consistency, quality, timeliness, and predictability for all phases of development within the city. Public Works will add 4.0 FTE Building Inspectors, 1.0 FTE Permit Technician, 1.0 FTE Administrative Assistant, 2.0 FTE Drainage Engineers, 1.0 FTE Engineer Technician, 1.0 FTE Real Property Specialist, and 1.0 FTE Traffic Specialist. General Management will add 1.0 FTE Supervisor and 1.0 FTE Project Coordinator. Lastly, Planning and Development Services will add 1.0 FTE Project Coordinator.				
Interdepartmental Growth and Forecasting Modeling Tool	0.00	100,000	0	100,000
Program affected: Planning Duration: One-time This amendment will provide funding for the development of a new tool that would serve multiple departments in forecasting the need for infrastructure, transit, public & life safety, parks and open space, schools, etc.				

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## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>177,168</b>	<b>0</b>	<b>177,168</b>
<b>Development Review Fund Total</b>	<b>1.00</b>	<b>177,168</b>	<b>0</b>	<b>177,168</b>
<u>General Fund / New Appropriation</u>				
1400 Dallas St Building Management	0.00	87,000	0	87,000
Program affected: Development Services Duration: Ongoing This amendment is to develop and establish the Colfax Corridor Revitalization Project which requires funding a contingent position to properly handle property management at 1400 Dallas Street.				
Add 1.0 FTE Retail Specialist	1.00	85,000	0	85,000
Program affected: Development Services Duration: Ongoing At the September 25 Budget Workshop, Council added \$85,000 ongoing funding for 1.0 FTE Retail Specialist. This position will develop plans and programs to attract new retail and restaurant businesses; assist with retail aspects of redevelopment projects; address retention and expansion of existing businesses and develop and maintain relationships with national, regional, and local retail outlets, developers, and real estate brokers to attract and expand retail in the city.				
City Center Master Plan	0.00	100,000	0	100,000
Program affected: Administration Duration: One-time This amendment will provide funding to procure consultant services for a study to identify goals in the comprehensive plan for the City Center Station. Continued development of the area supports housing, job creation, and economic development. Current long-range planning staff will serve as the project manager.				
Restore 1.0 FTE GIS Specialist	1.00	75,893	0	75,893
Program affected: Planning Duration: Ongoing This amendment will restore funding for a 1.0 FTE GIS Specialist to assist the city and general public in providing up to date mapping and demographic information. The position will ensure that information can be accurately disseminated to our interdepartmental, public safety, development and business community, economic development, non-profits, grant providers, elected officials, and various other regional partners in a timely manner.				
Restore 1.0 FTE Management Assistant	1.00	71,724	0	71,724
Program affected: Administration Duration: Ongoing This amendment will restore funding for a 1.0 FTE Management Assistant position that will offer general department-wide administrative support. The position is anticipated to be a Management Assistant, providing administrative support to the Director and the entire department. Work will include assistance with on-boarding new staff, providing support to the Director, assistance with Council requests, monitoring and compiling department and city policies, and numerous other administrative tasks.				

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## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Technical Transfer of 3.5 Planning FTE from the Designated Revenues Fund to the General Fund (AURA Funded)	3.50	0	0	0
Program affected: Aurora Urban Renewal Duration: Ongoing This technical amendment moves 3.5 FTE from the Designated Revenues Fund to the General Fund. This has a net-zero expense impact on the General Fund as all expenses will be AURA funded through an allocated admin accounting process.				
<b>New Appropriation Total</b>	<b>6.50</b>	<b>419,617</b>	<b>0</b>	<b>419,617</b>
<b>General Fund Total</b>	<b>6.50</b>	<b>419,617</b>	<b>0</b>	<b>419,617</b>
<b>Amendment Request Total All Funds</b>	<b>4.00</b>	<b>92,667</b>	<b>0</b>	<b>92,667</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Designated Revenues Fund	402,118	449,937	485,566	484,037	0
Development Review Fund	2,084,155	1,933,372	2,390,445	2,250,045	2,787,871
General Fund	3,071,569	2,840,828	2,934,894	2,823,237	3,541,868
Gifts & Grants Fund	292,965	321,615	417,132	424,290	384,366
<b>Expenditures Total</b>	<b>\$5,850,807</b>	<b>\$5,545,752</b>	<b>\$6,228,037</b>	<b>\$5,981,609</b>	<b>\$6,714,105</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Designated Revenues Fund	3.25	3.25	3.50	3.50	0.00
Development Review Fund	20.00	22.00	22.00	22.00	23.00
General Fund	20.75	19.75	17.50	17.50	24.00
Gifts & Grants Fund	2.00	2.00	2.00	2.00	2.00
<b>Staffing Total</b>	<b>46.00</b>	<b>47.00</b>	<b>45.00</b>	<b>45.00</b>	<b>49.00</b>

## 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 Management Assistant, and the Budget Coordinator. Most staff time is spent overseeing special projects and supervising department issues. In 2022, there is a restoration of 1.0 FTE Management Assistant position that was cut in 2021.

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## PROGRAM DETAIL

### Administration

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	467,157	376,704	343,655	343,621	535,082
<b>Expenditures Total</b>	<b>\$467,157</b>	<b>\$376,704</b>	<b>\$343,655</b>	<b>\$343,621</b>	<b>\$535,082</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	373,573	356,458	313,557	321,413	402,240
Supplies and Services	78,354	4,421	12,895	5,005	113,895
Interfund Charges	15,230	15,825	17,203	17,203	18,947
<b>Expenditures Total</b>	<b>\$467,157</b>	<b>\$376,704</b>	<b>\$343,655</b>	<b>\$343,621</b>	<b>\$535,082</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	2.00	2.00	3.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>

### Aurora Urban Renewal

The function of this program is to 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. In 2022, there is a technical transfer of 3.5 FTE from the Designated Revenue Fund to the General Fund, but will continue to be funded with AURA funding.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	402,118	449,937	485,566	484,037	0
<b>Expenditures Total</b>	<b>\$402,118</b>	<b>\$449,937</b>	<b>\$485,566</b>	<b>\$484,037</b>	<b>\$0</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	402,118	449,937	482,237	484,037	500,789
Allocated Expenses	0	0	0	0	-500,789
Supplies and Services	0	0	3,329	0	0
<b>Expenditures Total</b>	<b>\$402,118</b>	<b>\$449,937</b>	<b>\$485,566</b>	<b>\$484,037</b>	<b>\$0</b>
<b><u>STAFFING SUMMARY</u></b>					
Designated Revenues Fund	3.25	3.25	3.50	3.50	0.00
General Fund	0.00	0.00	0.00	0.00	3.50
<b>Staffing Total</b>	<b>3.25</b>	<b>3.25</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

# Planning & Development Services

## PROGRAM DETAIL

### Aurora Urban Renewal

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
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 also serve as a liaison for business input and recognition through the Business Advisory Board and provide support for culturally, ethnically and/or racially diverse entrepreneurs through bilingual counseling and seminars, international and cultural programming and other business assistance. Aurora is the official host of the Aurora-South Metro Small Business Development Center, serving Aurora and the southern suburbs.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	225,686	248,825	309,518	267,090	318,429
Gifts & Grants Fund	292,965	217,224	367,132	270,860	384,366
<b>Expenditures Total</b>	<b>\$518,651</b>	<b>\$466,049</b>	<b>\$676,650</b>	<b>\$537,950</b>	<b>\$702,795</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	418,264	409,752	507,590	414,242	526,735
Allocated Expenses	0	-22,919	0	-4,045	0
Supplies and Services	100,387	79,216	169,060	127,753	176,060
<b>Expenditures Total</b>	<b>\$518,651</b>	<b>\$466,049</b>	<b>\$676,650</b>	<b>\$537,950</b>	<b>\$702,795</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>STAFFING SUMMARY</u></b>					
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
<b>Staffing Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
95% of clients satisfied	94%	96%	95%	95%	95%

# Planning & Development Services

## PROGRAM DETAIL

### COVID-19 Relief Grants

Many of the city’s activities in responding to the COVID-19 outbreak were subject to reimbursement through the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act. The city received CARES funds as a passthrough from Adams and Arapahoe counties. The passthrough funds have been used to provide small business and rental assistance, city personnel costs and personal protective equipment (PPE), improving the safety of city facilities and transitioning to a digital service model.

Several city departments also received grants stemming from the CARES Act. The Community Development Block Grant (CDBG) and Emergency Solutions Grants (ESG) programs were both supplemented using one-time funds from the CARES Act. Additional smaller CARES grants have been used to promote social distancing, purchasing PPE, and hire Public Defender personnel.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	0	100,568	50,000	153,430	0
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$100,568</b>	<b>\$50,000</b>	<b>\$153,430</b>	<b>\$0</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	41,817	0	68,794	0
Allocated Expenses	0	12,220	23,875	4,045	0
Supplies and Services	0	46,531	26,125	80,591	0
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$100,568</b>	<b>\$50,000</b>	<b>\$153,430</b>	<b>\$0</b>

### 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. At the September 25 Budget Workshop, Council added 1.0 FTE Retail Specialist.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,414,414	1,341,152	1,382,685	1,337,888	1,662,661
<b>Expenditures Total</b>	<b>\$1,414,414</b>	<b>\$1,341,152</b>	<b>\$1,382,685</b>	<b>\$1,337,888</b>	<b>\$1,662,661</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	472,810	515,334	565,619	561,890	688,795
Supplies and Services	751,883	627,652	801,266	625,198	958,266
Utilities	4,721	13,166	15,800	15,800	15,600
Transfers Out	185,000	185,000	0	135,000	0
<b>Expenditures Total</b>	<b>\$1,414,414</b>	<b>\$1,341,152</b>	<b>\$1,382,685</b>	<b>\$1,337,888</b>	<b>\$1,662,661</b>



# Planning & Development Services

## PROGRAM DETAIL

### Development Services

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	5.75	5.75	5.50	5.50	6.50
<b>Staffing Total</b>	<b>5.75</b>	<b>5.75</b>	<b>5.50</b>	<b>5.50</b>	<b>6.50</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
98% of all disbursements and client questions resolved within agreed upon timeframes	100%	100%	98%	98%	98%

### Multimodal Transportation Team

This 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).

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	505,050	510,021	509,252	512,961	533,775
<b>Expenditures Total</b>	<b>\$505,050</b>	<b>\$510,021</b>	<b>\$509,252</b>	<b>\$512,961</b>	<b>\$533,775</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	492,427	500,455	499,872	507,781	523,595
Supplies and Services	12,623	9,566	9,380	5,180	10,180
<b>Expenditures Total</b>	<b>\$505,050</b>	<b>\$510,021</b>	<b>\$509,252</b>	<b>\$512,961</b>	<b>\$533,775</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	4.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

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## PROGRAM DETAIL

### 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. The Data Services Team 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. In 2022, there is a restoration of 1.0 FTE GIS Specialist position that was cut in 2021. There is also a 1.0 FTE Project Coordinator added for 2022 that will help bring the development review performance measure back in line with the goal.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Development Review Fund	2,084,155	1,933,372	2,390,445	2,250,045	2,787,871
General Fund	459,262	364,126	389,784	361,677	491,921
<b>Expenditures Total</b>	<b>\$2,543,417</b>	<b>\$2,297,498</b>	<b>\$2,780,229</b>	<b>\$2,611,722</b>	<b>\$3,279,792</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,122,663	2,159,141	2,530,605	2,431,768	2,855,502
Supplies and Services	338,679	49,702	153,530	84,268	318,641
Interfund Charges	82,075	88,655	96,094	95,686	105,649
<b>Expenditures Total</b>	<b>\$2,543,417</b>	<b>\$2,297,498</b>	<b>\$2,780,229</b>	<b>\$2,611,722</b>	<b>\$3,279,792</b>
<b><u>STAFFING SUMMARY</u></b>					
Development Review Fund	20.00	22.00	22.00	22.00	23.00
General Fund	5.00	4.00	3.00	3.00	4.00
<b>Staffing Total</b>	<b>25.00</b>	<b>26.00</b>	<b>25.00</b>	<b>25.00</b>	<b>27.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Bucket List: 98% of "bucket list" building permit applications will be checked for compliance with the zoning code in 7 days or less	97%	99%	98%	98%	98%
Data Services: 95% of respondents will rate their experience with Data Services as 5 on a scale of 1 to 5	99%	98%	95%	95%	95%
Data Services: 95% of the work products will be provided by the customer's due date	95%	100%	95%	95%	95%
Development Review: Meet stated review timeframes for 95% of all submittals	88%	87%	95%	89%	95%

# Police

## PROGRAM SUMMARY

<p><b>Administration-Chief</b></p> <p>\$15,267,717                      23 FTE</p> <p>*Leads and directs Police services for the community *Includes Internal Affairs, Wellness, &amp; Media Relations</p>	<p><b>Business Services Division</b></p> <p>\$11,403,378                      90.5 FTE</p> <p>*Provides financial support; manages grants, facilities, equipment and IT systems; maintains records, property, evidence and vehicle impound</p>	<p><b>Community Relations Section</b></p> <p>\$1,544,235                              8 FTE</p> <p>*Engages and educates youth *Hosts community outreach programs *Manages recruiting for the department</p>
<p><b>District 1</b></p> <p>\$19,655,017                      153 FTE</p> <p>*Provides patrol and investigative services within the District 1 area *Applies specialized resources to solve quality of life issues</p>	<p><b>District 2</b></p> <p>\$17,200,749                      137 FTE</p> <p>*Provides patrol and investigative services within the District 2 area *Applies specialized resources to solve quality of life issues</p>	<p><b>District 3</b></p> <p>\$16,486,785                      127 FTE</p> <p>*Provides patrol and investigative services within the District 3 area *Applies specialized resources to solve quality of life issues</p>
<p><b>Investigations Bureau</b></p> <p>\$14,095,612                      102 FTE</p> <p>*Conducts criminal investigations, collects evidence, and assists victims of crimes</p>	<p><b>Investigative Support Section</b></p> <p>\$5,236,538                              37 FTE</p> <p>*Provides investigative and operations resources in support of specialized tasks</p>	<p><b>Narcotics Section</b></p> <p>\$3,069,834                              20 FTE</p> <p>*Detects and investigates crimes related to drugs, prostitution and organized crime</p>
<p><b>Operations Support Section</b></p> <p>\$6,320,823                              40 FTE</p> <p>*Plans, directs and controls highly specialized investigative and tactical teams *Responds to mental health calls</p>	<p><b>Professional Accountability Division</b></p> <p>\$4,406,601                              26 FTE</p> <p>*Conducts backgrounds, manages policy and accreditation *Investigates uses of force *Supports departmental technology</p>	<p><b>Regional Crime Lab</b></p> <p>\$2,281,551                              10 FTE</p> <p>*Processes, preserves, and analyzes physical evidence</p>
<p><b>Special Operations Bureau</b></p> <p>\$2,706,592                              10 FTE</p> <p>*Leads special operations sections, including Investigative Support, Narcotics, RAVEN, Operations Support, and Traffic</p>	<p><b>Traffic Section</b></p> <p>\$7,204,658                              48 FTE</p> <p>*Promotes transportation safety through directed enforcement of traffic laws and supports special events</p>	<p><b>Training Section</b></p> <p>\$9,884,403                              79 FTE</p> <p>*Conducts recruit academies and annual in-service training</p>

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>CIVIL - FTE</b>	729.00	744.00	744.00	744.00	744.00
<b>REGULAR - FTE</b>	146.50	146.50	146.50	148.50	166.50
<b>EXPENDITURES</b>	121,280,734	128,017,950	128,812,511	127,156,044	136,764,493

# 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 Districts. The Metro Division programs and services include the Investigations Bureau and Special Operations functions including the Major Investigations Section, Regional Crime Lab, Traffic Section, Investigation Support Section, Narcotics Section, Operations Support Section, and the Regional Anti-Violence Enforcement Network (RAVEN). The Professional Accountability Division programs include the Professional Standards Section, Electronic Support Section, and the Training Section. The Business Services Division programs include the Records Section, Property and Technical Services Section, Vehicle Impound Unit, Equipment and Facilities Section, and Administrative Services Section. Other support programs and functions include the Internal Affairs Bureau, Community Relations Section, Employee Support (Wellness) Unit, and Media Relations Unit.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	875.50	890.50	890.50	892.50	910.50
Personal Services	107,125,357	113,880,933	112,503,694	110,488,283	117,293,778
Supplies and Services	6,225,651	6,294,899	8,455,212	7,810,828	9,508,640
Utilities	491	440	700	525	500
Interfund Charges	6,819,132	7,033,176	7,646,512	7,517,106	8,404,467
Capital Related	1,060,103	757,109	155,000	880,615	1,275,715
Transfers Out	50,000	51,393	51,393	458,687	281,393
<b>Expenditures Total</b>	<b>\$121,280,734</b>	<b>\$128,017,950</b>	<b>\$128,812,511</b>	<b>\$127,156,044</b>	<b>\$136,764,493</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

In 2022, the department will increase civilian staffing levels to handle increasing volumes of work and better serve the residents of Aurora. Adding an additional team of records technicians will improve transcription turnaround times, ensuring residents receive reports sooner than currently available. Civilian traffic personnel will be added to handle responses to minor traffic incidents, allowing officers to respond to higher priority calls for service. Similarly, the addition of electronic support section analysts will improve the use of different technologies while allowing the currently assigned officers to perform police work rather than administrative functions. A crime analyst supervisor will be added to centralize the structure of crime analysts throughout the department and provide consistent supervision and workload management. A personnel specialist is also included in the 2022 budget to take on the increased workload Police payroll staff currently handles as staffing has grown over the years.

The 2022 budget also includes one-time adds to replace and add vehicles and equipment throughout the department. This includes providing proper personal protective equipment (PPE) to the Emergency Response Team (ERT) to prevent hearing loss and other health issues, ERT equipment and maintenance for use and training materials that are necessary for crowd management, crime lab equipment replacement, and other.

### 2021 Current-Year Department Projection

The 2021 projection for the Police Department is \$1.7 million (1.3 percent) lower than the 2021 Original Budget. The department is experiencing higher than average turnover in both civil and career service positions, resulting in significant personnel savings. A portion of these savings is projected to be utilized for leave payouts and an increase in overtime cost to cover the staffing shortages. One-time projects such as the purchase of duty weapons for all sworn officers to ensure efficiencies in logistics and training and increased usage of professional services, such as medical transport, are also projected to partially offset personal services savings. Reduced funding in both the Black and Gray Marijuana Enforcement and DOLA Justice and Mental Health grants is the driving factor for savings in the Gifts and Grants Fund.

# Police

**DEPARTMENT NARRATIVE**

In the 2021 spring supplemental, Council approved the transfer of the Community Relations Division from the Office of Diversity, Equity, and Inclusion (DEI) to the Police Department. This resulted in the addition of 2.0 FTE in the General Fund.

**2022 Department Budget**

The Police Department’s 2022 budget is \$8.0 million (6.2 percent) higher than the 2021 Original Budget. This is due in part to compensation adjustments in accordance with the Civil Service 2021-2022 Collective Bargaining Agreement, as well as citywide increases for career pay and benefits and the restoration of the 2021 furlough day reductions to base pay. In addition, budget amendments totaling \$3.5 million will be added in 2022. This includes the addition of 18.0 Career Service FTE as described in the budget developments section: 6.0 FTE Community Service Officers, 5.0 FTE Records Staff, 5.0 FTE Electronic Support Section Analysts, 1.0 FTE Police Personnel Specialist, and 1.0 FTE Crime Analyst Supervisor. Other amendments include one-time appropriations for vehicle and equipment replacement. Mandated cost increases of \$911,000 are largely attributable to citywide budget adjustments for risk and fleet charges.

**BASE ADJUSTMENTS**

Base Adjustments	2022
Prior Year One Times	814,001
Mid Year Modifications	-24,246
Compensation Adjustments	2,702,707
Mandated Costs	911,026
<b>Total Base Adjustments</b>	<b>\$4,403,488</b>

**BUDGET AMENDMENT REQUESTS**

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 1.0 FTE Crime Analyst Supervisor	1.00	115,611	0	115,611
Program affected: Police Administration Duration: \$107,600 Ongoing, \$8,000 One-time This amendment will add 1.0 FTE Crime Analyst Supervisor to provide supervision to crime analysts and coordination of efforts, training, and quality control.				
Add 1.0 FTE Police Personnel Specialist	1.00	83,927	0	83,927
Program affected: Business Services Duration: \$78,900 Ongoing, \$5,000 One-time This amendment will provide appropriation for 1.0 FTE Police Personnel Specialist to handle APD’s HR support processing. This function is currently performed by APD payroll staff. For multiple decades, the centralized support has been provided by two FTE. Over recent years, the volume has overwhelmed existing staff and additional resources are now required.				

# Police

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 5.0 FTE Electronic Support Section Analysts	5.00	695,378	0	695,378
Program affected: Professional Accountability Division Duration: \$670,400 Ongoing, \$25,000 One-time This amendment will add 5.0 FTE Electronic Support Section Analysts to handle IT and technology-related responsibilities, based on the recommendations from a comprehensive review of the Aurora Police Department. Utilizing civilians for this work will allow sworn officers more time to focus on other issues. These civilian positions will be responsible for managing APD's existing technology as well as the research and implementation of new technologies. Also included in this amendment is \$170,000 of appropriation per year for SPIDR Tech software to support APD's "A New Way" plan. This CAD integrated software provides timely updates to victims of crime and reporting parties through customized text and email messaging. This customer service platform will improve communication and transparency between the department and community.				
Add 5.0 FTE Records Staff	5.00	374,157	0	374,157
Program affected: Business Services Duration: \$359,200 Ongoing, \$15,000 One-time This amendment will add 5.0 FTE Records Staff due to a workload that is unsustainable with current staffing levels. A recent staffing study substantiates the additions of 1 Supervisor, 1 Lead Technician, and 3 Records Technicians. The Records Section operates 24/7 to support operations including: district and muni-court submissions, detective/prosecutor/defender support and discovery, CORA/CCJRA releases including legal release, CCIC/NCIC missing persons, stolen vehicle/stolen plates, and data entry work that is necessary for investigating case reports, supplementals, crash reports, sealed/expunged cases, officer desk support, and the public information office.				
Add 6.0 FTE Community Service Officer Pilot	6.00	872,821	0	872,821
Program affected: Traffic Section Duration: \$426,000 Ongoing, \$446,800 One-time This amendment will add 6.0 FTE civilian traffic personnel and equipment to handle responses to non-violent minor crimes and minor traffic incidents such as non-injury traffic accidents, traffic direction, and disabled vehicles. There are over 10,000 non-injury accidents in Aurora each year. Utilizing civilians for this work will allow sworn officers more time to focus on other issues.				
APD Vehicle Replacement	0.00	775,400	0	775,400
Program affected: Business Services Duration: One-time This amendment will provide one-time appropriation of \$650,000 to replace older Police vehicles, including three Emergency Response Team (ERT) transport vans. This budget add also includes \$125,400 one-time for three Snow Polar Rangers with trailers in order to rescue stranded individuals during snowstorms and provide assistance during other city events. These multi-purpose vehicles are operable in all seasons to support any incidents occurring in the city.				
Crime Lab Equipment Replacement Funding	0.00	180,000	0	180,000
Program affected: Regional Crime Lab Duration: Ongoing This amendment provides \$180,000 per year of appropriation to fund the replacement of equipment in the crime lab. Several pieces of equipment will require replacement from the manufacturer in the next few years after the equipment has reached end of life. To meet safety and retention requirements, lab equipment replacement is necessary. This amendment creates an ongoing transfer to the Aurora Capital Leasing Corporation (ACLC).				

# Police

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Emergency Response Team PPE and Equipment	0.00	261,200	0	261,200
Program affected: Special Operations Duration: One-time This amendment will provide one-time appropriation for ERT personal protective equipment (PPE) and other equipment. This includes funding for hearing protection in loud environments. To mitigate medial risks, the department will provide proper PPE helmets to ERT members. This amendment also includes ERT equipment and maintenance for use and training materials that are necessary for crowd management based on best practices, as well as the outfitting of three new on-call vehicles utilized by ERT as primary deployment vehicles. The funding to replace these vehicles is included in the APD Vehicle Replacement amendment.				
New Laptops for Academy	0.00	40,000	0	40,000
Program affected: Training Section Duration: One-time This amendment will provide appropriation for 40 new laptops that will ensure the Academy can continue to provide instruction with the proper technology. Some laptops the Academy utilizes for instruction to incoming recruits, quarterly in-service, and other trainings are six years old, which is beyond the typical replacement cycle.				
Uniform and Equipment Replacement	0.00	150,000	0	150,000
Program affected: Business Services Duration: One-time This amendment will provide one-time appropriation for uniform and general equipment replacement. The need for replacement has increased due to attrition and changing models of equipment, such as tasers. Additionally, the department is mandating that tasers be holstered for a support arm draw based on best practices. This direction is intended to prevent an officer from mistakenly drawing their duty weapon instead of their taser. To implement this change, the department will purchase 250 new holsters to issue to officers whose current taser holsters are not in compliance with the new mandate.				
<b>New Appropriation Total</b>	<b>18.00</b>	<b>3,548,494</b>	<b>0</b>	<b>3,548,494</b>
<b>General Fund Total</b>	<b>18.00</b>	<b>3,548,494</b>	<b>0</b>	<b>3,548,494</b>
<b>Amendment Request Total All Funds</b>	<b>18.00</b>	<b>3,548,494</b>	<b>0</b>	<b>3,548,494</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Designated Revenues Fund	1,504,006	1,242,948	1,769,685	1,283,432	1,099,758
General Fund	116,421,887	123,718,068	122,318,901	121,892,703	130,265,718
Gifts & Grants Fund	3,354,841	3,056,934	4,723,925	3,979,909	5,399,017
<b>Expenditures Total</b>	<b>\$121,280,734</b>	<b>\$128,017,950</b>	<b>\$128,812,511</b>	<b>\$127,156,044</b>	<b>\$136,764,493</b>

# Police

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Designated Revenues Fund	8.00	8.00	8.00	7.00	7.00
Designated Revenues Fund Civil FTE	1.00	1.00	1.00	0.00	0.00
General Fund	137.50	137.50	137.50	140.50	158.50
General Fund Civil FTE	725.60	740.90	740.90	741.90	741.90
Gifts & Grants Fund	1.00	1.00	1.00	1.00	1.00
Gifts & Grants Fund Civil FTE	2.40	2.10	2.10	2.10	2.10
<b>Staffing Total</b>	<b>875.50</b>	<b>890.50</b>	<b>890.50</b>	<b>892.50</b>	<b>910.50</b>

## 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 and Media Relations 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 2022, there is a net loss of 1.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel. It also includes the addition of 1.0 FTE Crime Analyst Supervisor in the 2022 budget.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	12,570,557	13,398,685	12,673,151	11,583,448	15,029,237
Gifts & Grants Fund	0	156,974	238,480	240,755	238,480
<b>Expenditures Total</b>	<b>\$12,570,557</b>	<b>\$13,555,659</b>	<b>\$12,911,631</b>	<b>\$11,824,203</b>	<b>\$15,267,717</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	7,634,725	8,170,554	7,106,849	5,746,412	8,953,097
Supplies and Services	636,768	775,593	787,219	1,046,925	800,031
Utilities	21	0	0	0	0
Interfund Charges	4,299,043	4,609,512	5,017,563	5,000,866	5,514,589
Capital Related	0	0	0	30,000	0
<b>Expenditures Total</b>	<b>\$12,570,557</b>	<b>\$13,555,659</b>	<b>\$12,911,631</b>	<b>\$11,824,203</b>	<b>\$15,267,717</b>
<b>STAFFING SUMMARY</b>					
General Fund	6.00	6.00	6.00	7.00	8.00
General Fund Civil FTE	18.00	17.00	18.00	15.00	15.00
<b>Staffing Total</b>	<b>24.00</b>	<b>23.00</b>	<b>24.00</b>	<b>22.00</b>	<b>23.00</b>
<b>PERFORMANCE MEASURE SUMMARY</b>					
Female applications for employment will be at least 15% of the application pool	21%	19%	15%	19%	15%
Under-represented minority applications for employment will be at least 54% of the application pool	42%	45%	54%	47%	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 2022, there is no net change in FTE. However, the underlying FTE count includes strategic resource deployment efforts by APD through programmatic reorganization of personnel and the addition of 5.0 FTE Records Staff and 1.0 FTE Police Personnel Specialist in the 2022 budget.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	8,048,284	8,894,595	8,520,446	9,117,159	9,721,473
Gifts & Grants Fund	157,951	504,922	559,752	743,759	1,681,905
<b>Expenditures Total</b>	<b>\$8,206,235</b>	<b>\$9,399,517</b>	<b>\$9,080,198</b>	<b>\$9,860,918</b>	<b>\$11,403,378</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	6,564,398	7,419,158	7,154,088	7,033,182	7,413,665
Supplies and Services	1,344,770	1,867,189	1,767,615	2,219,868	2,854,368
Interfund Charges	31,252	28,483	39,495	42,868	65,630
Capital Related	265,815	84,687	119,000	565,000	1,069,715
<b>Expenditures Total</b>	<b>\$8,206,235</b>	<b>\$9,399,517</b>	<b>\$9,080,198</b>	<b>\$9,860,918</b>	<b>\$11,403,378</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	75.50	80.50	82.50	77.50	83.50
General Fund Civil FTE	7.00	7.00	8.00	7.00	7.00
<b>Staffing Total</b>	<b>82.50</b>	<b>87.50</b>	<b>90.50</b>	<b>84.50</b>	<b>90.50</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Error rate on National Incident-Based Reporting System (NIBRS) submissions is less than 5%	1%	1%	<5.0%	2%	<5.0%
The Property and Evidence Unit will dispose of 3,600 items per month, or 43,200 per year	39,904	46,405	43,200	48,793	43,200

# Police

## PROGRAM DETAIL

### Community Relations Section

The Community Relations Section houses programs to connect with youth, educate the public, and accommodate citizen volunteers. This section also houses the Recruiting Unit to reach the future officers of Aurora. 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 2022, the Community Relations Section has a net loss of 18.0 FTE due to moving the School Resource Officer (SRO) Unit to District 3.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	259,388	232,863	410,330	408,687	0
General Fund	3,138,331	2,455,598	3,201,989	1,316,788	1,378,407
Gifts & Grants Fund	133,785	62,155	159,393	136,115	165,828
<b>Expenditures Total</b>	<b>\$3,531,504</b>	<b>\$2,750,616</b>	<b>\$3,771,712</b>	<b>\$1,861,590</b>	<b>\$1,544,235</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	3,256,129	2,580,233	3,407,997	1,130,833	1,168,551
Supplies and Services	168,176	90,344	294,912	224,649	279,205
Interfund Charges	64,555	43,074	68,803	27,806	96,479
Capital Related	42,644	36,965	0	69,615	0
Transfers Out	0	0	0	408,687	0
<b>Expenditures Total</b>	<b>\$3,531,504</b>	<b>\$2,750,616</b>	<b>\$3,771,712</b>	<b>\$1,861,590</b>	<b>\$1,544,235</b>
<b><u>STAFFING SUMMARY</u></b>					
Designated Revenues Fund Civil FTE	1.00	1.00	1.00	0.00	0.00
General Fund	1.00	2.00	2.00	3.00	3.00
General Fund Civil FTE	23.00	24.00	23.00	5.00	5.00
<b>Staffing Total</b>	<b>25.00</b>	<b>27.00</b>	<b>26.00</b>	<b>8.00</b>	<b>8.00</b>

### 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 2022, there is a net loss of 15.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel. In addition, recruits that are currently shown in the Training Section will move to operational programs upon completion of training throughout 2022.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	20,716,892	20,818,211	21,525,653	18,640,081	19,655,017
<b>Expenditures Total</b>	<b>\$20,716,892</b>	<b>\$20,818,211</b>	<b>\$21,525,653</b>	<b>\$18,640,081</b>	<b>\$19,655,017</b>

# Police

## PROGRAM DETAIL

### District 1

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	20,066,408	20,192,582	20,832,591	17,992,825	18,955,796
Supplies and Services	51,846	42,809	42,210	51,257	47,758
Interfund Charges	598,638	582,820	650,852	595,999	651,463
<b>Expenditures Total</b>	<b>\$20,716,892</b>	<b>\$20,818,211</b>	<b>\$21,525,653</b>	<b>\$18,640,081</b>	<b>\$19,655,017</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	4.00	3.00	3.00	3.00	3.00
General Fund Civil FTE	160.00	167.00	165.00	150.00	150.00
<b>Staffing Total</b>	<b>164.00</b>	<b>170.00</b>	<b>168.00</b>	<b>153.00</b>	<b>153.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Monthly median response time to high priority calls is 5.5 minutes or less	4.3	5.4	<= 5.5	6.1	<=5.5

### 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 2022, there is a net addition of 6.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	15,114,014	16,186,071	16,813,160	17,168,632	17,200,749
<b>Expenditures Total</b>	<b>\$15,114,014</b>	<b>\$16,186,071</b>	<b>\$16,813,160</b>	<b>\$17,168,632</b>	<b>\$17,200,749</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	14,552,493	15,704,642	16,285,489	16,703,983	16,633,303
Supplies and Services	65,018	55,117	49,150	42,978	43,945
Utilities	470	440	700	525	500
Interfund Charges	496,033	425,872	477,821	421,146	523,001
<b>Expenditures Total</b>	<b>\$15,114,014</b>	<b>\$16,186,071</b>	<b>\$16,813,160</b>	<b>\$17,168,632</b>	<b>\$17,200,749</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	3.00	3.00	3.00	8.00	8.00
General Fund Civil FTE	116.00	124.00	128.00	129.00	129.00
<b>Staffing Total</b>	<b>119.00</b>	<b>127.00</b>	<b>131.00</b>	<b>137.00</b>	<b>137.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Monthly median response time to high priority calls is 5.5 minutes or less	5.0	6.4	<= 5.5	6.8	<=5.5

# Police

## PROGRAM DETAIL

### 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 2022, there is a net addition of 10.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel, including the transfer of the SRO Unit from the Community Relations Section to District 3. SRO are placed in high schools to provide a police liaison for students, administration and the surrounding community. SRO work closely with staff to address student issues that come up in school and in their neighborhoods using counseling, education and enforcement.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	14,096,272	15,414,063	15,014,275	15,859,750	16,486,785
<b>Expenditures Total</b>	<b>\$14,096,272</b>	<b>\$15,414,063</b>	<b>\$15,014,275</b>	<b>\$15,859,750</b>	<b>\$16,486,785</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	13,631,119	14,985,871	14,560,267	15,392,743	15,931,599
Supplies and Services	38,787	27,409	44,015	46,494	43,512
Interfund Charges	426,366	400,783	409,993	420,513	511,674
<b>Expenditures Total</b>	<b>\$14,096,272</b>	<b>\$15,414,063</b>	<b>\$15,014,275</b>	<b>\$15,859,750</b>	<b>\$16,486,785</b>
<b>STAFFING SUMMARY</b>					
General Fund	3.00	3.00	3.00	4.00	4.00
General Fund Civil FTE	107.00	115.00	114.00	123.00	123.00
<b>Staffing Total</b>	<b>110.00</b>	<b>118.00</b>	<b>117.00</b>	<b>127.00</b>	<b>127.00</b>
<b>PERFORMANCE MEASURE SUMMARY</b>					
Monthly median response time to high priority calls is 6.5 minutes or less	5.8	6.8	<= 6.5	7.3	<=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, Domestic Violence Unit, Crime Scene Unit, Special Victims 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. In 2022, there is a net addition of 8.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Designated Revenues Fund	751,135	748,920	753,593	617,670	669,909
General Fund	11,139,774	12,273,152	11,167,243	13,095,316	12,765,579
Gifts & Grants Fund	258,693	53,669	80,879	72,337	660,124
<b>Expenditures Total</b>	<b>\$12,149,602</b>	<b>\$13,075,741</b>	<b>\$12,001,715</b>	<b>\$13,785,323</b>	<b>\$14,095,612</b>

# Police

## PROGRAM DETAIL

### Investigations Bureau

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	11,427,228	12,180,344	11,440,496	13,135,433	12,988,715
Supplies and Services	554,106	611,795	409,584	448,110	893,316
Interfund Charges	162,740	147,221	151,635	151,780	163,581
Capital Related	5,528	136,381	0	0	0
Transfers Out	0	0	0	50,000	50,000
<b>Expenditures Total</b>	<b>\$12,149,602</b>	<b>\$13,075,741</b>	<b>\$12,001,715</b>	<b>\$13,785,323</b>	<b>\$14,095,612</b>
<b><u>STAFFING SUMMARY</u></b>					
Designated Revenues Fund	8.00	8.00	8.00	7.00	7.00
General Fund	24.00	21.00	21.00	21.00	21.00
General Fund Civil FTE	59.00	64.00	65.00	74.00	74.00
Gifts & Grants Fund	1.00	1.00	0.00	0.00	0.00
<b>Staffing Total</b>	<b>92.00</b>	<b>94.00</b>	<b>94.00</b>	<b>102.00</b>	<b>102.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Clear 60% or more homicide cases annually	73%	73%	60%	66%	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 while the Gang & Robbery Investigative Team (GRIT) investigates pattern crimes associated with those street gangs. 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 2022, there is a net addition of 5.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	3,982,615	4,093,455	4,027,567	4,367,705	4,847,138
Gifts & Grants Fund	455,644	422,986	386,933	433,956	389,400
<b>Expenditures Total</b>	<b>\$4,438,259</b>	<b>\$4,516,441</b>	<b>\$4,414,500</b>	<b>\$4,801,661</b>	<b>\$5,236,538</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	4,265,247	4,338,449	4,251,623	4,616,358	5,053,479
Supplies and Services	50,679	39,092	36,020	57,499	25,906
Interfund Charges	122,333	138,900	126,857	127,804	157,153
<b>Expenditures Total</b>	<b>\$4,438,259</b>	<b>\$4,516,441</b>	<b>\$4,414,500</b>	<b>\$4,801,661</b>	<b>\$5,236,538</b>

# Police

## PROGRAM DETAIL

### Investigative Support Section

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
General Fund	1.00	1.00	1.00	2.00	2.00
General Fund Civil FTE	27.60	29.90	28.90	32.90	32.90
Gifts & Grants Fund Civil FTE	0.00	2.10	2.10	2.10	2.10
<b>Staffing Total</b>	<b>28.60</b>	<b>33.00</b>	<b>32.00</b>	<b>37.00</b>	<b>37.00</b>

### 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. In 2022, there is a net loss of 4.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel. In addition, recruits that are currently shown in the Training Section will move to operational programs upon completion of training throughout 2022.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	3,170,211	3,342,410	3,363,790	3,033,472	2,929,098
Gifts & Grants Fund	1,148,100	773,907	814,552	418,568	140,736
<b>Expenditures Total</b>	<b>\$4,318,311</b>	<b>\$4,116,317</b>	<b>\$4,178,342</b>	<b>\$3,452,040</b>	<b>\$3,069,834</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	3,156,538	3,361,351	3,074,292	2,934,256	2,660,528
Supplies and Services	528,846	320,884	1,031,397	425,680	290,611
Interfund Charges	82,824	93,349	72,653	92,104	118,695
Capital Related	550,103	340,733	0	0	0
<b>Expenditures Total</b>	<b>\$4,318,311</b>	<b>\$4,116,317</b>	<b>\$4,178,342</b>	<b>\$3,452,040</b>	<b>\$3,069,834</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
General Fund	2.00	2.00	2.00	2.00	2.00
General Fund Civil FTE	22.00	22.00	22.00	18.00	18.00
<b>Staffing Total</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>20.00</b>	<b>20.00</b>

# Police

**PROGRAM DETAIL**

**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. The Crisis Response Team (CRT) is a team of specially trained officers and mental health clinicians who respond to mental health calls for service. In 2022, there is a net loss of 3.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel. In addition, recruits that are currently shown in the Training Section will move to operational programs upon completion of training throughout 2022.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	5,734,694	6,208,785	5,940,257	5,707,197	5,787,458
Gifts & Grants Fund	0	36,587	523,091	170,694	533,365
<b>Expenditures Total</b>	<b>\$5,734,694</b>	<b>\$6,245,372</b>	<b>\$6,463,348</b>	<b>\$5,877,891</b>	<b>\$6,320,823</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	5,463,424	5,848,516	5,734,150	5,459,868	5,580,785
Supplies and Services	90,368	157,574	508,212	191,308	508,212
Interfund Charges	178,358	239,282	220,986	226,715	231,826
Capital Related	2,544	0	0	0	0
<b>Expenditures Total</b>	<b>\$5,734,694</b>	<b>\$6,245,372</b>	<b>\$6,463,348</b>	<b>\$5,877,891</b>	<b>\$6,320,823</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund Civil FTE	39.00	40.00	42.00	39.00	39.00
Gifts & Grants Fund	0.00	0.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>39.00</b>	<b>40.00</b>	<b>43.00</b>	<b>40.00</b>	<b>40.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
SWAT active control of scene within two hours of request 100% of the time	75%	75%	100%	92%	100%

# Police

## PROGRAM DETAIL

### Professional Accountability Division

The Professional Accountability Division provides guidance to the agency on policy, training, background investigations, and force investigations. 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 and conducts background investigations on all potential department employees. The Force Investigations Unit investigates uses of force in the department. The Electronic Support Section manages the technology used throughout the department. In 2022, there is a net addition of 8.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel. It also includes the addition of 5.0 FTE Electronic Support Analysts in the 2022 budget.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	3,321,461	3,553,264	3,138,639	3,421,120	4,103,693
Gifts & Grants Fund	0	19,900	752,580	754,560	302,908
<b>Expenditures Total</b>	<b>\$3,321,461</b>	<b>\$3,573,164</b>	<b>\$3,891,219</b>	<b>\$4,175,680</b>	<b>\$4,406,601</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	2,767,109	3,135,520	2,579,570	2,905,706	3,349,356
Supplies and Services	502,356	399,584	1,225,755	1,189,715	799,833
Interfund Charges	51,996	38,060	49,894	44,259	51,412
Capital Related	0	0	36,000	36,000	206,000
<b>Expenditures Total</b>	<b>\$3,321,461</b>	<b>\$3,573,164</b>	<b>\$3,891,219</b>	<b>\$4,175,680</b>	<b>\$4,406,601</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	1.00	0.00	0.00	1.00	6.00
General Fund Civil FTE	20.00	18.00	18.00	20.00	20.00
<b>Staffing Total</b>	<b>21.00</b>	<b>18.00</b>	<b>18.00</b>	<b>21.00</b>	<b>26.00</b>

### Regional Crime Lab

APD joined the Unified Metropolitan Forensic Crime Lab in 2019, which includes Arapahoe County, Douglas County, and the 18th Judicial District. The lab provides DNA analysis, chemistry services, latent print examination, questioned document analysis, such as handwriting and counterfeiting, photographic support, and firearms and tool mark examinations. In 2022, there is a net loss of 1.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	324,825	212,693	521,194	257,075	429,849
General Fund	1,717,599	1,315,600	1,673,804	1,584,701	1,851,702
<b>Expenditures Total</b>	<b>\$2,042,424</b>	<b>\$1,528,293</b>	<b>\$2,194,998</b>	<b>\$1,841,776</b>	<b>\$2,281,551</b>



# Police

## PROGRAM DETAIL

### Regional Crime Lab

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,346,491	1,008,490	1,180,761	1,151,366	1,178,652
Supplies and Services	509,268	513,908	958,168	685,128	866,823
Interfund Charges	6,180	4,068	4,676	5,282	4,683
Capital Related	130,485	-49,566	0	0	0
Transfers Out	50,000	51,393	51,393	0	231,393
<b>Expenditures Total</b>	<b>\$2,042,424</b>	<b>\$1,528,293</b>	<b>\$2,194,998</b>	<b>\$1,841,776</b>	<b>\$2,281,551</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	13.00	12.00	10.00	9.00	9.00
General Fund Civil FTE	3.00	3.00	1.00	1.00	1.00
<b>Staffing Total</b>	<b>16.00</b>	<b>15.00</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>

### Special Operations Bureau

The Special Operations Bureau provides unified command and control over many of the high visibility, high liability functions in the department. Major functions include Emergency Response Team (ERT), Regional Anti-Violence Enforcement Network (RAVEN), Narcotics Section, Investigative Support Section, Operations Support Section, Traffic Section, and liaison to the Office of Emergency Management. In 2022, there is a net addition of 3.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Designated Revenues Fund	144,773	48,472	84,568	0	0
General Fund	1,043,025	1,260,473	1,101,876	1,818,287	1,898,321
Gifts & Grants Fund	724,819	702,469	732,525	539,175	808,271
<b>Expenditures Total</b>	<b>\$1,912,617</b>	<b>\$2,011,414</b>	<b>\$1,918,969</b>	<b>\$2,357,462</b>	<b>\$2,706,592</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,135,649	1,329,043	1,188,254	1,816,039	1,733,019
Supplies and Services	725,132	631,739	678,540	484,568	898,862
Interfund Charges	51,836	50,632	52,175	56,855	74,711
<b>Expenditures Total</b>	<b>\$1,912,617</b>	<b>\$2,011,414</b>	<b>\$1,918,969</b>	<b>\$2,357,462</b>	<b>\$2,706,592</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	1.00	1.00	1.00	0.00	0.00
General Fund Civil FTE	5.00	5.00	6.00	10.00	10.00
Gifts & Grants Fund Civil FTE	2.40	0.00	0.00	0.00	0.00
<b>Staffing Total</b>	<b>8.40</b>	<b>6.00</b>	<b>7.00</b>	<b>10.00</b>	<b>10.00</b>

# Police

## PROGRAM DETAIL

### 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 2022, there is a net addition of 5.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel. It also includes the addition of 6.0 FTE Community Service Officers in the 2022 budget.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Designated Revenues Fund	23,885	0	0	0	0
General Fund	5,826,047	6,014,501	5,891,051	5,686,657	6,726,658
Gifts & Grants Fund	475,849	323,365	475,740	469,990	478,000
<b>Expenditures Total</b>	<b>\$6,325,781</b>	<b>\$6,337,866</b>	<b>\$6,366,791</b>	<b>\$6,156,647</b>	<b>\$7,204,658</b>

<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	5,939,331	6,008,259	6,009,824	5,830,384	6,408,043
Supplies and Services	170,836	156,663	161,981	131,277	627,106
Interfund Charges	167,083	154,970	194,986	194,986	169,509
Capital Related	48,531	17,974	0	0	0
<b>Expenditures Total</b>	<b>\$6,325,781</b>	<b>\$6,337,866</b>	<b>\$6,366,791</b>	<b>\$6,156,647</b>	<b>\$7,204,658</b>

<b>STAFFING SUMMARY</b>					
General Fund	1.00	1.00	1.00	1.00	7.00
General Fund Civil FTE	43.00	42.00	42.00	41.00	41.00
<b>Staffing Total</b>	<b>44.00</b>	<b>43.00</b>	<b>43.00</b>	<b>42.00</b>	<b>48.00</b>

### Training Section

The Training Section conducts both 8-week lateral academies and 26-week basic academies between five to seven 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. At the time the 2022 personal service budget was developed, there were 17.0 FTE more recruits in the academy than in 2021.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	6,802,111	8,489,205	8,266,000	9,492,390	9,884,403
<b>Expenditures Total</b>	<b>\$6,802,111</b>	<b>\$8,489,205</b>	<b>\$8,266,000</b>	<b>\$9,492,390</b>	<b>\$9,884,403</b>

# Police

**PROGRAM DETAIL**

**Training Section**

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	5,919,068	7,617,921	7,697,443	8,638,895	9,285,190
Supplies and Services	788,695	605,199	460,434	565,372	529,152
Interfund Charges	79,895	76,150	108,123	108,123	70,061
Capital Related	14,453	189,935	0	180,000	0
<b>Expenditures Total</b>	<b>\$6,802,111</b>	<b>\$8,489,205</b>	<b>\$8,266,000</b>	<b>\$9,492,390</b>	<b>\$9,884,403</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	2.00	2.00	2.00	2.00	2.00
General Fund Civil FTE	76.00	63.00	60.00	77.00	77.00
<b>Staffing Total</b>	<b>78.00</b>	<b>65.00</b>	<b>62.00</b>	<b>79.00</b>	<b>79.00</b>

# Public Defender

## PROGRAM SUMMARY

<b>Public Defender</b>	
\$1,919,628	17.5 FTE
*Constitutionally mandated representation of indigent clients charged with municipal offenses where jail is a possible punishment	

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
REGULAR - FTE	15.50	15.50	15.50	15.50	17.50
EXPENDITURES	1,267,711	1,743,580	1,597,660	1,671,464	1,919,628

# Public Defender

## DESCRIPTION

The Aurora Public Defender's Office (APDO) is constitutionally mandated to provide effective and efficient legal representation to indigent clients accused of municipal ordinance violations, where jail is a possible sentence. The APDO is required to provide representation to indigent clients that is equal to representation provided to non-indigent defendants. The APDO is an independent agency overseen by the Aurora Public Defender Commission which is a seven-member Commission whose members are appointed by the Aurora City Council.

The 2022 budget includes 17.5 FTE positions; including the Chief Public Defender and 11 attorneys; an Executive Specialist and 2.5 administrative positions; one paralegal; and one investigator.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	15.50	15.50	15.50	15.50	17.50
Personal Services	1,136,206	1,418,306	1,507,737	1,566,422	1,785,597
Allocated Expenses	-85,576	-94,269	-113,100	-198,143	0
Supplies and Services	210,209	349,532	121,267	122,717	125,227
Interfund Charges	6,872	7,353	7,991	7,991	8,804
Capital Related	0	3,641	0	0	0
Transfers Out	0	59,017	73,765	172,477	0
<b>Expenditures Total</b>	<b>\$1,267,711</b>	<b>\$1,743,580</b>	<b>\$1,597,660</b>	<b>\$1,671,464</b>	<b>\$1,919,628</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

The Public Defender's Office provides high quality legal representation to indigent (in-custody or financially-qualified) defendants. The Public Defender's Office protects clients' rights to due process of law, a fair trial, and to equal protection of the law pursuant to the United States and Colorado Constitutions. 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. The office frequently works with other public defenders at both the municipal and state level to improve the quality of representation for all defendants.

In January of 2020 the Public Defender Commission appointed a new Chief Public Defender to provide leadership to the department with a 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.

In the Fall of 2021, the department will release an assessment currently being conducted by the National Legal Aid and Defender Association. The APDO has also begun tracking cases and time with the new case management system. This will provide accurate data for workload analysis once enough data has accumulated. The objective of these initiatives is to gain insight and inform the department and city leadership of areas where the Department is doing well and where there are areas that can improve.

The APDOs involvement with recent introduction of the Aurora Armed Forces Treatment Court and continued involvement with Wellness Court is beneficial to the community. The workload associated with these special courts is increasing along with the workload in the First Appearance Court as strict COVID protocols are lifted. To address the workload issue, the 2022 budget includes amendments to convert two grant funded temporary Public Defender Attorney positions to full-time permanent FTE to continue our support of those court rooms and our clients. One of the temporary positions was funded with CARES funding with the other was funded by the DOLA First Appearance grant. Neither were funded as full-time. The department is proactively seeking grant funding from the state for a Social Worker to address the increasing number of mental

# Public Defender

## DEPARTMENT NARRATIVE

health issues within the client base in conjunction with the Aurora Mental Health Center which may lead to a future supplemental budget request.

### 2021 Current-Year Department Projection

The Public Defender’s Office is projected to end the year slightly above the 2021 Original Budget. This is primarily due to equity review pay adjustments that were approved by City Council in the 2021 spring supplemental budget process. A market review done by Human Resources concluded that wage adjustments for the Public Defender Attorneys were advised. These adjustments account for \$56,900 of the \$73,800 (4.6 percent) over budget position. The remainder of the budget overage can be explained by projected technical adjustments needed associated with the DOLA First Appearance grant which will require supplemental appropriation.

### 2022 Department Budget

The 2022 budget for the Public Defender’s Office is \$322,000 (20.2 percent) higher than the 2021 Original Budget. This budget variance accounts for two amendments, the 2021 supplemental wage adjustments, citywide increases for pay, as well as other necessary base budget adjustments. The other base budget adjustments include funding to restore the 2021 furlough reductions to base pay. The 2022 amendments will appropriate funds to convert temporary grant funded attorneys to 2.0 FTE Deputy Public Defenders.

The Budget Amendment Request section has additional detail on the amendments.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	41,371
Mid Year Modifications	56,888
Compensation Adjustments	20,197
Mandated Costs	813
<b>Total Base Adjustments</b>	<b>\$119,269</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Convert CARES Grant Funded Temporary Deputy Public Defender to 1.0 FTE in the General Fund	1.00	100,928	0	100,928

Program affected: Public Defender  
 Duration: \$98,500 Ongoing, \$2,000 One-time  
 This Amendment converts the current CARES grant funded attorney position to a full-time Deputy Public Defender in the General Fund. The CARES grant funding will likely be expended by the end of 2021, resulting in an ongoing cost beginning January 1, 2022 or shortly thereafter.

The Public Defender’s Office was awarded a Federal grant through the Coronavirus Aid, Relief, and Economic Security (CARES) Act for a Deputy Public Defender I position. This Attorney is currently the primary Attorney representing all participants in Aurora’s new Armed Forces Treatment Court (AAFTC), serving eligible service members, and the city’s Wellness Court, serving community members that typically suffer from homelessness, mental health diagnosis and/or addiction. This Deputy Public Defender also carries a caseload including clients that are not in these specialty courts. The conversion of this position will help to ensure that the department can continue to provide consistent representation to all participants in Specialty Treatment Courts while continuing to staff the remaining divisions of the courthouse.

# Public Defender

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Convert DOLA Funded Temporary Deputy Public Defender to 1.0 FTE in the General Fund	1.00	101,771	0	101,771
Program affected: Public Defender Duration: \$99,800 Ongoing, \$2,000 One-time This amendment converts a part-time attorney position currently funded by the First Appearance grant to a full-time Deputy Public Defender I. The position will continue to be primarily dedicated to providing representation at first appearance on a full-time basis.				
The Defense Counsel First Appearance Grant Program was created to reimburse costs associated with providing defense counsel to defendants at their first appearance in municipal courts as required under §13-10-114.5 C.R.S. This Amendment will expand the current part-time position ensuring that the department can continue to effectively represent all defendants at first appearance in compliance with the State and Federal Constitutions.				
<b>New Appropriation Total</b>	<b>2.00</b>	<b>202,699</b>	<b>0</b>	<b>202,699</b>
<b>General Fund Total</b>	<b>2.00</b>	<b>202,699</b>	<b>0</b>	<b>202,699</b>
<b>Amendment Request Total All Funds</b>	<b>2.00</b>	<b>202,699</b>	<b>0</b>	<b>202,699</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	1,267,711	1,737,944	1,527,031	1,599,385	1,919,628
Gifts & Grants Fund	0	5,636	70,629	72,079	0
<b>Expenditures Total</b>	<b>\$1,267,711</b>	<b>\$1,743,580</b>	<b>\$1,597,660</b>	<b>\$1,671,464</b>	<b>\$1,919,628</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
General Fund	15.50	15.50	15.50	15.50	17.50
<b>Staffing Total</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>17.50</b>

## PROGRAM DETAIL

### COVID-19 Relief Grants

Many of the city's activities in responding to the COVID-19 outbreak were subject to reimbursement through the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act. The city received CARES funds as a passthrough from Adams and Arapahoe counties. The passthrough funds have been used to provide small business and rental assistance, city personnel costs and personal protective equipment (PPE), improving the safety of city facilities and transitioning to a digital service model.

Several city departments also received grants stemming from the CARES Act. The Community Development Block Grant (CDBG) and Emergency Solutions Grants (ESG) programs were both supplemented using one-time funds from the CARES Act. Additional smaller CARES grants have been used to promote social distancing, purchasing PPE, and hire Public Defender personnel.

# Public Defender

**PROGRAM DETAIL**

## COVID-19 Relief Grants

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Gifts & Grants Fund	0	5,636	70,629	70,629	0
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$5,636</b>	<b>\$70,629</b>	<b>\$70,629</b>	<b>\$0</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	5,636	70,629	70,629	0
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$5,636</b>	<b>\$70,629</b>	<b>\$70,629</b>	<b>\$0</b>

## Public Defender

To comply with that Constitutional mandate, the Aurora Public Defender Commission through the Aurora Public Defender’s Office is required to

...ensure that indigent clients are represented independently of any political consideration or private interests, provide legal services to indigent persons accused of violation of municipal ordinances that are commensurate with those available to nonindigents, and conduct the office in accordance with the Colorado Code of Professional Standards relating to the administration of criminal justice, the defense function. Aurora Municipal Code, Sec. 50-166.

In addition to jail visits and meetings with clients and witnesses, APDO represents clients at first appearances, bond returns, pre-trials, court and jury trials, sentencing, citation hearings and appeals. For 2022, the Public Defender's Office is converting two temporary grant funded positions to 2.0 FTE Deputy Public Defender I positions to continue to effectively represent all defendants.

As a result of the recent assessment of the Public Defenders Office conducted by the of the National Legal Aid and Defender Association (NLADA) and the use of the newly installed case management system, performance data will become more useful going forward as new data is collected. Tracking time rather than just number of cases for workload analysis will provide better data for resource allocation. An initial projection of partial hours spent on Appearances in Court and Case Interviews is provided below as two new measures.

A mixture of case counting and partial tracking of hours worked on some case types is outlined below as the current performance metrics. The case numbers have decreased since 2019, yet the workload has increased exemplifying that counting cases is not an accurate measure of workload on its own. There are several factors involved in the decline of cases, including fewer arrests, charges, and clients due to COVID. Increased use of body worn cameras; staffing of the Wellness and newly formed Aurora Armed Forces Treatment Court as well as continued impacts of the COVID pandemic process changes have all factored into the increased workload.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,267,711	1,737,944	1,527,031	1,599,385	1,919,628
Gifts & Grants Fund	0	0	0	1,450	0
<b>Expenditures Total</b>	<b>\$1,267,711</b>	<b>\$1,737,944</b>	<b>\$1,527,031</b>	<b>\$1,600,835</b>	<b>\$1,919,628</b>



# Public Defender

## PROGRAM DETAIL

### Public Defender

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,136,206	1,412,670	1,437,108	1,495,793	1,785,597
Allocated Expenses	-85,576	-94,269	-113,100	-198,143	0
Supplies and Services	210,209	349,532	121,267	122,717	125,227
Interfund Charges	6,872	7,353	7,991	7,991	8,804
Capital Related	0	3,641	0	0	0
Transfers Out	0	59,017	73,765	172,477	0
<b>Expenditures Total</b>	<b>\$1,267,711</b>	<b>\$1,737,944</b>	<b>\$1,527,031</b>	<b>\$1,600,835</b>	<b>\$1,919,628</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	15.50	15.50	15.50	15.50	17.50
<b>Staffing Total</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>17.50</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Appearances in court	15,098	10,278	11,222	8,732	8,907
Appearances in court partial hours	N/A	N/A	N/A	6,129	6,250
Case interviews	5,300	7,582	7,810	16,350	16,664
Case interviews partial hours	N/A	N/A	N/A	13,432	13,700
Cases (open and in-custody arraignments)	7,712	5,842	6,512	2,696	2,831
Cost per case	\$155	243	\$220	\$529	\$678

# Public Works

## PROGRAM SUMMARY

<p><b>Administration</b></p> <hr/> <p>\$1,473,039                      5 FTE</p> <p>*Administrative, budget, and managerial duties</p>	<p><b>Building Division</b></p> <hr/> <p>\$8,763,322                      74 FTE</p> <p>*Building plans review, inspections, and permitting</p>	<p><b>Engineering Services</b></p> <hr/> <p>\$6,183,456                      65 FTE</p> <p>*Design and construct CIP projects *Review and approve civil plans *Traffic and Facilities Engineering *City-owned street lights</p>
<p><b>Facilities Operations</b></p> <hr/> <p>\$5,458,378                      32 FTE</p> <p>*Maintenance and repair of city buildings</p>	<p><b>Fleet Management Administration</b></p> <hr/> <p>\$11,808,606                      48 FTE</p> <p>*Administer and manage fleet operations for the city's fleet of vehicles and equipment</p>	<p><b>Fleet Replacement</b></p> <hr/> <p>\$6,568,266                      0 FTE</p> <p>*Replacement of city fleet vehicles and equipment</p>
<p><b>Parking and Mobility</b></p> <hr/> <p>\$1,151,183                      3 FTE</p> <p>* Manage parking facilities * Administer parking permit program * Parking enforcement</p>	<p><b>Public Improvements</b></p> <hr/> <p>\$1,804,219                      18 FTE</p> <p>*Permit and inspect infrastructure construction *Review and test developer and city infrastructure projects</p>	<p><b>Public Utilities</b></p> <hr/> <p>\$7,654,134                      0 FTE</p> <p>*Street light/traffic signal energy bills *Public buildings' utility bills</p>
<p><b>Real Property Services</b></p> <hr/> <p>\$1,520,631                      15 FTE</p> <p>*Property transactions involving acquisition, disposal, right-of-way, development and land surveying services</p>	<p><b>Street Operations</b></p> <hr/> <p>\$7,884,030                      90 FTE</p> <p>*Maintenance of city streets *Cleaning of city streets *Snow removal</p>	<p><b>Traffic Operations</b></p> <hr/> <p>\$3,151,158                      28 FTE</p> <p>*Install, maintain, and operate traffic control devices throughout Aurora</p>

## DEPARTMENT SUMMARY

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>REGULAR - FTE</b>	310.00	363.00	353.00	356.00	378.00
<b>EXPENDITURES</b>	41,740,425	58,127,711	56,156,463	58,944,842	63,420,422

# 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, Materials Lab, and Fleet. 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. In addition, the Fleet Division within Public Works manages the city's vehicle and equipment fleet.

## BUDGET SUMMARY BY TYPE

Description of Expenditures	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Regular - FTE	310.00	363.00	353.00	356.00	378.00
Personal Services	27,143,638	31,433,945	32,667,864	33,195,538	36,712,452
Allocated Expenses	-3,806,927	-4,272,079	-4,976,195	-4,897,771	-5,145,631
Supplies and Services	7,290,335	13,916,934	12,075,356	14,295,178	13,024,318
Utilities	6,816,545	7,343,848	7,662,900	7,784,600	7,752,500
Interfund Charges	3,064,814	3,301,930	3,650,379	3,400,274	3,815,107
Capital Related	1,232,020	3,293,721	2,385,701	2,476,565	4,006,701
Transfers Out	0	3,109,412	2,690,458	2,690,458	3,254,975
<b>Expenditures Total</b>	<b>\$41,740,425</b>	<b>\$58,127,711</b>	<b>\$56,156,463</b>	<b>\$58,944,842</b>	<b>\$63,420,422</b>

## DEPARTMENT NARRATIVE

### Budget Developments for 2022

The Public Works 2022 budget is shaped by efforts to maintain service levels while workload levels remain high and development-related activity is robust. Staff is added in the areas of development review, parking enforcement, public improvement inspection, utility location and real property to ensure continued quality customer service. A pavement marking vehicle is added to improve the quality of pavement markings and improve safety for drivers by enabling markings to be replaced on a faster schedule consistent with manufacturer guidelines. A service utility truck in Fleet is also added to improve internal customer service to employees requiring emergency service calls and roadside assistance for fleet vehicles.

In 2022, Public Works will also reinstate the very successful Fleet Apprentice Program which allows for the training of employees with little or no experience in the industry to fill future positions in the light, heavy, body and welding fabrication shops. This program has placed multiple individuals in full-time positions which decreased the amount of time positions remained vacant and helped address recruiting challenges the city had previously faced in the competitive hiring market.

### 2021 Current-Year Department Projection

The Public Works projection for 2021 is impacted by the burgeoning development activity throughout the city. The 2021 projection is \$2.8 million (5.0 percent) more than the 2021 Original Budget due to increased contractual and other costs related to maintaining published timelines for plans review and building inspections. This increase is more than offset by additional fee revenue and will be addressed by a 2021 supplemental budget request for the Development Review Fund.

### 2022 Department Budget

The 2022 budget is \$7.3 million (12.9 percent) higher than the 2021 Original Budget primarily as a result of budget amendments to address staffing needed to maintain service levels as the size and complexity of workloads increase. In the Engineering Services and Building divisions, 12.0 FTE are added to the Development Review Fund to improve the plan intake procedure, provide quality control, and enhance timeliness and consistency throughout the development process. To maintain a timely response to inspection requests, 4.0 FTE Public Improvement Inspectors are added. Additionally, 1.0 FTE Traffic Calming Engineer is restored to manage the Neighborhood Traffic Calming Program which has been very popular with citizens. In order to better respond to the high volume of requests from citizens, funds are also added for an additional

# Public Works

## DEPARTMENT NARRATIVE

contracted Parking Enforcement Officer.

Several staff are converted from contingent to FTE as a result of the continued need and sustained workload for the positions. In order to provide services related to a variety of programs that include Transportation Priority Projects, the Denver Regional Council of Government (DrCog) Transportation Improvement Program (TIP), and South Aurora Regional Improvement Authority (SARIA), one contingent Real Property Specialist will be converted to 1.0 FTE. As result of changes to a state mandate requiring locates of city-owned utilities, the 2022 budget converts three contingent Traffic Signal Locators to 3.0 FTE. Additionally, a 1.0 FTE Locator Coordinator is funded.

Public Works will also add funds for two large initiatives in Fleet. The first will reinstate the Fleet Apprentice Program which adds funding to hire six contingent Fleet Apprentice positions to allow for the training of employees with little or no experience in the industry to fill future positions. The second will add a one-time increase of \$1.0 million in order to augment the number of vehicles replaced as part of the fleet replacement program in 2022.

Base adjustments make up a significant portion of the total 2022 budget increase. These include restoring one-time funding adjustments for five furlough days and Fleet vehicle replacement that were part of the 2021 budget balancing cuts. Mandated cost adjustments include anticipated higher costs for fuel, insurance, and utilities, as well as other Public Works contractual obligations. In the spring of 2021, a supplemental appropriation was approved to activate and fund 4.0 FTE in the Development Review Fund. Other adjustments include an increase in funding to keep pace with the recommended fire apparatus and equipment schedule for Fleet Replacement. Lastly, compensation and benefit adjustments for Public Works staff make up the remainder of the base adjustments.

## BASE ADJUSTMENTS

Base Adjustments	2022
Prior Year One Times	733,188
Mid Year Modifications	406,051
Compensation Adjustments	665,383
Mandated Costs	1,068,260
Other Adjustments	348,517
<b>Total Base Adjustments</b>	<b>\$3,221,399</b>

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
Add 1.0 FTE Development Review Senior Engineer	1.00	143,828	0	143,828
Program affected: Engineering Services Duration: Ongoing This request will add 1.0 FTE Senior Engineer to help with increased Development Review workload. The Public Works, Engineering Division has seen a consistent increase in workload due to the complexity, size, and scope of the projects currently being developed in Aurora. This position is added to the Engineering Development Review Division to ensure success in the implementation of an improved and more in-depth plan review at the beginning of the review cycle as well as in developing a new quality control process for new applications.				

# Public Works

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>Development Review Fund / New Appropriation</u>				
Add Development Review Fund Staffing	11.00	954,559	0	954,559
Program affected: Various in Public Works, Planning and Development Services, General Management Duration: Various across noted departments This amendment adds staffing in the Development Review Fund across three departments. The request for additional staff is due to increased workload related to development review activity. Ongoing management of the development review processes, policies, and procedures by staff has identified the positions as critical to improve consistency, quality, timeliness, and predictability for all phases of development within the city. Public Works will add 4.0 FTE Building Inspectors, 1.0 FTE Permit Technician, 1.0 FTE Administrative Assistant, 2.0 FTE Drainage Engineers, 1.0 FTE Engineer Technician, 1.0 FTE Real Property Specialist, and 1.0 FTE Traffic Specialist. General Management will add 1.0 FTE Supervisor and 1.0 FTE Project Coordinator. Lastly, Planning and Development Services will add 1.0 FTE Project Coordinator.				
<b>New Appropriation Total</b>	<b>12.00</b>	<b>1,098,387</b>	<b>0</b>	<b>1,098,387</b>
<b>Development Review Fund Total</b>	<b>12.00</b>	<b>1,098,387</b>	<b>0</b>	<b>1,098,387</b>
<u>Fleet Management Fund / New Appropriation</u>				
Ongoing Funding for Fleet Apprenticeship Program	0.00	333,983	0	333,983
Program affected: Fleet Management Duration: Ongoing This amendment will reinstate the successful Fleet Apprenticeship Program by adding funding to hire six contingent Fleet Apprentices. In 2019, Fleet partnered with Human Resources (HR) to develop a two-year pilot apprenticeship program in order to address the loss of staff due to retirement and turnover and recruiting challenges. The program allowed Fleet to develop and train employees with little or no experience in the industry. Fleet has been able to place multiple individuals from the pilot program into full-time mechanic positions which demonstrates the program worked as intended.				
Purchase Replacement Fleet Utility Truck	0.00	122,000	121,000	1,000
Program affected: Fleet Management (Public Works) and Transfers and Other Requirements (Non-Departmental) Duration: \$1,000 Ongoing and \$121,000 One-time in Fleet Fund, \$121,000 One-time in General Fund This amendment will provide funding to replace an existing service truck to meet the requirements of responding to off-site emergency calls and service requests. The current truck is past its useful service life and does not have the capacity to properly carry the tools, equipment and parts needed to support the service requirements. New truck improvements would include an air compressor; updated jump-start system; additional storage and cargo area; and increased towing capacity. Ongoing funding is for fuel. A one-time transfer from the General Fund (Non-Departmental) will provide funding for the purchase.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>455,983</b>	<b>121,000</b>	<b>334,983</b>
<b>Fleet Management Fund Total</b>	<b>0.00</b>	<b>455,983</b>	<b>121,000</b>	<b>334,983</b>
<u>General Fund / New Appropriation</u>				
Add 4.0 FTE Public Improvement Inspectors	4.00	503,332	351,332	152,000
Program affected: Public Improvements Duration: \$351,300 Ongoing, \$152,000 One-time This amendment will add 4.0 FTE Public Improvement Inspectors and associated laptops and vehicles. These positions are necessary to respond to increased workloads and new city inspection requirements such as dry utility work, small cells, and street lights. This add is partially offset by revenue generated by the additional inspectors. Additionally, capital funds currently used for contract inspections can be redirected to street maintenance activities.				

# Public Works

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Add 4.0 FTE Utility Locator Positions	4.00	301,338	0	301,338
Program affected: Traffic Operations Duration: Ongoing State mandated changes to the State of Colorado's One Call (811) utility locate program took effect January 1, 2021. The mandate requires identification of city-owned utilities within two days of a utility locate request. This amendment will convert three contingent Traffic Signal Locators to 3.0 FTE. Additionally, a 1.0 FTE Locator Coordinator is requested. These positions are necessary for the Traffic Operations Division to continue providing its normal level of service in relation to traffic sign and signal maintenance, repair and construction.				
Convert Contingent Real Property Specialist to FTE	1.00	87,068	0	87,068
Program affected: Real Property Services Duration: Ongoing This amendment will convert one contingent Real Property Specialist to 1.0 FTE Real Property Specialist. This position is instrumental in providing services for capital programs including the Transportation Priority Projects, the Denver Regional Council of Government (DrCog) Transportation Improvement Program (TIP) projects, and South Aurora Regional Improvement Authority (SARIA) projects.				
Fleet Replacement Program One-Time Increase	0.00	1,000,000	0	1,000,000
Program affected: Fleet Management Duration: One-time This amendment will add a one-time set aside of \$1.0 million in order to augment the number of vehicles replaced as part of the fleet replacement program in 2022. Currently, the annual replacement budget is not sufficient to replace the percentage of fleet that it should based on best industry practices.				
Professional Services for SharePoint Development	0.00	50,000	0	50,000
Program affected: Engineering Services Duration: One-time This amendment will provide funding to hire a consultant to help build a more effective internal SharePoint site and to enhance the program's capabilities. The consultant would also provide training on using SharePoint to augment the remote working experience. The SharePoint site could be valuable for onboarding new employees, providing information to the department, connecting teams, enhancing collaboration, and providing a database of important shared information.				
Purchase Engineering Division Pool Vehicle	0.00	36,500	0	36,500
Program affected: Engineering Services Duration: \$1,500 Ongoing, \$35,000 One-time This amendment will fund the purchase of an additional pool vehicle with light bar and safety equipment to support the Public Works Engineering Division, particularly related to management of the upcoming I70/Picadilly Interchange construction project. The division manages a significant number of transportation and traffic projects which require routine site visits and on-site project meetings in addition to responding to citizen inquires that require field investigation. There are currently not enough vehicles due to the record level of projects occurring. Ongoing funding is for fuel and maintenance.				

# Public Works

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2022			
	FTE	Budget	Revenue	Net
<u>General Fund / New Appropriation</u>				
Purchase Pavement Marking Vehicle	0.00	277,000	0	277,000
Program affected: Street Operations Duration: \$2,000 Ongoing, \$275,000 One-time This amendment will fund the purchase of a pavement marking vehicle to assist with the annual pavement marking maintenance. Due to the need for the material to be applied at a certain temperature, there is a limited window each year during which this can be done. An additional paint truck will ensure the division is able to complete all roadways due for repainting during the ideal timeframe and provide redundancy when the existing vehicle requires maintenance. Ongoing funding is for fuel and maintenance.				
Restore 1.0 FTE Traffic Calming Engineer	1.00	130,202	0	130,202
Program affected: Engineering Services Duration: \$128,200 Ongoing, \$2,000 One-time This amendment will restore 1.0 FTE Traffic Calming Engineer position that was eliminated during the COVID-19 related budget cuts. This position is needed to efficiently manage the very successful Neighborhood Traffic Calming Program (NTCP) that was approved by City Council in 2017 due to a high volume of citizen concerns about speeding on residential roadways. Since the position was eliminated, staff has had to use capital funds to pay a consultant to assist in managing the program. Reinstating this FTE will redirect those funds back to the budget for installation of traffic calming devices and improve response times to neighborhood requests and inquiries.				
<b>New Appropriation Total</b>	<b>10.00</b>	<b>2,385,440</b>	<b>351,332</b>	<b>2,034,108</b>
<b>General Fund Total</b>	<b>10.00</b>	<b>2,385,440</b>	<b>351,332</b>	<b>2,034,108</b>
<u>Parking and Mobility Fund / New Appropriation</u>				
Increase Professional Services for Parking Enforcement Officer	0.00	102,750	87,000	15,750
Program affected: Parking and Mobility Duration: \$52,800 Ongoing, \$50,000 One-time This amendment will increase the professional services contract for Park Aurora to include one additional Parking Enforcement Officer and patrol vehicle. Parking enforcement is a contracted service provided by a third-party vendor, and enforcement is the top request for service from our citizens. The volume of calls for enforcement currently exceeds the current capacity and resources to respond to them. Enforcement resources need to be increased to ensure basic customer service/performance levels are being met. Based on current citation collection rates, the enforcement efforts of a single Parking Enforcement Officer yield enough revenue to pay for the position.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>102,750</b>	<b>87,000</b>	<b>15,750</b>
<b>Parking and Mobility Fund Total</b>	<b>0.00</b>	<b>102,750</b>	<b>87,000</b>	<b>15,750</b>
<b>Amendment Request Total All Funds</b>	<b>22.00</b>	<b>4,042,560</b>	<b>559,332</b>	<b>3,483,228</b>

# Public Works

## EXPENDITURE SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Designated Revenues Fund	5,093	8,545	23,076	28,036	23,076
Development Review Fund	11,675,908	12,455,063	10,853,249	14,431,920	12,633,052
Fleet Management Fund	0	10,205,754	10,414,561	10,190,671	11,808,606
General Fund	29,012,660	34,576,165	33,829,534	33,455,817	37,804,505
Parking and Mobility Fund	1,046,764	882,184	1,036,043	838,398	1,151,183
<b>Expenditures Total</b>	<b>\$41,740,425</b>	<b>\$58,127,711</b>	<b>\$56,156,463</b>	<b>\$58,944,842</b>	<b>\$63,420,422</b>

## STAFFING SUMMARY BY FUND

Fund	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
Development Review Fund	88.00	91.00	90.00	93.00	105.00
Fleet Management Fund	0.00	48.00	48.00	48.00	48.00
General Fund	219.00	221.00	212.00	212.00	222.00
Parking and Mobility Fund	3.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>310.00</b>	<b>363.00</b>	<b>353.00</b>	<b>356.00</b>	<b>378.00</b>

## 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	1,257,954	1,281,312	1,354,803	1,394,308	1,473,039
<b>Expenditures Total</b>	<b>\$1,257,954</b>	<b>\$1,281,312</b>	<b>\$1,354,803</b>	<b>\$1,394,308</b>	<b>\$1,473,039</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	563,132	556,913	556,947	595,266	597,460
Allocated Expenses	-172,572	-185,712	-186,725	-186,725	-208,382
Supplies and Services	24,926	8,327	5,084	6,570	5,084
Interfund Charges	842,468	901,784	979,497	979,197	1,078,877
<b>Expenditures Total</b>	<b>\$1,257,954</b>	<b>\$1,281,312</b>	<b>\$1,354,803</b>	<b>\$1,394,308</b>	<b>\$1,473,039</b>
<b><u>STAFFING SUMMARY</u></b>					
General Fund	5.00	5.00	5.00	5.00	5.00
<b>Staffing Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>



# Public Works

**PROGRAM DETAIL**

**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. In the 2021 Spring Supplemental, 1.0 FTE was transferred to General Management. In 2022, there is an add for 6.0 FTE to this program as presented in the Budget Amendment Request section.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Development Review Fund	8,800,967	9,526,014	8,180,569	10,014,200	8,763,322
<b>Expenditures Total</b>	<b>\$8,800,967</b>	<b>\$9,526,014</b>	<b>\$8,180,569</b>	<b>\$10,014,200</b>	<b>\$8,763,322</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	7,330,085	7,722,190	7,240,332	7,804,167	7,794,532
Supplies and Services	1,347,019	1,680,862	728,867	2,064,604	727,727
Utilities	763	1,236	0	7,000	7,300
Interfund Charges	123,100	121,726	136,370	138,429	158,763
Capital Related	0	0	75,000	0	75,000
<b>Expenditures Total</b>	<b>\$8,800,967</b>	<b>\$9,526,014</b>	<b>\$8,180,569</b>	<b>\$10,014,200</b>	<b>\$8,763,322</b>
<b><u>STAFFING SUMMARY</u></b>					
Development Review Fund	68.00	69.00	69.00	68.00	74.00
<b>Staffing Total</b>	<b>68.00</b>	<b>69.00</b>	<b>69.00</b>	<b>68.00</b>	<b>74.00</b>
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
90% of calls are answered within the established standard of 30 seconds or less	94%	93%	90%	90%	90%
Complete 90% of the building inspections on the day requested	99%	99%	90%	96%	90%
Complete review of building plans within established timeframes 90% of the time	99%	99%	90%	99%	90%

# Public Works

## PROGRAM DETAIL

### 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. In the 2021 Spring Supplemental, 4.0 FTE were activated and funded. In 2022, there is an add for 7.0 FTE to this program as presented in the Budget Amendment Request section.

Performance measures in transportation and development review have been negatively affected in 2019 and 2020 by an unprecedented volume of workload due to increased development activity, as well as difficulty in recruiting qualified engineering staff. The performance projection in traffic engineering has improved for 2021 as recruiting and retention of qualified staff has been successful. The review of civil plans continues to come in under target as work volume remains high and qualified engineers have been difficult to attract.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Development Review Fund	2,874,941	2,929,049	2,672,680	4,417,720	3,869,730
General Fund	1,937,551	3,213,576	1,936,451	1,791,099	2,313,726
<b>Expenditures Total</b>	<b>\$4,812,492</b>	<b>\$6,142,625</b>	<b>\$4,609,131</b>	<b>\$6,208,819</b>	<b>\$6,183,456</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	5,532,195	5,662,914	6,454,243	6,935,162	8,005,633
Allocated Expenses	-1,310,333	-1,643,517	-2,057,076	-2,057,076	-2,137,041
Supplies and Services	479,383	710,634	179,525	1,284,077	240,105
Interfund Charges	31,247	37,195	32,439	33,766	39,759
Capital Related	80,000	108,399	0	12,890	35,000
Transfers Out	0	1,267,000	0	0	0
<b>Expenditures Total</b>	<b>\$4,812,492</b>	<b>\$6,142,625</b>	<b>\$4,609,131</b>	<b>\$6,208,819</b>	<b>\$6,183,456</b>
<b>STAFFING SUMMARY</b>					
Development Review Fund	20.00	22.00	21.00	25.00	31.00
General Fund	35.00	36.00	33.00	33.00	34.00
<b>Staffing Total</b>	<b>55.00</b>	<b>58.00</b>	<b>54.00</b>	<b>58.00</b>	<b>65.00</b>

# Public Works

## PROGRAM DETAIL

### Engineering Services

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>PERFORMANCE MEASURE SUMMARY</b>					
Complete 90% of citizen traffic requests within the standard 2 week timeframe	95%	86%	90%	90%	90%
Complete 90% of DRCOG TIP projects within contract time and budget	98%	90%	90%	90%	90%
Complete 90% of non-DRCOG TIP projects within contract time and budget	67%	50%	90%	90%	90%
Complete 95% of Traffic Control Plan (TCP) reviews within the 5 business day working window	98%	98%	95%	97%	95%
Complete review of civil plans within established time frames 95% of the time	70%	50%	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.

Performance measures were negatively affected due to an unprecedented workload level and limited staff.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	5,649,189	5,386,385	5,237,752	5,073,643	5,458,378
<b>Expenditures Total</b>	<b>\$5,649,189</b>	<b>\$5,386,385</b>	<b>\$5,237,752</b>	<b>\$5,073,643</b>	<b>\$5,458,378</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	2,521,643	2,411,473	2,597,051	2,591,955	2,753,509
Allocated Expenses	0	0	-234,157	-234,157	-243,092
Supplies and Services	3,038,239	2,911,510	2,824,876	2,660,093	2,880,574
Interfund Charges	49,918	63,297	49,982	55,752	67,387
Capital Related	39,389	105	0	0	0
<b>Expenditures Total</b>	<b>\$5,649,189</b>	<b>\$5,386,385</b>	<b>\$5,237,752</b>	<b>\$5,073,643</b>	<b>\$5,458,378</b>
<b>STAFFING SUMMARY</b>					
General Fund	34.00	34.00	32.00	32.00	32.00
<b>Staffing Total</b>	<b>34.00</b>	<b>34.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>

# Public Works

## PROGRAM DETAIL

### Facilities Operations

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Complete 80% of scheduled preventative maintenance services on all equipment within the designated period	77%	50%	80%	70%	80%
Overall customer satisfaction of 95% on surveys sent for completed work orders	99%	98%	95%	95%	95%

### Fleet Management Administration

This program administers and manages the replacement and disposal of vehicles, purchases and provides fueling, provides maintenance and repair of fleet vehicles and equipment, and oversees fleet operations for all vehicles and equipment in the city's fleet inventory. In 2020, this program was moved from General Management to Public Works.

Supply chain issues and key vacancies have impacted the ability keep the target percentage of fleet vehicles in service.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
Fleet Management Fund	0	10,205,754	10,414,561	10,190,671	11,808,606
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$10,205,754</b>	<b>\$10,414,561</b>	<b>\$10,190,671</b>	<b>\$11,808,606</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	0	4,007,640	3,998,281	4,056,398	4,490,528
Supplies and Services	0	5,741,309	6,080,298	5,908,729	6,849,658
Utilities	0	111,205	121,300	107,800	116,200
Interfund Charges	0	148,598	160,752	160,752	177,290
Capital Related	0	197,002	53,930	-43,008	174,930
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$10,205,754</b>	<b>\$10,414,561</b>	<b>\$10,190,671</b>	<b>\$11,808,606</b>
<b><u>STAFFING SUMMARY</u></b>					
Fleet Management Fund	0.00	48.00	48.00	48.00	48.00
<b>Staffing Total</b>	<b>0.00</b>	<b>48.00</b>	<b>48.00</b>	<b>48.00</b>	<b>48.00</b>

# Public Works

**PROGRAM DETAIL**

**Fleet Management Administration**

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
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	97%	92%	95%	80%	90%
Percentage of repairs in the body shop complete within 24 hours	38%	66%	45%	50%	45%
Percentage of repairs in the heavy equipment shop complete within 24 hours	65%	77%	65%	67%	65%
Percentage of repairs in the light equipment shop completed within 24 hours	62%	90%	70%	80%	70%

**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. In 2020, this program was moved from General Management to Public Works.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	0	4,932,889	5,035,138	5,029,426	6,568,266
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$4,932,889</b>	<b>\$5,035,138</b>	<b>\$5,029,426</b>	<b>\$6,568,266</b>
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Supplies and Services	0	392,170	2,500	17,325	2,500
Interfund Charges	0	71,336	111,280	69,872	79,891
Capital Related	0	2,626,971	2,230,900	2,251,771	3,230,900
Transfers Out	0	1,842,412	2,690,458	2,690,458	3,254,975
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$4,932,889</b>	<b>\$5,035,138</b>	<b>\$5,029,426</b>	<b>\$6,568,266</b>

# Public Works

## PROGRAM DETAIL

### 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.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Parking and Mobility Fund	1,046,764	882,184	1,036,043	838,398	1,151,183
<b>Expenditures Total</b>	<b>\$1,046,764</b>	<b>\$882,184</b>	<b>\$1,036,043</b>	<b>\$838,398</b>	<b>\$1,151,183</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	302,121	320,939	280,681	323,765	288,187
Supplies and Services	739,226	554,069	748,224	501,557	796,974
Interfund Charges	5,417	7,176	7,138	13,076	16,022
Capital Related	0	0	0	0	50,000
<b>Expenditures Total</b>	<b>\$1,046,764</b>	<b>\$882,184</b>	<b>\$1,036,043</b>	<b>\$838,398</b>	<b>\$1,151,183</b>
<b>STAFFING SUMMARY</b>					
Parking and Mobility Fund	3.00	3.00	3.00	3.00	3.00
<b>Staffing Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>PERFORMANCE MEASURE SUMMARY</b>					
Fulfill 95% of parking permit requests within five business days	99%	99%	95%	99%	95%
Process 90% of administrative (initial) parking citation disputes within three business days	99%	99%	90%	99%	90%
Respond to citizen inquires within 24 hours 90% of the time (excl. weekends and holidays)	99%	99%	90%	99%	90%

# Public Works

## PROGRAM DETAIL

### 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, crossspans, 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. In 2022, there is an add for 4.0 FTE to this program as presented in the Budget Amendment Request section.

Performance measures were negatively affected due by an unprecedented volume of workload due to current development activity and limited staff.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	1,232,845	1,129,608	1,248,735	1,218,090	1,804,219
<b>Expenditures Total</b>	<b>\$1,232,845</b>	<b>\$1,129,608</b>	<b>\$1,248,735</b>	<b>\$1,218,090</b>	<b>\$1,804,219</b>

<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	1,282,266	1,265,505	1,358,069	1,311,965	1,750,490
Allocated Expenses	-205,716	-212,976	-208,623	-208,623	-217,384
Supplies and Services	44,798	29,988	57,946	70,737	69,946
Interfund Charges	48,608	47,091	41,343	44,011	61,167
Capital Related	62,889	0	0	0	140,000
<b>Expenditures Total</b>	<b>\$1,232,845</b>	<b>\$1,129,608</b>	<b>\$1,248,735</b>	<b>\$1,218,090</b>	<b>\$1,804,219</b>

<b>STAFFING SUMMARY</b>					
General Fund	14.00	14.00	14.00	14.00	18.00
<b>Staffing Total</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>18.00</b>

<b>PERFORMANCE MEASURE SUMMARY</b>					
Complete 95% of Certificate of Occupancy inspections within the established time frame	90%	86%	95%	90%	95%
Complete 95% of specified city requirement for materials testing on all assigned capital improvement projects	88%	85%	95%	80%	95%
Complete 95% review of development testing for extension agreements and right of way improvements within two business days of receiving testing results	85%	95%	95%	75%	95%
Perform 95% or more of inspections within 24 hours of request	82%	82%	95%	85%	95%

# Public Works

## PROGRAM DETAIL

### 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).

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	6,918,273	7,232,559	7,565,330	7,692,046	7,654,134
<b>Expenditures Total</b>	<b>\$6,918,273</b>	<b>\$7,232,559</b>	<b>\$7,565,330</b>	<b>\$7,692,046</b>	<b>\$7,654,134</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Supplies and Services	106,291	4,733	28,430	27,346	29,834
Utilities	6,811,982	7,227,826	7,536,900	7,664,700	7,624,300
<b>Expenditures Total</b>	<b>\$6,918,273</b>	<b>\$7,232,559</b>	<b>\$7,565,330</b>	<b>\$7,692,046</b>	<b>\$7,654,134</b>

### 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. In 2022, there is an add for 1.0 FTE to this program as presented in the Budget Amendment Request section.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
General Fund	1,203,310	1,315,027	1,367,574	1,363,877	1,520,631
<b>Expenditures Total</b>	<b>\$1,203,310</b>	<b>\$1,315,027</b>	<b>\$1,367,574</b>	<b>\$1,363,877</b>	<b>\$1,520,631</b>
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	1,159,836	1,275,038	1,314,601	1,312,751	1,463,700
Supplies and Services	36,356	21,352	47,283	43,245	49,593
Interfund Charges	7,118	7,121	5,690	6,204	7,338
Capital Related	0	11,516	0	1,677	0
<b>Expenditures Total</b>	<b>\$1,203,310</b>	<b>\$1,315,027</b>	<b>\$1,367,574</b>	<b>\$1,363,877</b>	<b>\$1,520,631</b>
<b>STAFFING SUMMARY</b>					
General Fund	14.00	14.00	14.00	14.00	15.00
<b>Staffing Total</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>15.00</b>



# Public Works

## PROGRAM DETAIL

### Real Property Services

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>PERFORMANCE MEASURE SUMMARY</b>					
Complete 80% of building permit review within the assigned deadline	83%	86%	80%	90%	80%
Complete 80% of easement releases within the assigned deadline	75%	76%	80%	90%	80%
Complete 80% of site plan review within the assigned deadline	99%	99%	80%	98%	80%
Complete 80% of subdivision plat review within the assigned deadline	96%	96%	80%	90%	80%

### 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.

Performance measures for pothole repair were negatively affected due to a shortage of street crews as it has been difficult to recruit and retain qualified staff

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY FUND</b>					
Designated Revenues Fund	5,093	8,545	23,076	28,036	23,076
General Fund	8,527,878	7,771,166	7,642,322	7,236,510	7,860,954
<b>Expenditures Total</b>	<b>\$8,532,971</b>	<b>\$7,779,711</b>	<b>\$7,665,398</b>	<b>\$7,264,546</b>	<b>\$7,884,030</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>EXPENDITURE SUMMARY BY TYPE</b>					
Personal Services	6,697,672	6,525,354	6,998,129	6,401,346	7,275,637
Allocated Expenses	-2,118,306	-2,229,874	-2,289,614	-2,211,190	-2,339,732
Supplies and Services	1,078,819	1,374,661	951,466	1,223,001	951,466
Utilities	3,800	3,581	4,700	5,100	4,700
Interfund Charges	1,829,219	1,756,855	2,000,717	1,783,054	1,991,959
Capital Related	1,041,767	349,134	0	63,235	0
<b>Expenditures Total</b>	<b>\$8,532,971</b>	<b>\$7,779,711</b>	<b>\$7,665,398</b>	<b>\$7,264,546</b>	<b>\$7,884,030</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b>STAFFING SUMMARY</b>					
General Fund	93.00	94.00	90.00	90.00	90.00
<b>Staffing Total</b>	<b>93.00</b>	<b>94.00</b>	<b>90.00</b>	<b>90.00</b>	<b>90.00</b>

# Public Works

## PROGRAM DETAIL

### Street Operations

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
Investigate 90% of requests for concrete repairs and street rehabilitation within three days and respond to caller within four days	100%	100%	90%	99%	90%
Respond to and repair 90% of pothole requests within 24 hours	65%	65%	90%	60%	90%

### 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. In 2022, there is an add for 4.0 FTE to this program as presented in the Budget Amendment Request section.

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY FUND</u></b>					
General Fund	2,285,660	2,313,643	2,441,429	2,656,818	3,151,158
<b>Expenditures Total</b>	<b>\$2,285,660</b>	<b>\$2,313,643</b>	<b>\$2,441,429</b>	<b>\$2,656,818</b>	<b>\$3,151,158</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>EXPENDITURE SUMMARY BY TYPE</u></b>					
Personal Services	1,754,688	1,685,979	1,869,530	1,862,763	2,292,776
Supplies and Services	395,278	487,319	420,857	487,894	420,857
Interfund Charges	127,719	139,751	125,171	116,161	136,654
Capital Related	7,975	594	25,871	190,000	300,871
<b>Expenditures Total</b>	<b>\$2,285,660</b>	<b>\$2,313,643</b>	<b>\$2,441,429</b>	<b>\$2,656,818</b>	<b>\$3,151,158</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>STAFFING SUMMARY</u></b>					
General Fund	24.00	24.00	24.00	24.00	28.00
<b>Staffing Total</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>28.00</b>

	2019 Actual	2020 Actual	2021 Original	2021 Projection	2022 Adopted
<b><u>PERFORMANCE MEASURE SUMMARY</u></b>					
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	97%	98%	90%	95%	95%
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	98%	98%	95%	95%	95%





City of Aurora, Colorado

2022 CITY MANAGER'S  
ADOPTED BUDGET

# CAPITAL IMPROVEMENT PROGRAM



## Capital Improvement Program

This section presents detailed information on the Capital Improvement Program (CIP) budget for the city and includes:

- An overview of the CIP;
- The five-year plan for the Capital Projects Fund;
- A summary of the CIP five-year budget plan for each fund;
- The Capital Improvement Program, excluding Aurora Water;
- The Aurora Water Capital Improvement Program;
- A listing of budget adjustments to capital projects in all funds (Capital Program Amendments Detail), and
- A listing of Non-Routine projects.

Data for the years 2020 through 2026 are presented. The 2020 data represents carryforward appropriations reconciled to the city’s Comprehensive Annual Financial Report. The 2021 data represent an estimate of how the 2021 budget will end the year. The 2022 figures represent the city’s capital budget. All 2023 through 2026 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 2022 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, 2019-2026
  - 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.

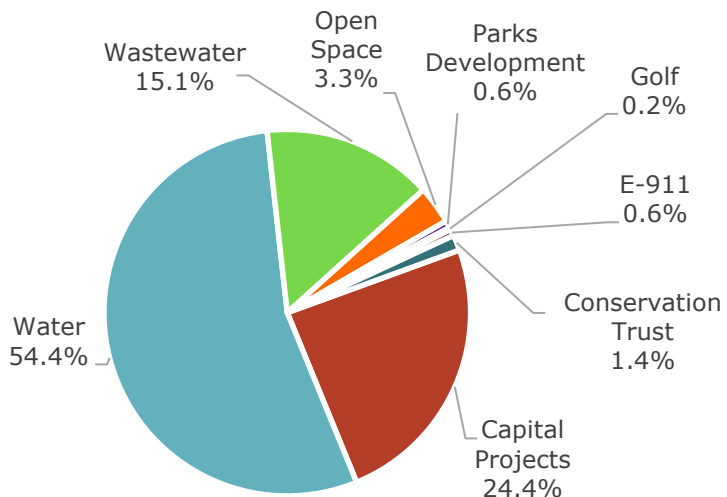
The CIP functions as a capital-spending plan for all five years. The CIP is updated annually as part of the budget process. It includes appropriations to support approved capital projects for the current budget year and reflects the input received from citizens and staff. It also contains appropriations 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 2022 to 2026 five-year plan. Some of these funds also include annual operating appropriations. Listed below is a brief description of the funds associated with the CIP.

- **Capital Projects Fund.** The Capital Projects Fund (CPF) provides for general government infrastructure and facilities including streets, information

**Chart 1. Capital Improvement Projects by Fund – Five-Year Plan**



## Capital Improvement Program - Overview

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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 24.4 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 1.4 percent of the CIP five-year plan.
- **Enhanced E-911 Fund.** The Enhanced E-911 Fund provides for the acquisition, deployment 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 0.6 percent of the CIP five-year plan.
- **Gifts and Grants Fund.** The Gifts and Grants Fund accounts for gifts and grants to the city from other governments or from private parties where the size or duration of the funding source does not warrant establishing a separate fund. There are no Gifts and Grants Fund projects in the CIP five-year plan.
- **Golf Courses Fund.** The Golf Courses Fund is an enterprise fund that provides for the operation and maintenance of city-owned 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 3.3 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 0.6 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 15.1 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 54.4 percent of the five-year CIP.



## FINANCIAL OVERVIEW OF THE CAPITAL IMPROVEMENT PLAN

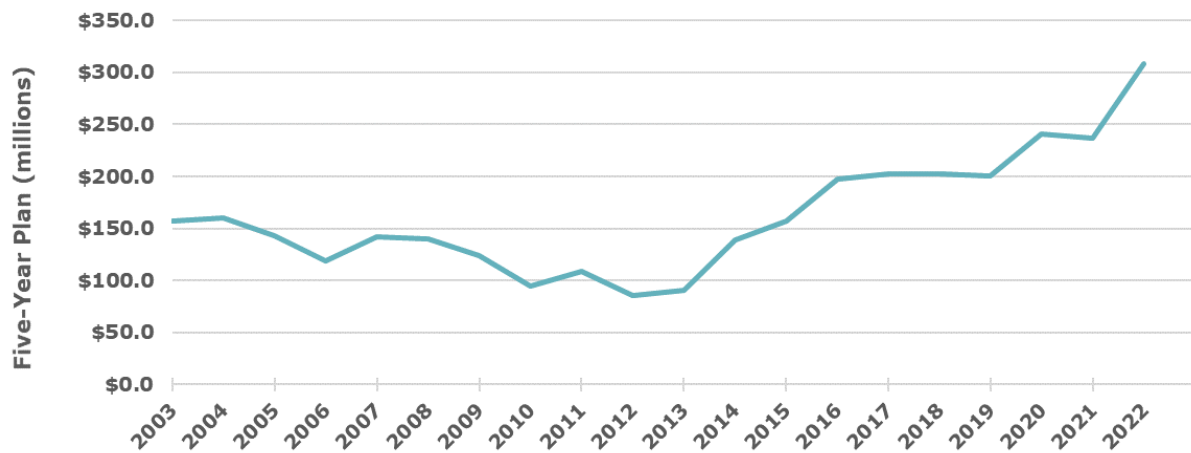
Annual capital appropriations from all the city funds are projected to reach \$368.4 million in 2021, while a grand total of \$1.3 billion in capital projects is projected or planned between 2022 and 2026. The plan for each fund and major changes are discussed in the following sections.

### Capital Projects Fund (CPF)

#### *History of the CPF*

The 2022-2026 five-year plan totals \$308.9 million. This is \$71.9 million (30.3 percent) more than the \$237.0 million that was in the 2021-2025 five-year plan, and is greater than any five-year plan, as shown in Chart 2.

**Chart 2. CPF Five-Year Plan by Year**



#### *2022 CPF Plan*

##### Revenue

For 2022, approximately 64.7 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 public safety. As part of 2021 General Fund balancing, reductions of \$640,900 ongoing are assumed in the transfer, offset somewhat by a \$250,000 transfer of funds for traffic calming added by Council at the September 25 Budget Workshop. Also assumed in 2022 is the start of an additional \$2.0 million ongoing of funds specifically for road maintenance, noted in more detail below. Finally, in 2022, the green fund, a small set-aside of funds for “green” projects, which save utility costs and gets resupplied with utility savings, is being repaid. 2021 one-time transfers are very high, as they include \$30.8 million for I-70/Picadilly and \$12.0 million for an Enterprise Resource Planning (ERP) system project in Information

## Capital Improvement Program - Overview

Technology. In addition to the General Fund ordinance transfer, other smaller transfers are projected, including \$1.6 million from the Marijuana Tax Revenue Fund for transportation priority projects and \$4.4 million from the Marijuana Tax Revenue Fund for road maintenance, noted in more detail below.

Intergovernmental revenue projections are based on the Adams County transportation sales tax. 2022 revenue assumed continued but slow growth in this revenue stream. In 2021, one-time revenues totaling \$2.2 million for 25<sup>th</sup> Avenue Ped Improvement and Montview Design IGA revenue are projected. Offsetting one-time projects were also included for this revenue. Starting in 2023, Colorado Senate Bill 260, which allocated additional HUTF funds, will start to come in. These funds will be set aside for road maintenance.

Other revenues include:

- Capital Impact Fees are expected to be \$13.4 million. This is significantly higher than prior years due to a Council-approved increase in the fees in 2019, much of which was phased on over three years. The 2022 projection assumes the first full year of fees. This revenue can have one-time spikes so are difficult to predict. The fee revenue is expected to build to \$14.5 million in 2026;
- \$614,200 for charges for service for the new ERP system;
- \$400,000 for a street occupancy fee;
- \$45,000 in charge revenue associated with the Building Repair Subfund; and
- \$44,790 in cell tower revenue, an annual amount tied to a lease payment for a cell tower on Aurora property.

For 2022, CPF revenue is shown in Table 1.

**Table 1. 2022 Capital Projects Fund Revenue**

Item	Amount
General Fund Transfer – Ordinance	\$ 41,905,686
General Fund Transfer – Non-Ordinance	(390,900)
General Fund Transfer – Ongoing Road Maintenance Funds	2,000,000
General Fund Transfer – Green Fund Payback	1,000,000
Marijuana Tax Revenue Fund Transfer	6,000,000
Capital Impact Fee Revenue	13,374,101
Adams Co. Transportation Sales Tax	2,553,500
Interest Earnings	1,220,000
ERP Charges for Service	614,231
Street Occupancy Fee	400,000
Other Revenues	89,790
<b>Total Sources of Funds</b>	<b>\$ 68,766,408</b>

### Road Maintenance Shortfall Reduction

One of the unfortunate truths regarding the capital program as it related to road maintenance is that given the current ongoing funding, road ratings are anticipated to decline from the good range in the near future. Public Works has estimated the shortfall to be \$15 million to \$20 million annually. During the creation of the 2022 budget, staff cobbled together some untapped sources that can be used to provide an ongoing revenue stream for the shortfall. The sources include:

- Marijuana Funds: There are currently \$2.0 million unallocated ongoing funds in the Marijuana Tax Revenue Fund that can be used for this purpose;
- Prepay Hogan Parkway Debt and reallocate funds: The Marijuana Tax Revenue Fund currently pays \$2.4 million annually for debt related to Hogan Parkway. If the debt were paid using other sources, those funds would be freed up for road maintenance;
- Colorado Senate Bill 260: This approved bill will provide additional HUTF revenue starting in 2023, growing each year over the next 10 years;
- Additional General Fund: An additional \$2.0 million transfer from the General Fund to the Capital Projects Fund can be found in the 2022 amendments;
- Additional Capital Projects Fund: Starting in 2026, additional funds will become available in the Five-Year plan, so this would set aside some of that for this purpose; and
- Resolution regarding year end additional funds available: Due to conservative revenue and expenditure projections, ending the year with funds available better than originally projected has become the norm. If funds available end up better than projected, the first \$4.0 million will be sent to cover road maintenance.

With these sources, the 2022 Budget will send over a possible additional \$10.4 million, growing to \$15 million by 2026 (as HUTF grows per SB 260).

### **Expenditures**

Table 2 shows the breakdown of 2022 CPF expenditures by department. The \$52.1 million Public Works appropriation consists of \$33.7 million in road maintenance, repair, improvement and replacement projects (including the additional road maintenance funds noted above), \$6.4 million for building repair-related projects, \$5.0 million for traffic signals and components, \$2.9 million for TIP and priority transportation projects, \$1.8 million for personnel costs, \$1.3 million for Police District 2 debt service and security enhancements, \$500,000 for alley paving, \$340,000 for bike/ped projects, and \$235,000 for a loan repayment to E-470 for 6<sup>th</sup> Avenue. After Public Works, the next largest user of funds is Non-Departmental, with \$6.2 million primarily for public safety debt service and an Aerotropolis Regional Transportation Area (ARTA) revenue intergovernmental agreement and Fire, with \$2.0 million for fire station debt service.

## Capital Improvement Program - Overview

**Table 2. 2022 Capital Projects Fund Expenditures by Department**

Department	Amount
Finance	\$ 631,355
Fire	2,000,000
Information Technology	426,000
Non-Departmental	6,240,950
Parks, Recreation and Open Space	951,890
Public Works	52,094,292
<b>Total</b>	<b>\$ 62,344,487</b>

### *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 3.

**Table 3. Capital Projects Fund Expenditure Adjustments from Previous Five-Year Plan**

Department	Calendar Adjustment	Amendment	Total Change	Comment
Finance	\$104,425	(\$29,193)	\$75,232	Direct cost adjustment in accordance with city policy
Fire	-	-	-	No Change
IT	-	-	-	No Change
Non-Dept	\$2,648,496	\$1,791,815	\$4,440,311	Increase for ARTA IGA payments, Highway 30 site remediation, Additional Art In Public Places (AIPP)
Planning	-	-	-	No Change
PROS	648,365	1,579,800	2,228,165	Primarily increase in median development
Public Works	4,980,495	59,937,184	65,167,679	Large increase in road maintenance funding and several road and alley projects accounts for the majority of the increase. At the September 25 Budget Workshop, Council added \$250,000 for traffic calming.
<b>Total</b>	<b>\$8,381,781</b>	<b>\$63,279,606</b>	<b>\$71,911,387</b>	

### 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 2021 to 2025 and the new five-year plan includes projects from 2022 to 2026, any adjustment in budget occurring *solely* due to the elimination of 2021 and the subsequent adding of 2026 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 Finance, a decrease of \$29,200 is due to direct (personnel) costs as a result of the decision to decrease the wage assumptions in 2021 and 2022;
- In Non-Departmental, \$250,000 annually was added for Highway 30 site remediation, as well as additional funds added for Art In Public Places (AIPP);
- In Parks, Recreation, and Open Space, a \$1.6 million was added, mostly to re-add medians cut in the 2021 five-year plan; and
- In Public Works:
  - A net increase of \$60.2 million is included as amendments. Significant amendments include:
    - The vast majority of the amendments, \$42.1 million went to street asphalt overlay. This includes budgeting for the road maintenance funds noted earlier;
    - \$4.3 million for traffic pole and component replacement and signal retiming;
    - \$4.1 million for individual road projects, roadway safety, and traffic calming, and bridge maintenance, including \$250,000 added by Council for traffic calming at the September 25 Budget Workshop;
    - \$3.5 million for building repair fund projects;
    - \$2.8 million for alley paving;
    - \$1.0 million for fiber associated with a Traffic Management Center;
    - \$1.0 million for SEAM fleet expansion;
    - \$850,000 for various non-road projects; and
    - \$500,000 for an ADA Accommodation project.

## **OTHER FUNDS**

### **Open Space Fund**

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.

The OSF provides the city with a valuable opportunity to increase funding for parks and trail development. The fund is expecting an increase in Capital spending in 2022-2023. Significant capital projects in 2022 include Sports Park paving and Triple Creek Improvements. Future capital expenditures are projected to be between \$6.3 to \$6.9 million range. Significant capital projects during the five-year plan include projects such as Aurora Reservoir, Central Community Park, and continued Triple Creek spending. The detailed schedule for the Open Space Fund projects is presented in the Appendix 2.

### **Conservation Trust Fund**

In 2022, the Conservation Trust Fund (CTF) is projected to receive approximately \$4.2 million in revenue from state lottery proceeds and interest income. Spending in 2022 is evenly split between infrastructure and construction projects. During the 2022-2026 five-year plan, \$17.2 million is projected to be spent, skewing more toward infrastructure. The detailed schedule for the CTF projects is presented in Appendix 2.

### **Parks Development Fund**

The Parks Development Fund (PDF) is projected to see an uptick in capital projects, spending \$8.2 million over the five-year plan. Significant PDF projects include Dome Park, Red-tailed Hawk Park, and Centre Hills Park. The detailed schedule for the PDF projects is presented in Appendix 2.

### **Enhanced E-911 Fund**

The Enhanced E-911 Fund provides for the acquisition, deployment and maintenance of the equipment and communication systems related to 911 calls and the 800 MHz radio communication systems. During the period 2022-2026, \$7.4 million is projected to be spent. The majority of the capital is for the debt service payment for the radio system, projected at \$5.4 million of the total. 2024 is the last year of that payment.

### **Golf Courses Fund**

The Golf Courses Fund's five-year capital plan addresses numerous golf infrastructure projects. 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 69.5 percent of the city's planned five-year capital spending. The 2022 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 \$880.4 million for the 2022-2026 period.

In the Water Fund, major capital projects include: Rampart Water Delivery System (\$137.7 million), Wild Horse Reservoir (\$118.0 million initial phase), Water Rights Acquisition (\$103.0 million), Wemlinger Water Purification Facility Improvements (\$55.3 million), Griswold Water Purification Facility (\$43.9 million), and New Transmission and Distribution Water Mains (\$35.6 million).

In the Wastewater Fund, major capital projects include: First Creek Interceptor (\$51.6 million), New Sewer Line Construction, (\$40.6 million); Westerly Creek Future Phases (\$17.9 million), and Detention Ponds/Improvements (\$11.5 million) and Miscellaneous Sewer Replacement (\$10.6 million).

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 911 Systems Cybersecurity Program, 800 MHz radio system upgrade, and mobile data computer (MDC) infrastructure replacement. The majority of the \$7.4 million budgeted in the E-911 five-year plan is the annual debt-service payment associated with the 800 MHz communication project, accounting for \$5.4 million of the total. 2024 is the last year of that payment.

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 \$23.9 million of spending is planned from 2022 through 2026, including security projects. 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 4 details the project management expenses included in



## Capital Improvement Program - Overview

the 2022 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 4. Summary of Operating-Related Appropriations in the CIP**

Department	Fund	Item	2022 Amount	Description
Finance	CPF	Direct Costs Financial Services	\$187,200	Funding for operating expenses to provide financial and budget oversight for the city's CPF
Finance	CPF	Direct Costs Purchasing Services	\$444,100	Funding for operating related expenses associated with purchasing services benefiting the CPF
Public Works	CPF	Direct Costs Engineering and Design	\$1,622,700	Funding for operating expenses associated with engineering and design of Public Works' CPF projects
Public Works	CPF	Direct Costs Facilities Management	\$160,000	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. For the 2022-2026 five-year plan, the AIPP transfer will be approximately \$2.1 million, significantly higher than the previous AIPP plan due to the amount of capital amendments mostly in Public Works.

## Capital Projects Fund Five-Year Plan

	2021 Projection	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	Total 2022 - 2026
<b>Beginning Funds Available</b>	\$ 28,800,475	\$ 43,869,508	\$ 50,291,429	\$ 63,457,194	\$ 75,663,421	\$ 93,232,665	N/A
<b>SOURCES OF FUNDS</b>							
<b>Transfers In</b>							
<b>General Fund Ordinance</b>	\$ 43,451,310	\$ 41,905,686	\$ 43,769,148	\$ 46,141,486	\$ 49,146,751	\$ 52,401,988	\$ 233,365,059
Non-Ordinance Transfers	40,659,100	(390,900)	(640,900)	(640,900)	(640,900)	(640,900)	(2,954,500)
Funds Specifically for Road Maintenance		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Green Fund Payback	-	1,000,000	-	-	-	-	1,000,000
<b>Total Transfer from General Fund</b>	<b>\$ 84,110,410</b>	<b>\$ 44,514,786</b>	<b>\$ 45,128,248</b>	<b>\$ 47,500,586</b>	<b>\$ 50,505,851</b>	<b>\$ 53,761,088</b>	<b>\$ 241,410,559</b>
Golf Loan Payback	74,000	-	-	-	-	-	-
Marijuana Tax Revenue Fund	250,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
Marijuana Fund Specicially for Road Maintenance	-	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	22,000,000
Other Transfers	-	-	-	-	-	-	-
<b>Total Transfers In</b>	<b>\$ 84,434,410</b>	<b>\$ 50,514,786</b>	<b>\$ 51,128,248</b>	<b>\$ 53,500,586</b>	<b>\$ 56,505,851</b>	<b>\$ 59,761,088</b>	<b>\$ 271,410,559</b>
<b>Intergovernmental Revenues</b>							
Adams County Transportation Sales Tax	\$ 2,491,219	2,553,500	\$ 2,617,338	2,697,771	\$ 2,765,215	2,834,346	\$ 13,468,169
Colorado Senate Bill 260	-	-	1,273,901	1,772,867	2,269,331	2,799,610	8,115,709
Spring Supp: 25th Ave Ped Improvement Project	391,000	-	-	-	-	-	-
Spring Supp: Montview Design Dev Contribution	1,800,000	-	-	-	-	-	-
<b>Total Intergovernmental Revenues</b>	<b>\$ 4,682,219</b>	<b>\$ 2,553,500</b>	<b>\$ 3,891,239</b>	<b>\$ 4,470,638</b>	<b>\$ 5,034,546</b>	<b>\$ 5,633,956</b>	<b>\$ 21,583,878</b>
<b>Total Interest</b>	<b>\$ 1,200,000</b>	<b>\$ 1,220,000</b>	<b>\$ 1,240,000</b>	<b>\$ 1,260,000</b>	<b>\$ 1,280,000</b>	<b>\$ 1,300,000</b>	<b>6,300,000</b>
<b>Charges for Service / Licenses &amp; Permits / Other</b>							
Street Occupancy Fee	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
ERP Charges for Service	375,991	614,231	463,971	211,786	215,914	214,683	1,720,585
Building Repair Subfund Charges	45,000	45,000	45,000	45,000	45,000	45,000	225,000
Spring Supp: Smoky Hill/Powhaton signal cost share	77,305	-	-	-	-	-	-
Cell Tower Revenue	37,325	44,790	44,790	44,790	44,790	44,790	223,950
Restaurant Program	21,800	-	-	-	-	-	-
Capital Impact Fee Revenue	11,067,872	13,374,101	13,641,583	13,914,414	14,192,703	14,476,557	69,599,358
<b>Total Other Revenues</b>	<b>\$ 12,025,293</b>	<b>\$ 14,478,122</b>	<b>\$ 14,595,344</b>	<b>\$ 14,615,990</b>	<b>\$ 14,898,407</b>	<b>\$ 15,181,030</b>	<b>\$ 73,768,893</b>
<b>TOTAL SOURCES OF FUNDS</b>	<b>\$ 102,341,922</b>	<b>\$ 68,766,408</b>	<b>\$ 70,854,830</b>	<b>\$ 73,847,214</b>	<b>\$ 77,718,804</b>	<b>\$ 81,876,073</b>	<b>\$ 373,063,330</b>

**Capital Improvement Program**  
**Capital Projects Fund Five-Year Plan 2021-2026**

## Capital Projects Fund Five-Year Plan

	2021 Projection	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	Total 2022 - 2026
<b>USES OF FUNDS</b>							
Finance	\$ 55,714	\$ 631,355	\$ 650,295	\$ 669,804	\$ 689,898	\$ 710,595	\$ 3,351,947
Fire	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
General Management	-	-	-	-	-	-	-
Information Technology	12,426,000	426,000	426,000	426,000	426,000	426,000	2,130,000
Non-Departmental	4,878,815	6,240,950	6,945,997	7,839,673	10,364,825	7,896,821	39,288,266
Parks & Open Space	646,425	951,890	1,294,790	1,294,790	1,294,790	1,294,790	6,131,050
Planning and Development Services	703,285	-	-	-	-	-	-
Public Works	66,562,650	52,094,292	46,371,983	49,410,720	45,374,047	54,721,706	247,972,748
<b>TOTAL USES OF FUNDS</b>	<b>\$ 87,272,889</b>	<b>\$ 62,344,487</b>	<b>\$ 57,689,065</b>	<b>\$ 61,640,987</b>	<b>\$ 60,149,560</b>	<b>\$ 67,049,912</b>	<b>\$ 308,874,011</b>
<b>Net Sources Less Uses</b>	<b>\$ 15,069,033</b>	<b>\$ 6,421,921</b>	<b>\$ 13,165,765</b>	<b>\$ 12,206,227</b>	<b>\$ 17,569,244</b>	<b>\$ 14,826,161</b>	<b>\$ 64,189,319</b>
<b>Funds Available for Future Projects</b>	<b>\$ 43,869,508</b>	<b>\$ 50,291,429</b>	<b>\$ 63,457,194</b>	<b>\$ 75,663,421</b>	<b>\$ 93,232,665</b>	<b>\$ 108,058,827</b>	
<b>Funds Available Breakdown</b>							
Committed for DIA Noise, Other	\$ 632,258	\$ 632,258	\$ 632,258	\$ 632,258	\$ 632,258	\$ 632,258	
Committed for Green Fund	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
Committed for Traffic Signal revenue received, but not built	633,186	633,186	633,186	633,186	633,186	633,186	
Committed for PW IGAs	985,000	985,000	985,000	985,000	985,000	985,000	
Committed for Evidence Storage	-	-	-	-	2,700,000	2,700,000	
Committed for Fence Replacement	503,808	503,808	503,808	503,808	503,808	503,808	
Committed for Nine Mile TIP	447,165	-	-	-	-	-	
Committed for ERP	375,991	990,222	1,454,193	1,665,979	1,881,893	2,096,576	
Committed for Future Spending	11,000,000	2,900,000	1,900,000	-	-	-	
Restricted for Capital Impact Fees	29,124,901	42,517,507	56,211,349	70,228,794	84,648,610	99,475,478	
<b>Assigned for 5-Year Capital Needs</b>	<b>\$ 167,199</b>	<b>\$ 129,448</b>	<b>\$ 137,400</b>	<b>\$ 14,396</b>	<b>\$ 247,910</b>	<b>\$ 32,520</b>	

## 2022 - 2026 Capital Improvement Program Summary by Fund

Fund	Carryforward Appropriation <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026
			2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
Capital Projects Fund	74,409,816	87,272,889	62,344,487	57,689,065	61,640,987	60,149,560	67,049,912	308,874,011
Conservation Trust Fund	4,082,241	2,347,542	4,965,000	3,417,500	2,377,500	3,715,000	2,705,000	17,180,000
Enhanced E-911 Fund	5,136,976	3,482,000	2,317,250	3,220,000	1,816,500	0	0	7,353,750
Gifts & Grants Fund	775,475	0	0	0	0	0	0	0
Golf Courses Fund	258,363	700,000	600,000	575,000	350,000	400,000	625,000	2,550,000
Open Space Fund	9,512,084	2,118,517	12,245,583	10,337,648	6,852,500	6,735,000	6,290,000	42,460,731
Parks Development Fund	2,914,961	1,002,128	1,636,560	2,648,135	1,813,879	1,355,805	714,392	8,168,771
Wastewater Fund	56,335,838	79,648,848	47,815,000	48,825,000	11,772,566	16,911,487	65,659,556	190,983,609
Water Fund	143,609,182	191,851,599	105,958,509	98,952,285	197,001,103	106,395,087	181,154,365	689,461,349
<b>Total Capital Improvement Program</b>	<b>\$297,034,936</b>	<b>\$368,423,523</b>	<b>\$237,882,389</b>	<b>\$225,664,633</b>	<b>\$283,625,035</b>	<b>\$195,661,939</b>	<b>\$324,198,225</b>	<b>\$1,267,032,221</b>

## 2022 - 2026 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026
			2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Finance</i>								
34017 Direct Costs Financial Services	0	180,724	187,245	192,862	198,648	204,607	210,745	994,107
34026 Remodel for Check 21 Systems	18,615	0	0	0	0	0	0	0
34501 Direct Costs-Purchasing Svcs	0	431,635	444,110	457,433	471,156	485,291	499,850	2,357,840
34702 Financial Systems (Accounting, T&L, and Budget)	68,626	0	0	0	0	0	0	0
34704 Positive Timekeeping	556,645	-556,645	0	0	0	0	0	0
<b>Total Finance</b>	<b>\$643,886</b>	<b>\$55,714</b>	<b>\$631,355</b>	<b>\$650,295</b>	<b>\$669,804</b>	<b>\$689,898</b>	<b>\$710,595</b>	<b>\$3,351,947</b>
<i>Fire</i>								
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	6,613	0	0	0	0	0	0	0
58738 Cross Creek Fire Station	151,114	0	0	0	0	0	0	0
<b>Total Fire</b>	<b>\$157,727</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$10,000,000</b>
<i>Information Technology</i>								
37714 Systems and Network Replacement	108,331	326,000	326,000	326,000	326,000	326,000	326,000	1,630,000
37721 Telephone Infrastructure Expansion	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000
37754 Regional Crime Lab Technology Costs	29,464	0	0	0	0	0	0	0
37757 CAPSTC Ventilation System	100,000	0	0	0	0	0	0	0
37758 Enterprise Resource Planning System Replacement	0	12,000,000	0	0	0	0	0	0
<b>Total Information Technology</b>	<b>\$337,795</b>	<b>\$12,426,000</b>	<b>\$426,000</b>	<b>\$426,000</b>	<b>\$426,000</b>	<b>\$426,000</b>	<b>\$426,000</b>	<b>\$2,130,000</b>
<i>Non-Departmental</i>								
(New) SEAM Fleet Bay and Fueling Cost Share	0	0	0	0	0	2,500,000	0	2,500,000
25082 Art in Public Places (Transfer to Cultural Fund)	0	230,345	451,720	369,912	400,958	417,430	449,426	2,089,446
25194 Colfax Improvements	442,990	0	0	0	0	0	0	0
25210 HW 30 Landfill Remediation	226,033	0	250,000	250,000	250,000	250,000	250,000	1,250,000
25407 ARTA Payment	0	2,848,470	4,039,230	4,826,085	5,688,715	5,697,395	5,697,395	25,948,820

## 2022 - 2026 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	2021 Carryforward Appropriation <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026
			2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Non-Departmental</i>								
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	1,500,000	300,000	0	0	0	0	0	0
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	198,040	0	0	0	0	0	0	0
<b>Total Non-Departmental</b>	<b>\$3,412,193</b>	<b>\$4,878,815</b>	<b>\$6,240,950</b>	<b>\$6,945,997</b>	<b>\$7,839,673</b>	<b>\$10,364,825</b>	<b>\$7,896,821</b>	<b>\$39,288,266</b>
<i>Parks, Recreation &amp; Open Space</i>								
61842 Infrastructure Trails-CPF	5,898	0	0	0	0	0	0	0
61969 Median Maintenance	171,147	37,325	44,790	44,790	44,790	44,790	44,790	223,950
62700 SE Parking Lot and Trails-CPF	1,615,500	0	0	0	0	0	0	0
62807 DeLaney Farm Site Improvements-CPF	6,080	0	0	0	0	0	0	0
62846 Median Development-CPF	3,014,709	609,100	609,100	1,250,000	1,250,000	1,250,000	1,250,000	5,609,100
62853 Tollgate Ext IGA G21199 TIP	1,125,674	0	0	0	0	0	0	0
62855 Tollgate Ext IGA M21086 TIP	18,917	0	0	0	0	0	0	0
62856 Tollgate Ext IGA M21199 TIP	182,686	0	0	0	0	0	0	0
62892 Inclusive Adult Playground Equipment	1,531	0	0	0	0	0	0	0
62919 Iliff Garage Roundabout Landscape-CPF	160,000	0	0	0	0	0	0	0
62926 Tollgate Creek - CPF	65,085	0	0	0	0	0	0	0
62975 AMC Landscaping	0	0	250,000	0	0	0	0	250,000
63740 Plains Conservation Ctr Improve-CPF	250,000	0	0	0	0	0	0	0
63743 Sand Creek Park Shelter-CPF	125,000	0	0	0	0	0	0	0
63755 Canterbury off-site curb ramps-CPF	0	0	48,000	0	0	0	0	48,000
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$6,742,227</b>	<b>\$646,425</b>	<b>\$951,890</b>	<b>\$1,294,790</b>	<b>\$1,294,790</b>	<b>\$1,294,790</b>	<b>\$1,294,790</b>	<b>\$6,131,050</b>
<i>Planning &amp; Development Services</i>								
(New) Gardens On Havana Mid-Block Lighting	0	655,000	0	0	0	0	0	0
67436 13th Ave Corr Study	500,000	0	0	0	0	0	0	0
67703 1400 Dallas Street Improvement	150,000	0	0	0	0	0	0	0

## 2022 - 2026 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	2021		Five-Year Plan					Total Cost 2022 - 2026
	Carryforward Appropriation <sup>1</sup>	Projected Budget <sup>2</sup>	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Planning &amp; Development Services</i>								
67704 Colfax Corridor Streetscapes Improvements	387,260	48,285	0	0	0	0	0	0
67810 People's Bldg Construction	2,671	0	0	0	0	0	0	0
<b>Total Planning &amp; Development Services</b>	<b>\$1,039,931</b>	<b>\$703,285</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Public Works</i>								
(New) Fleet Expansion at SEAM	0	0	0	0	0	0	1,000,000	1,000,000
(New) Infill Development	0	0	0	0	0	0	500,000	500,000
(New) Traffic Management System	0	0	0	2,500,000	1,000,000	0	1,000,000	4,500,000
(New) Traffic Signal Retiming	0	0	0	0	0	0	1,000,000	1,000,000
49600 Conservatory Metro District	841	0	0	0	0	0	0	0
49670 Jewell Avenue / E-470 Trail Connection Design	0	0	350,000	0	0	0	0	350,000
49672 Gun Club Alameda Study IGA	0	350,000	0	0	0	0	0	0
49673 25th Ave Ped Imp CMPI	0	607,750	0	0	0	0	0	0
49674 Montview Redesign IGA	0	1,800,000	0	0	0	0	0	0
49675 Nine Mile Bridge TIP	745,275	0	0	0	0	0	0	0
49676 Chambers Sand Crk Bridge Rehab	268,000	0	0	0	0	0	0	0
49678 I-70 / Picadilly 30 Percent Design	887,758	0	0	0	0	0	0	0
49680 HSIP Grant 19/20	81,877	0	0	0	0	0	0	0
49681 Imboden Road	1,477,965	0	1,700,000	0	0	0	0	1,700,000
49682 Picadilly -Smith to 26th Agreement	850,000	0	0	0	0	0	0	0
49684 Security Enhancements	764,125	440,000	440,000	500,000	1,220,000	500,000	500,000	3,160,000
49685 Police Training Facility Demolition	938,100	0	0	0	0	0	0	0
49686 Jewell Avenue Ped Crossing	340,215	0	0	0	0	0	0	0
49687 Gun Club Priority Proj SARIA	2,268,033	0	0	0	0	0	0	0
49689 Trf Signal Bike Detection System	460,323	0	0	0	0	0	0	0
49690 CCTV Expansion Grant	174,130	0	0	0	0	0	0	0
49691 Signal System Upgrade Grant	686,166	0	0	0	0	0	0	0

## 2022 - 2026 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026
			2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Public Works</i>								
49692 Travel Time Monitoring Grant	44,498	0	0	0	0	0	0	0
49693 ADA Accomodation Equity and Access	245,381	1,850,000	0	0	0	0	1,000,000	1,000,000
49695 NW Aurora Mobility and Access Implementation	1,020,763	-607,750	0	0	0	0	0	0
49696 E-470 Loan Repayment	13,000	235,000	235,000	235,000	235,000	235,000	235,000	1,175,000
49699 Transportation Priority Projects	18,693,538	0	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
49702 Miscellaneous Street Improvements	3,774,546	1,420,000	1,420,000	1,480,000	2,100,000	1,480,000	1,480,000	7,960,000
49710 Traffic Signal Construction	3,728,772	777,305	1,400,000	2,350,000	1,450,000	1,850,000	1,850,000	8,900,000
49712 Street Asphalt Overlay Program	1,938,978	15,310,000	21,810,000	22,983,901	24,742,867	25,359,331	27,889,610	122,785,709
49713 Concrete Repair Program	244,298	2,224,000	2,224,000	2,224,000	2,224,000	2,224,000	2,224,000	11,120,000
49721 Street Reconstruction	1,110,000	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	2,844,292	33,293,420	949,000	920,000	0	0	0	1,869,000
49753 Northwest Aurora Alley Paving Program	0	0	500,000	525,000	551,250	578,810	607,750	2,762,810
49775 Traffic Signal Timing Study	5,896	0	0	0	0	0	0	0
49779 Direct Costs - Design, Engineering, etc.	0	1,557,244	1,622,704	1,671,385	1,721,527	1,773,173	1,826,368	8,615,157
49786 Traffic Signal Component Replacement	430,593	550,000	560,000	570,000	580,000	590,000	900,000	3,200,000
49786 Traffic Signal Pole Replacement	0	0	3,000,000	0	0	0	0	3,000,000
49793 Street Maintenance - Asphalt Overlay In House	1,209,157	840,848	866,073	892,055	918,817	946,382	946,382	4,569,709
49794 Street Maintenance - Chip Seal/Crack Seal	25,595	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	8,250,000
49821 Bridge Maintenance	837,651	50,000	1,550,000	50,000	1,550,000	50,000	1,050,000	4,250,000
49872 Direct Costs - Building Repair CPF	0	157,313	159,995	164,795	169,739	174,831	180,076	849,436
49873 Courts Heating Pipes	0	0	1,045,000	0	0	0	0	1,045,000
49875 Building Repair Projects - CPF	5,804,817	1,407,520	5,357,520	3,417,520	3,537,520	3,997,520	3,417,520	19,727,600
49889 I225 Light Rail-Reimburse	70,522	0	0	0	0	0	0	0
49937 Bicycle Aurora Phase 1 Funding	496,480	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
49946 Streets Condition Testing	0	0	0	30,000	120,000	30,000	30,000	210,000



## 2022 - 2026 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026
			2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Public Works</i>								
49955 Police District 2 Debt Service	774,893	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
49961 Quincy / Gun Club Intersection TIP	219,354	0	0	0	0	0	0	0
49964 Multimodal Connections - TOD first/last mile	740,508	140,000	140,000	200,000	1,535,000	200,000	700,000	2,775,000
49970 Quincy Widening	500,412	0	0	0	0	0	0	0
49974 Police Security Enhancements	10,046	0	0	0	0	0	0	0
49981 Traffic Signal Inspection and Repair	150,000	50,000	100,000	0	0	0	0	100,000
49983 Traffic Calming Improvements	2,018,848	325,000	750,000	273,327	0	0	500,000	1,523,327
49991 STAMPS Grant	50,000	0	0	0	0	0	0	0
49992 Picadilly I-70 Interchange	87	0	0	0	0	0	0	0
49993 Roadway Safety Improvements	516,922	0	530,000	0	370,000	0	500,000	1,400,000
49994 Harvest Extension: Alexander to Orchard	1,408,778	0	0	0	0	0	0	0
49995 Westerly Creek	1,273,487	0	0	0	0	0	0	0
49997 Road Maintenance IGA	692,037	0	0	0	0	0	0	0
<b>Total Public Works</b>	<b>\$62,076,057</b>	<b>\$66,562,650</b>	<b>\$52,094,292</b>	<b>\$46,371,983</b>	<b>\$49,410,720</b>	<b>\$45,374,047</b>	<b>\$54,721,706</b>	<b>\$247,972,748</b>
<b>Total Capital Projects Fund</b>	<b>\$74,409,816</b>	<b>\$87,272,889</b>	<b>\$62,344,487</b>	<b>\$57,689,065</b>	<b>\$61,640,987</b>	<b>\$60,149,560</b>	<b>\$67,049,912</b>	<b>\$308,874,011</b>
<b><u>Conservation Trust Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
(New) Infrastructure Recreation-CTF	685,757	1,050,000	1,165,000	1,790,000	465,000	1,015,000	1,015,000	5,450,000
(New) Systemwide Planning - CTF	0	0	10,000	500,000	0	0	0	510,000
61703 Infrastructure Parks-CTF	801,238	425,000	1,200,000	387,500	787,500	695,000	810,000	3,880,000
61726 Acquisitions - CTF	1,784	0	0	0	0	0	0	0
61794 Infrastructure Trails-CTF	362,370	0	25,000	25,000	25,000	25,000	0	100,000
61847 Infrastructure Open Space-CTF	326,445	20,000	115,000	65,000	100,000	80,000	130,000	490,000
61886 Construction Open Space-CTF	1,037,388	700,000	1,550,000	50,000	150,000	650,000	650,000	3,050,000
61887 Construction Parks-CTF	867,259	152,542	900,000	600,000	850,000	1,250,000	100,000	3,700,000

## 2022 - 2026 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	2021 Carryforward Appropriation <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026
			2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Conservation Trust Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$4,082,241</b>	<b>\$2,347,542</b>	<b>\$4,965,000</b>	<b>\$3,417,500</b>	<b>\$2,377,500</b>	<b>\$3,715,000</b>	<b>\$2,705,000</b>	<b>\$17,180,000</b>
<b>Total Conservation Trust Fund</b>	<b>\$4,082,241</b>	<b>\$2,347,542</b>	<b>\$4,965,000</b>	<b>\$3,417,500</b>	<b>\$2,377,500</b>	<b>\$3,715,000</b>	<b>\$2,705,000</b>	<b>\$17,180,000</b>
<b><u>Enhanced E-911 Fund</u></b>								
<i>Information Technology</i>								
37029 911 Systems Cybersecurity Program	0	0	500,000	0	0	0	0	500,000
37729 800 MHz Radio System Upgrade	200,888	1,817,000	1,817,250	1,813,750	1,816,500	0	0	5,447,500
37733 MDC Infrastructure Replacement	4,123	480,000	0	1,406,250	0	0	0	1,406,250
37734 Computer Aided Dispatch Upgrade	3,692,468	0	0	0	0	0	0	0
37742 Uninterruptible Power System Replacement	1,000,000	300,000	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	885,000	0	0	0	0	0	0
<b>Total Information Technology</b>	<b>\$5,136,976</b>	<b>\$3,482,000</b>	<b>\$2,317,250</b>	<b>\$3,220,000</b>	<b>\$1,816,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,353,750</b>
<b>Total Enhanced E-911 Fund</b>	<b>\$5,136,976</b>	<b>\$3,482,000</b>	<b>\$2,317,250</b>	<b>\$3,220,000</b>	<b>\$1,816,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,353,750</b>
<b><u>Gifts &amp; Grants Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
61710 Cherry Creek Bike Path-Grant	2,584	0	0	0	0	0	0	0
62005 Sand Creek Pk Shelter Design Grt-AdCO	32,000	0	0	0	0	0	0	0
62007 Tollgate Crossing Park Grant-ArCO	7,386	0	0	0	0	0	0	0
62859 Tollgate Trail ArCo Grant	455,731	0	0	0	0	0	0	0
62888 Triple Creek Planning-ArCo Grant	98,896	0	0	0	0	0	0	0
62890 Sand Creek Park GOCO Inspire Grant	20,706	0	0	0	0	0	0	0
62907 High Line Canal OS Acq-AdCo	1,746	0	0	0	0	0	0	0
62908 High Line Canal at Interstate 70-AdCo	149,591	0	0	0	0	0	0	0
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$768,640</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2022 - 2026 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	2021		Five-Year Plan					Total Cost 2022 - 2026
	Carryforward Appropriation <sup>1</sup>	Projected Budget <sup>2</sup>	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Gifts &amp; Grants Fund</u></b>								
<i>Planning &amp; Development Services</i>								
67416 Brownfields RLF	1,355	0	0	0	0	0	0	0
<b>Total Planning &amp; Development Services</b>	<b>\$1,355</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Public Works</i>								
49917 RAQC Charging Ahead, Phase 1	5,480	0	0	0	0	0	0	0
<b>Total Public Works</b>	<b>\$5,480</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Gifts &amp; Grants Fund</b>	<b>\$775,475</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><u>Golf Courses Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
61606 Golf-Infra CTF Support	148,602	150,000	275,000	275,000	250,000	300,000	250,000	1,350,000
63733 Golf Infrastructure Capital Projects	109,761	550,000	325,000	300,000	100,000	100,000	375,000	1,200,000
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$258,363</b>	<b>\$700,000</b>	<b>\$600,000</b>	<b>\$575,000</b>	<b>\$350,000</b>	<b>\$400,000</b>	<b>\$625,000</b>	<b>\$2,550,000</b>
<b>Total Golf Courses Fund</b>	<b>\$258,363</b>	<b>\$700,000</b>	<b>\$600,000</b>	<b>\$575,000</b>	<b>\$350,000</b>	<b>\$400,000</b>	<b>\$625,000</b>	<b>\$2,550,000</b>
<b><u>Open Space Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
(New) Infrastructure Recreation-AdCo	696,694	501,017	865,583	650,148	0	50,000	100,000	1,665,731
(New) Infrastructure Trails-AdCo	6,008	0	0	25,000	25,000	0	25,000	75,000
(New) Systemwide Planning - Open Space	0	0	140,000	1,000,000	500,000	500,000	0	2,140,000
61835 Infrastructure Trails-ArCo	1,313,234	400,000	50,000	300,000	300,000	525,000	550,000	1,725,000
61892 Construction Open Space-ArCo	1,663,785	150,000	3,600,000	950,000	950,000	2,400,000	1,150,000	9,050,000
61902 Construction Parks-ArCo	3,708,382	0	5,650,000	5,600,000	3,300,000	1,500,000	1,200,000	17,250,000
61903 Infrastructure Parks-ArCo	714,127	615,000	1,265,000	1,420,000	1,170,000	1,215,000	2,155,000	7,225,000
61906 Infrastructure Open Space-ArCo	684,121	100,000	125,000	140,000	130,000	220,000	150,000	765,000
61921 Infrastructure Parks-AdCo	0	0	0	0	0	0	200,000	200,000
62744 Construction Open Space-AdCo	509,462	300,000	550,000	0	100,000	150,000	150,000	950,000
62745 Infrastructure Open Space-AdCo	120,000	15,000	0	15,000	40,000	30,000	50,000	135,000

## 2022 - 2026 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	2021 Carryforward Appropriation <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026
			2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Open Space Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
62771 Construction Parks-AdCo	0	0	0	200,000	300,000	0	400,000	900,000
62800 Infrastructure Parks-AdCo	96,271	37,500	0	37,500	37,500	145,000	160,000	380,000
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$9,512,084</b>	<b>\$2,118,517</b>	<b>\$12,245,583</b>	<b>\$10,337,648</b>	<b>\$6,852,500</b>	<b>\$6,735,000</b>	<b>\$6,290,000</b>	<b>\$42,460,731</b>
<b>Total Open Space Fund</b>	<b>\$9,512,084</b>	<b>\$2,118,517</b>	<b>\$12,245,583</b>	<b>\$10,337,648</b>	<b>\$6,852,500</b>	<b>\$6,735,000</b>	<b>\$6,290,000</b>	<b>\$42,460,731</b>
<b><u>Parks Development Fund</u></b>								
<i>Parks, Recreation &amp; Open Space</i>								
(New) Systemwide Planning - PDF	0	0	850,000	0	0	0	0	850,000
61894 Construction Parks-PDF	2,914,961	1,002,128	786,560	2,648,135	1,813,879	1,355,805	714,392	7,318,771
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$2,914,961</b>	<b>\$1,002,128</b>	<b>\$1,636,560</b>	<b>\$2,648,135</b>	<b>\$1,813,879</b>	<b>\$1,355,805</b>	<b>\$714,392</b>	<b>\$8,168,771</b>
<b>Total Parks Development Fund</b>	<b>\$2,914,961</b>	<b>\$1,002,128</b>	<b>\$1,636,560</b>	<b>\$2,648,135</b>	<b>\$1,813,879</b>	<b>\$1,355,805</b>	<b>\$714,392</b>	<b>\$8,168,771</b>
<b>Total Capital Improvement Program (Excluding Aurora Water)</b>	<b>\$97,089,916</b>	<b>\$96,923,076</b>	<b>\$84,108,880</b>	<b>\$77,887,348</b>	<b>\$74,851,366</b>	<b>\$72,355,365</b>	<b>\$77,384,304</b>	<b>\$386,587,263</b>

## 2022 - 2026 Capital Improvement Program Aurora Water Projects as Adopted by City Council

Fund\Department\Project\Title	Carryforward Appropriation 2020 <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026
			2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Wastewater Fund</u></b>								
Collection	10,671,001	27,590,033	43,625,000	29,500,000	5,150,000	6,400,000	40,650,000	125,325,000
Operations & General Management	18,022,353	45,910,000	2,250,000	2,000,000	0	0	1,500,000	5,750,000
Storm Water	27,642,484	6,148,815	1,940,000	17,325,000	6,622,566	10,511,487	23,509,556	59,908,609
<b>Total Wastewater Fund</b>	<b>\$56,335,838</b>	<b>\$79,648,848</b>	<b>\$47,815,000</b>	<b>\$48,825,000</b>	<b>\$11,772,566</b>	<b>\$16,911,487</b>	<b>\$65,659,556</b>	<b>\$190,983,609</b>
<b><u>Water Fund</u></b>								
Operations & General Management	29,925,212	63,501,608	5,957,656	4,363,887	5,220,303	376,912	1,233,719	17,152,477
Pumping	4,545,383	1,000,000	3,400,000	1,350,000	2,000,000	0	2,787,200	9,537,200
Source of Supply Other	24,576,089	23,950,000	7,500,000	1,000,000	107,814,586	22,500,000	18,958,446	157,773,032
Source of Supply Storage	32,008,338	0	17,980,853	16,368,903	16,741,557	24,998,175	102,355,000	178,444,488
Source of Supply Water	12,983,508	64,680,991	28,900,000	29,500,000	36,500,000	19,500,000	19,500,000	133,900,000
Transmission & Distribution	17,723,119	19,070,000	18,120,000	25,869,495	14,574,657	8,170,000	12,170,000	78,904,152
Treatment	21,847,533	19,649,000	24,100,000	20,500,000	14,150,000	30,850,000	24,150,000	113,750,000
<b>Total Water Fund</b>	<b>\$143,609,182</b>	<b>\$191,851,599</b>	<b>\$105,958,509</b>	<b>\$98,952,285</b>	<b>\$197,001,103</b>	<b>\$106,395,087</b>	<b>\$181,154,365</b>	<b>\$689,461,349</b>
<b>Total Aurora Water</b>	<b>\$199,945,020</b>	<b>\$271,500,447</b>	<b>\$153,773,509</b>	<b>\$147,777,285</b>	<b>\$208,773,669</b>	<b>\$123,306,574</b>	<b>\$246,813,921</b>	<b>\$880,444,958</b>
<b>Total Capital Improvement Program</b>	<b>\$300,316,434</b>	<b>\$368,423,523</b>	<b>\$237,882,389</b>	<b>\$225,664,633</b>	<b>\$283,625,035</b>	<b>\$195,661,939</b>	<b>\$324,198,225</b>	<b>\$1,267,032,221</b>

1 Figures represent previous years unspent appropriation as of December 31, 2020, as reported in the 2020 Annual Comprehensive Financial Report.

2 Figures represent an estimate of how the 2021 adopted budget will be amended by year-end 2021. This column includes the 2021 adopted budget plus budget transfers, Fall 2020 and Spring 2021 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2021. 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.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	180,724	187,953	193,592	199,399	205,381	211,542
2022 Budget	180,724	187,245	192,862	198,648	204,607	210,745
<b>Budget Change</b>	<b>\$0</b>	<b>(\$708)</b>	<b>(\$730)</b>	<b>(\$751)</b>	<b>(\$774)</b>	<b>(\$797)</b>

**Project: Direct Costs-Purchasing Svcs (34501)**

Changes reflect adjustments to direct cost projections in accordance with city policy.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	431,635	448,900	462,367	476,238	490,526	505,242
2022 Budget	431,635	444,110	457,433	471,156	485,291	499,850
<b>Budget Change</b>	<b>\$0</b>	<b>(\$4,790)</b>	<b>(\$4,934)</b>	<b>(\$5,082)</b>	<b>(\$5,235)</b>	<b>(\$5,392)</b>

**Project: Positive Timekeeping (34704)**

Moving Positive Timekeeping Budget to ERP Project (org 37758).

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	-556,645	0	0	0	0	0
<b>Budget Change</b>	<b>(\$556,645)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Finance**

<b>Changes Total:</b>	<b>(\$556,645)</b>	<b>(\$5,498)</b>	<b>(\$5,664)</b>	<b>(\$5,833)</b>	<b>(\$6,009)</b>	<b>(\$6,189)</b>
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**Information Technology**

**Project: Enterprise Resource Planning System Replacement (37758)**

This project implements an industry leading Enterprise Resource Planning (ERP) system of integrated software applications that standardizes, streamlines, and integrates various business processes across finance, human resources, and procurement.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	12,000,000	0	0	0	0	0
<b>Budget Change</b>	<b>\$12,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Information Technology**

<b>Changes Total:</b>	<b>\$12,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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**Capital Program Amendments Detail**

**Capital Projects Fund**

***Non-Departmental***

**Project: Art in Public Places (Transfer to Cultural Fund) (25082)**

Additional AIPP due to inclusion of new projects, primarily in Public Works, including additional road maintenance funding.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	230,345	282,478	291,084	314,237	329,916	329,916
2022 Budget	230,345	451,720	369,912	400,958	417,430	449,426
<b>Budget Change</b>	<b>\$0</b>	<b>\$169,242</b>	<b>\$78,828</b>	<b>\$86,721</b>	<b>\$87,514</b>	<b>\$119,510</b>

**Project: HW 30 Landfill Remediation (25210)**

The city owns a closed, unlined municipal landfill, Highway 30 Landfill, that operated from 1969 through 1975. In 2019, the city entered into an Order on Consent with the Colorado Department of Public Health that mandates specific investigation and potentially remediation activities. The results of ongoing investigations indicate that contaminants of concern are present outside of the property boundary at levels above regulatory thresholds. At a minimum, the city will be required to monitor the contaminant plumes well into the future. Active remediation may be required.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	0	0	0	0	0	0
2022 Budget	0	250,000	250,000	250,000	250,000	250,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>

**Non-Departmental**

**Changes Total:**                      **\$0**                      **\$419,242**                      **\$328,828**                      **\$336,721**                      **\$337,514**                      **\$369,510**

***Parks, Recreation & Open Space***

**Project: AMC Landscaping (62975)**

New appropriation for repairs to AMC landscaping.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	0	0	0	0	0	0
2022 Budget	0	250,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Canterbury off-site curb ramps-CPF (New)**

New appropriation for mandated curb ramps required for Canterbury Park Renovation. PROS alternative funds are not available for non- park expenses.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	0	0	0	0	0	0
2022 Budget	0	48,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$48,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Capital Program Amendments Detail**

**Capital Projects Fund**

***Parks, Recreation & Open Space***

**Project: Median Development-CPF (62846)**

Funds added back to cover median development in 2023 and 2024. Budget added to 2026 completes the 5-year plan.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	609,100	609,100	609,100	609,100	1,250,000	1,250,000
2022 Budget	609,100	609,100	1,250,000	1,250,000	1,250,000	1,250,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$640,900</b>	<b>\$640,900</b>	<b>\$0</b>	<b>\$0</b>

**Parks, Recreation & Open Space**

<b>Changes Total:</b>	<b>\$0</b>	<b>\$298,000</b>	<b>\$640,900</b>	<b>\$640,900</b>	<b>\$0</b>	<b>\$0</b>
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***Planning & Development Services***

**Project: Colfax Corridor Streetscapes Improvements (67704)**

Additional funding to 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.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	48,285	0	0	0	0	0
<b>Budget Change</b>	<b>\$48,285</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Gardens On Havana Mid-Block Lighting (New)**

Install a protected mid-block crossing to facilitate pedestrian and bicycle crossings at Gardens On Havana in accordance with the recent Havana Corridor Study. This specific improvement was identified through a public outreach effort as a high priority by the community. This will include a special type of hybrid beacon (Hawk) that's activated only when pedestrians actuate push-buttons resulting in signals stopping vehicular cross traffic at a mid-block location to assist pedestrians in crossing a street or highway at a make crosswalk, along with associated improvements to the access and crossing points.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	655,000	0	0	0	0	0
<b>Budget Change</b>	<b>\$655,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Planning & Development Services**

<b>Changes Total:</b>	<b>\$703,285</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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**Capital Program Amendments Detail**

**Capital Projects Fund**

**Public Works**

**Project: 25th Ave Ped Imp CMPI (49673)**

Moving \$510,000 in 2021 from org 49695 (Northwest Mobility) as an overmatch to the 25th Avenue Pedestrian Improvements TIP project.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	97,750	0	0	0	0	0
2022 Budget	607,750	0	0	0	0	0
<b>Budget Change</b>	<b>\$510,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: ADA Accomodation Equity and Access (49693)**

Funds moved from 2023 to 2021 and \$1.35 million in additional funds added to 2021. Funds will allow an update to the city's ADA Transition Plan, necessary to apply for federal grant funds. Funds will also allow for the construction of an ADA project to widen the existing sidewalk along the north side of Wesley Ave from Lima St to Nome St and sidewalk improvements on Peoria from Yale to The Point. Lastly, funds include a match to the Revitalizing Main Streets grant application. Funds added in 2026 for implementation of recommended projects from the transition plan.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	0	0	500,000	0	0	0
2022 Budget	1,850,000	0	0	0	0	1,000,000
<b>Budget Change</b>	<b>\$1,850,000</b>	<b>\$0</b>	<b>(\$500,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>

**Project: Bridge Maintenance (49821)**

Funds added in 2026 for anticipated maintenance needs.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	50,000	1,550,000	50,000	1,550,000	50,000	50,000
2022 Budget	50,000	1,550,000	50,000	1,550,000	50,000	1,050,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>

**Project: Building Repair Projects - CPF (49875)**

Funds added in 2021 for the application of protective window film at the Municipal Courts Building. Funds added in 2022 for a new project to replace the roof at the Aurora Municipal Building which is at the end of its useful life.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	857,520	2,857,520	3,417,520	3,537,520	3,997,520	3,417,520
2022 Budget	1,407,520	5,357,520	3,417,520	3,537,520	3,997,520	3,417,520
<b>Budget Change</b>	<b>\$550,000</b>	<b>\$2,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Capital Program Amendments Detail**

**Capital Projects Fund**

**Public Works**

**Project: Courts Heating Pipes (New)**

Funds added in 2022 for a new project to fund the recommended modifications and replacement of the existing heating pipe system at the Municipal Courts Building to address leaking pipes.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	0	1,045,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$1,045,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Direct Costs - Building Repair CPF (49872)**

Changes reflect adjustments to direct cost projections in accordance with city policy.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	157,313	163,606	168,514	173,569	178,776	184,139
2022 Budget	157,313	159,995	164,795	169,739	174,831	180,076
<b>Budget Change</b>	<b>\$0</b>	<b>(\$3,611)</b>	<b>(\$3,719)</b>	<b>(\$3,830)</b>	<b>(\$3,945)</b>	<b>(\$4,063)</b>

**Project: Direct Costs - Design, Engineering, etc. (49779)**

Changes reflect adjustments to direct costs projections in accordance with city policy.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	1,557,244	1,619,534	1,668,120	1,718,163	1,769,708	1,822,799
2022 Budget	1,557,244	1,622,704	1,671,385	1,721,527	1,773,173	1,826,368
<b>Budget Change</b>	<b>\$0</b>	<b>\$3,170</b>	<b>\$3,265</b>	<b>\$3,364</b>	<b>\$3,465</b>	<b>\$3,569</b>

**Project: Fleet Expansion at SEAM (New)**

Funds added in 2026 to expand the Fleet building at the Southeast Aurora Maintenance Facility (SEAM).

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	0	0	0	0	0	1,000,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>

**Project: Imboden Road (49681)**

Funds added in 2022 to match new cost estimate. Estimated costs have increased for Mile High Flood District maintenance eligibility, Water Quality compliance, earthwork necessary to establish proper vertical alignment, acquisition of necessary property interests, and utility relocation.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	0	1,700,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$1,700,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Capital Program Amendments Detail**

**Capital Projects Fund**

**Public Works**

**Project: Infill Development (New)**

Funds added in 2026 for consultant services associated with review of infill development.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	0	0	0	0	0	0
2022 Budget	0	0	0	0	0	500,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>

**Project: Jewell Avenue / E-470 Trail Connection Design (New)**

Funds added for the design of a trail connection from Jewell Ave to the recently constructed High Plains Trail along E470. The cycling community has indicated a strong desire for this facility, and the E470 Authority has indicated willingness to fund and manage the connection's construction of a City supplied design. The design will include bike traffic monitoring and public outreach to determine the most effective connection.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	0	0	0	0	0	0
2022 Budget	0	350,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Multimodal Connections - TOD first/last mile (49964)**

Additional budget of \$500K was added in 2026 for anticipated multimodal connections.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	140,000	140,000	200,000	1,535,000	200,000	200,000
2022 Budget	140,000	140,000	200,000	1,535,000	200,000	700,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>

**Project: Northwest Aurora Alley Paving Program (New)**

Funds added annually with a five-percent inflationary factor to reestablish the Northwest Aurora alley paving program within Public Works. This program will convert gravel alleys to concrete pavement.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	0	0	0	0	0	0
2022 Budget	0	500,000	525,000	551,250	578,810	607,750
<b>Budget Change</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$525,000</b>	<b>\$551,250</b>	<b>\$578,810</b>	<b>\$607,750</b>

**Capital Program Amendments Detail**

**Capital Projects Fund**

**Public Works**

**Project: NW Aurora Mobility and Access Implementation (49695)**

Funds lapsed in 2021 and transferred to the 25th Avenue Pedestrian Improvements project (49673) as an overmatch to the federal grant.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	-97,750	0	0	0	0	0
2022 Budget	-607,750	0	0	0	0	0
<b>Budget Change</b>	<b>(\$510,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Roadway Safety Improvements (49993)**

Funds added in 2026 for unidentified projects in the Roadway Safety Improvements program. Projects in the program fix issues such as pinch points, narrow lanes, lack of guardrail, etc..

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	0	530,000	0	370,000	0	0
2022 Budget	0	530,000	0	370,000	0	500,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>

**Project: Street Asphalt Overlay Program (49712)**

Funds are added annually in order to address some of the significant maintenance backlog.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	15,310,000	15,410,000	15,310,000	16,570,000	16,690,000	16,690,000
2022 Budget	15,310,000	21,810,000	22,983,901	24,742,867	25,359,331	27,889,610
<b>Budget Change</b>	<b>\$0</b>	<b>\$6,400,000</b>	<b>\$7,673,901</b>	<b>\$8,172,867</b>	<b>\$8,669,331</b>	<b>\$11,199,610</b>

**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 25 Budget Workshop, Council added \$250,000 for additional traffic calming improvements.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	325,000	500,000	273,327	0	0	0
2022 Budget	325,000	750,000	273,327	0	0	500,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>

**Capital Program Amendments Detail**

**Capital Projects Fund**

**Public Works**

**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.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	2,500,000	1,000,000	0	0
2022 Budget	0	0	2,500,000	1,000,000	0	1,000,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>

**Project: Traffic Signal Component Replacement (49786)**

Funds added in 2026 to increase the rate of component replacement in the aging traffic signal infrastructure.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	550,000	560,000	570,000	580,000	590,000	600,000
2022 Budget	550,000	560,000	570,000	580,000	590,000	900,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>

**Project: Traffic Signal Pole Replacement (New)**

Funds added in 2022 for traffic signal pole replacement. Traffic signal poles and mast arms at many intersections throughout the City have reached or exceeded their original design life. Many structures need to be replaced due to age and substandard structural integrity, or they need to be replaced to accommodate different signal head configurations to mitigate crash patterns and/or congestion.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	0	3,000,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$3,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Traffic Signal Retiming (New)**

Funds have been added in 2026 for a signal timing study and implementation.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	0	0	0	0	0	1,000,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>

**Capital Program Amendments Detail**

**Capital Projects Fund**

***Public Works***

**Project: Transportation Improvement Program (49743)**

Funds of \$30.8 million added in 2021 for the city’s match to the I70/Picadilly Interchange federal BUILD grant. The project will construct a new interchange on Interstate 70 in Aurora to facilitate much-needed north-south connectivity on Picadilly Road where it intersects with the I-70 corridor.

In 2021, \$110,000 in funds are also added for the city’s cost share of the Parker Rd PEL (Planning and Environmental Linkage) Study TIP project with Arapahoe County and Denver. These funds were originally budgeted in 2023 and are removed. Additional Federal Funds were awarded which reduced the local match but also moved up the need for the funding to 2021. The study will identify transportation issues, along with environmental concerns, for Parker Road from Mississippi to Hampden.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	2,383,420	949,000	1,254,000	0	0	0
2022 Budget	33,293,420	949,000	920,000	0	0	0
<b>Budget Change</b>	<b>\$30,910,000</b>	<b>\$0</b>	<b>(\$334,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Public Works**

**Changes Total:**      **\$33,310,000**      **\$15,744,559**      **\$7,364,447**      **\$8,723,651**      **\$9,247,661**      **\$19,106,866**

***Capital Projects Fund Amendment Totals:***

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
<b>Changes Total:</b>	<b>\$45,456,640</b>	<b>\$16,456,303</b>	<b>\$8,328,511</b>	<b>\$9,695,439</b>	<b>\$9,579,166</b>	<b>\$19,470,187</b>

**Capital Program Amendments Detail**

**Conservation Trust Fund**

***Parks, Recreation & Open Space***

**Project: Construction Open Space-CTF (61886)**

Stronger revenues than expected in 2021 resulted in moving additional funding for High Line Canal I-70 overpass in 2022. Future years adjusted to match fund balance. Budget added to 2026 completes the 5-year plan.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	700,000	600,000	200,000	500,000	600,000	0
2022 Budget	700,000	1,550,000	50,000	150,000	650,000	650,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$950,000</b>	<b>(\$150,000)</b>	<b>(\$350,000)</b>	<b>\$50,000</b>	<b>\$650,000</b>

**Project: Construction Parks-CTF (61887)**

Budget shifted to other funds (Open Space, Park Dev Fund) for Freedom Park and Sports Park paving. The planned budget changes for multiple park construction projects results in a net decrease. Meadowood playground and improvements to Kalispell Park added in 2025. Budget added to 2026 completes the 5-year plan.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	152,542	1,150,000	700,000	900,000	100,000	0
2022 Budget	152,542	900,000	600,000	850,000	1,250,000	100,000
<b>Budget Change</b>	<b>\$0</b>	<b>(\$250,000)</b>	<b>(\$100,000)</b>	<b>(\$50,000)</b>	<b>\$1,150,000</b>	<b>\$100,000</b>

**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 Fund (Lottery proceeds). Funds added back to some projects after receiving better revenues than expected. Budget added to 2026 completes the 5-year plan.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	20,000	35,000	35,000	30,000	50,000	0
2022 Budget	20,000	115,000	65,000	100,000	80,000	130,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$80,000</b>	<b>\$30,000</b>	<b>\$70,000</b>	<b>\$30,000</b>	<b>\$130,000</b>

**Project: Infrastructure Parks-CTF (61703)**

Park infrastructure projects include small projects including ADA compliance improvements, security lighting, park signage, tree planting, irrigation updates, playground repairs, and conversion of turf to native grasses. Funds added back to several projects (e.g. playground, court renovations) in 2022 due to higher revenues than projected. New appropriation for system bridge repairs in even years. Budget added to 2026 completes the 5-year plan.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	425,000	512,500	562,500	737,500	370,000	0
2022 Budget	425,000	1,200,000	387,500	787,500	695,000	810,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$687,500</b>	<b>(\$175,000)</b>	<b>\$50,000</b>	<b>\$325,000</b>	<b>\$810,000</b>

**Capital Program Amendments Detail**

**Conservation Trust Fund**

***Parks, Recreation & Open Space***

**Project: Infrastructure Recreation-CTF (New)**

Conservation Trust Fund revenues (Colorado Lottery proceeds) may be used for recreation projects. Includes \$400,000/\$600,000 debt payment for Moorhead Rec Center construction in 2022 and 2023. Funds added back to address recreation and aquatics infrastructure needs. New appropriation for fitness equipment and Beck pool assessment and repair. Budget added to 2026 completes the 5-year plan.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	1,050,000	720,000	970,000	420,000	470,000	0
2022 Budget	1,050,000	1,165,000	1,790,000	465,000	1,015,000	1,015,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$445,000</b>	<b>\$820,000</b>	<b>\$45,000</b>	<b>\$545,000</b>	<b>\$1,015,000</b>

**Project: Systemwide Planning - CTF (New)**

New appropriations for PROS system planning. \$10,000 in 2022 to partially fund Dog Park Study. \$500,000 in 2023 to partially fund system equity needs identified in plans.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	0	10,000	500,000	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Parks, Recreation & Open Space**

<b>Changes Total:</b>	<b>\$0</b>	<b>\$1,922,500</b>	<b>\$925,000</b>	<b>(\$235,000)</b>	<b>\$2,100,000</b>	<b>\$2,705,000</b>
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**Conservation Trust Fund Amendment Totals:**

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
<b>Changes Total:</b>	<b>\$0</b>	<b>\$1,922,500</b>	<b>\$925,000</b>	<b>(\$235,000)</b>	<b>\$2,100,000</b>	<b>\$2,705,000</b>



**Capital Program Amendments Detail**

**Enhanced E-911 Fund**

***Information Technology***

**Project: 911 Systems Cybersecurity Program (New)**

This capital project will formalize a cybersecurity practice specific to the 911 environment. The project will include development of a roadmap to leverage existing tools and recommend specific practices or tools necessary to augment the security of the 911 infrastructure. This investment will enhance the city's security posture and ability to respond to citizen's 911 calls for service, dispatch appropriate units to calls for service, and monitor evolving public safety events.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	0	500,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Project: Uninterruptible Power System Replacement (37742)**

The amendment added in 2021 is required for changes needed in the Tallyn's Reach building infrastructure to facilitate the installation of the UPS.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	300,000	0	0	0	0	0
<b>Budget Change</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Information Technology**

<b>Changes Total:</b>	<b>\$300,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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***Enhanced E-911 Fund Amendment Totals:***

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
<b>Changes Total:</b>	<b>\$300,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Capital Program Amendments Detail**

**Golf Courses Fund**

***Parks, Recreation & Open Space***

**Project: Golf Infrastructure Capital Projects (63733)**

Golf related capital projects and purchases funded through revenues from golf operations include periodic facility enhancements/repairs and equipment purchases. The additional appropriation is due to availability of additional revenues from golf operations and changing priorities. Additional appropriation includes funding for facility upgrades, replacing course maintenance equipment and cart fleets, new on-course restrooms at Murphy Creek, cart path improvements and irrigation system upgrades.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	550,000	400,000	200,000	75,000	0	0
2022 Budget	550,000	325,000	300,000	100,000	100,000	375,000
<b>Budget Change</b>	<b>\$0</b>	<b>(\$75,000)</b>	<b>\$100,000</b>	<b>\$25,000</b>	<b>\$100,000</b>	<b>\$375,000</b>

**Project: Golf-Infra CTF Support (61606)**

This project is funded through a transfer from Conservation Trust Fund to support the Golf Program. Projects include equipment replacement and facility upgrades. Changes in funding are due to changes in priorities resulting from aging equipment and infrastructure.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	150,000	175,000	150,000	175,000	250,000	0
2022 Budget	150,000	275,000	275,000	250,000	300,000	250,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$125,000</b>	<b>\$75,000</b>	<b>\$50,000</b>	<b>\$250,000</b>

***Parks, Recreation & Open Space***

<b>Changes Total:</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$225,000</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$625,000</b>
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***Golf Courses Fund Amendment Totals:***

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
<b>Changes Total:</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$225,000</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$625,000</b>

**Capital Program Amendments Detail**

**Open Space Fund**

***Parks, Recreation & Open Space***

**Project: Construction Open Space-AdCo (62744)**

Stronger revenues than expected in 2021 and higher construction costs resulted in an increase funding for High Line Canal I-70 overpass in 2022. New appropriation in 2022 for grant match for nature playground at Star K Ranch. Budget added to 2026 completes the 5-year plan.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	300,000	100,000	100,000	100,000	150,000	0
2022 Budget	300,000	550,000	0	100,000	150,000	150,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$450,000</b>	<b>(\$100,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>

**Project: Construction Open Space-ArCo (61892)**

Open Space Fund revenues remained strong over through 2020 and 2021 allowing previously deferred project budgets to be added back in 2022, or shift forward from 2023 to 2022. These projects include Aurora Reservoir boat rental relocation and gazebo replacement, Triple Creek Trail construction, and habitat restoration projects. Changes in 2024 include the movement of the Grandview Dog Park from CTF. The \$400,000 change in 2024 represents changes made in various trail and open space projects that moved to other funds or shift forwarded in the 5-year plan. Budget added in 2026 for Aurora Reservoir, Triple Creek Trail, and the High Line Canal complete the plan.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	150,000	350,000	1,375,000	600,000	2,800,000	0
2022 Budget	150,000	3,600,000	950,000	950,000	2,400,000	1,150,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$3,250,000</b>	<b>(\$425,000)</b>	<b>\$350,000</b>	<b>(\$400,000)</b>	<b>\$1,150,000</b>

**Project: Construction Parks-AdCo (62771)**

New appropriation for dog park added in 2023, Parklane budget reduced in 2024, new appropriations for Altura and General's park in 2026.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	400,000	0	0
2022 Budget	0	0	200,000	300,000	0	400,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>(\$100,000)</b>	<b>\$0</b>	<b>\$400,000</b>

**Project: Construction Parks-ArCo (61902)**

Stronger revenues than expected and higher construction costs resulted in increased allocations for park renovation projects. Funding for Central Community park was shifted from 2025 to 2023 and Signature Park Master Plan from 2025 to 2022. New appropriations include Utah Park (\$800,000 in 2022), Dog Parks (2023, 2024), and system equity needs (\$1,000,000 in 2023) and Wheel Park (\$500,000 in 2025). Budget added in 2026 is primarily for Dome Park and Sports Park improvements and completes the 5-year plan.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	2,850,000	1,625,000	2,550,000	2,000,000	0
2022 Budget	0	5,650,000	5,600,000	3,300,000	1,500,000	1,200,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$2,800,000</b>	<b>\$3,975,000</b>	<b>\$750,000</b>	<b>(\$500,000)</b>	<b>\$1,200,000</b>

**Capital Program Amendments Detail**

**Open Space Fund**

***Parks, Recreation & Open Space***

**Project: Infrastructure Open Space-AdCo (62745)**

Adams County Open Space Fund projects include small renovations, revegetation, and repairs to the city's open space properties. Budget added to 2026 completes the 5-year plan.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	15,000	0	15,000	35,000	30,000	0
2022 Budget	15,000	0	15,000	40,000	30,000	50,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$50,000</b>

**Project: Infrastructure Open Space-ArCo (61906)**

Arapahoe County Open Space Fund projects include small renovations, revegetation, and repairs to the city's open space properties. Funds added back to 2022 budget due to higher revenues than expected. Budget added to 2026 completes the 5-year plan.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	100,000	100,000	140,000	130,000	220,000	0
2022 Budget	100,000	125,000	140,000	130,000	220,000	150,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>

**Project: Infrastructure Parks-AdCo (62800)**

Park infrastructure projects include small projects including ADA compliance improvements, security lighting, park signage, tree planting, irrigation updates, playground repairs, and conversion of turf to native grasses 2024 budget was shifted to Conservation Trust Fund. Budget added to 2026 completes the 5-year plan.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	37,500	0	37,500	87,500	145,000	0
2022 Budget	37,500	0	37,500	37,500	145,000	160,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$50,000)</b>	<b>\$0</b>	<b>\$160,000</b>

**Project: Infrastructure Parks-ArCo (61903)**

Park infrastructure projects include small projects including ADA compliance improvements, security lighting, park signage, tree planting, irrigation updates, playground and court upgrades, and conversion of turf to native grasses. Budget added in 2026 includes funding for unspecified court replacements, playground renovations, and turf and irrigation improvement projects.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	615,000	715,000	915,000	1,065,000	1,065,000	0
2022 Budget	615,000	1,265,000	1,420,000	1,170,000	1,215,000	2,155,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$550,000</b>	<b>\$505,000</b>	<b>\$105,000</b>	<b>\$150,000</b>	<b>\$2,155,000</b>

**Capital Program Amendments Detail**

**Open Space Fund**

***Parks, Recreation & Open Space***

**Project: Infrastructure Recreation-AdCo (New)**

Adams County Open Space funds may be used for recreation projects. Includes debt payment for Moorhead Rec Center construction in 2022 and 2023. This cost is also paid by the Conservation Trust Fund. New allocation in 2025 to address future infrastructure repairs in Adams County facilities (Moorhead, Parklane Pool). Budget added to 2026 completes the 5-year plan.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	501,017	865,583	650,148	0	0	0
2022 Budget	501,017	865,583	650,148	0	50,000	100,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$100,000</b>

**Project: Infrastructure Trails-AdCo (New)**

Projects include repairs to city trails in Adams County open space properties. Budget added to 2026 completes the 5-year plan.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	25,000	25,000	0	0
2022 Budget	0	0	25,000	25,000	0	25,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>

**Project: Infrastructure Trails-ArCo (61835)**

Projects include repairs to city trails in Arapahoe County open space properties. Shifted unspecified capital trail maintenance budget in 2022 to specific open space projects in Construction- Open Space to include Aurora Reservoir and Triple Creek trail improvements. Budget added to 2026 completes the 5-year plan.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	400,000	550,000	300,000	300,000	525,000	0
2022 Budget	400,000	50,000	300,000	300,000	525,000	550,000
<b>Budget Change</b>	<b>\$0</b>	<b>(\$500,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$550,000</b>

**Project: Systemwide Planning - Open Space (New)**

Arapahoe County Open Space Funds: New appropriations for PROS system planning. \$40,000 in 2022 to partially fund Dog Park Study, \$100,000 to partially fund PROS System Master Plan. \$1,000,000 in 2023 to partially fund system equity needs identified in Plans. Adams County Open Space Funds: New appropriation for PROS system planning. \$500,000 in 2024 to partially fund system equity needs identified in plans.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	0	140,000	1,000,000	500,000	500,000	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$140,000</b>	<b>\$1,000,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$0</b>

**Parks, Recreation & Open Space**

<b>Changes Total:</b>	<b>\$0</b>	<b>\$6,715,000</b>	<b>\$5,155,000</b>	<b>\$1,560,000</b>	<b>(\$200,000)</b>	<b>\$6,090,000</b>
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**Capital Program Amendments Detail**

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**Open Space Fund**

***Open Space Fund Amendment Totals:***

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
Changes Total:	\$0	\$6,715,000	\$5,155,000	\$1,560,000	(\$200,000)	\$6,090,000

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**Capital Program Amendments Detail**

**Parks Development Fund**

***Parks, Recreation & Open Space***

**Project: Construction Parks-PDF (61894)**

Park Development Fund revenues (contributions by developers) are available for construction and improvements to city parks in the area from which the fees were collected. Changes to the 5-year plan reflect appropriation of available revenues for the following parks: Utah, Freedom, Fulton, Havana, Sidecreek, Red-tailed Hawk, Dome, General's, Seven Hills, Pheasant Run, Centre Hills, Lowry, and several others.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	1,002,128	0	308,400	0	0	0
2022 Budget	1,002,128	786,560	2,648,135	1,813,879	1,355,805	714,392
<b>Budget Change</b>	<b>\$0</b>	<b>\$786,560</b>	<b>\$2,339,735</b>	<b>\$1,813,879</b>	<b>\$1,355,805</b>	<b>\$714,392</b>

**Project: Systemwide Planning - PDF (New)**

New appropriations of unspecified park development fees for PROS system planning. \$400,000 to partially fund PROS System Master Plan, \$150,000 for Equity Analysis, and \$300,000 for PROS Asset Survey and Maintenance plan.

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
2021 Budget	0	0	0	0	0	0
2022 Budget	0	850,000	0	0	0	0
<b>Budget Change</b>	<b>\$0</b>	<b>\$850,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

***Parks, Recreation & Open Space***

**Changes Total:**      \$0      **\$1,636,560**      **\$2,339,735**      **\$1,813,879**      **\$1,355,805**      **\$714,392**

***Parks Development Fund Amendment Totals:***

	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
<b>Changes Total:</b>	<b>\$0</b>	<b>\$1,636,560</b>	<b>\$2,339,735</b>	<b>\$1,813,879</b>	<b>\$1,355,805</b>	<b>\$714,392</b>

**Capital Program Amendments Detail**

**Wastewater Fund**

**Aurora Water**

**Collection**

The current plan for Collection was updated to include priority development and system rehabilitation sanitary sewer projects. The changes to the current plan are largely driven by higher than anticipated construction costs for First Creek Interceptor (\$21.6 million) and can be attributed to both increases in 2022 and 2023. In 2024, Sewer Line Construction projects for the Sand Creek Interceptor were pushed to 2026 due to timing issues. No changes are anticipated in the 2021 projection.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	27,590,033	30,900,000	17,050,000	35,300,000	7,000,000	0
2022 Budget	27,590,033	43,625,000	29,500,000	5,150,000	6,400,000	40,650,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$12,725,000</b>	<b>\$12,450,000</b>	<b>(\$30,150,000)</b>	<b>(\$600,000)</b>	<b>\$40,650,000</b>

**Collection Program**

<b>Changes Total:</b>	<b>\$0</b>	<b>\$12,725,000</b>	<b>\$12,450,000</b>	<b>(\$30,150,000)</b>	<b>(\$600,000)</b>	<b>\$40,650,000</b>
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**Operations & General Management**

The current plan was updated to include improvements to the Sand Creek Water Reuse Plant, as well as priority system rehabilitation related wastewater projects. Increases in 2022, 2023 and 2026 are largely related to Sand Creek Water Reuse Plant Improvements (\$4.5 million). Additionally, minor increases for the Wastewater Master Plan (\$500,000) were added in 2023. No changes are anticipated in the 2021 projection.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	45,910,000	600,000	0	0	0	0
2022 Budget	45,910,000	2,250,000	2,000,000	0	0	1,500,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$1,650,000</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500,000</b>

**Operations & General Management Program**

<b>Changes Total:</b>	<b>\$0</b>	<b>\$1,650,000</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500,000</b>
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**Capital Program Amendments Detail**

**Wastewater Fund**

***Aurora Water***

**Storm Water**

The current Stormwater plan was updated to include the reprioritization of development and system improvement related projects. The current capital plan (\$59.9 million) is \$15.3 million or 34.3 percent higher than the previous five-year plan (\$44.6 million). Most of this increase can be attributed to Detention Pond Land Acquisition in 2026 (\$11.5 million). Changes in 2022-2024 are related to delaying the Alameda Street Outfall project from 2022 to 2023 and bumping the Virginia Drive Tributary project up to 2022/2023 from 2024. Increases in 2026 are primarily related to Detention Pond Land Acquisition (\$11.5 million), Westerly Creek Future Phases (\$4.9 million), and Future Stormwater Development projects (\$3.9 million). No changes are anticipated in the 2021 projection.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	6,148,815	7,125,442	8,150,067	13,136,079	10,000,000	0
2022 Budget	6,148,815	1,940,000	17,325,000	6,622,566	10,511,487	23,509,556
<b>Budget Change</b>	<b>\$0</b>	<b>(\$5,185,442)</b>	<b>\$9,174,933</b>	<b>(\$6,513,513)</b>	<b>\$511,487</b>	<b>\$23,509,556</b>

**Storm Water Program**

**Changes Total:**                      \$0      **(\$5,185,442)**      **\$9,174,933**      **(\$6,513,513)**      **\$511,487**      **\$23,509,556**

***Aurora Water***

**Changes Total:**                      \$0      **\$9,189,558**      **\$23,624,933**      **(\$36,663,513)**      **(\$88,513)**      **\$65,659,556**

**Wastewater Fund Amendment Totals:**

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
<b>Changes Total:</b>	<b>\$0</b>	<b>\$9,189,558</b>	<b>\$23,624,933</b>	<b>(\$36,663,513)</b>	<b>(\$88,513)</b>	<b>\$65,659,556</b>

**Capital Program Amendments Detail**

**Water Fund**

***Aurora Water***

**Operations & General Management**

The current plan was updated to include priority system rehabilitation water projects. In 2022, \$150,000 was added for Supervisory Control and Data Acquisition (SCADA). In 2026, \$1.0 million was added for Solar Projects, as well as \$234,000 for Vault/Valve Rehab. No new capital projects are planned for 2023-2025. No changes are anticipated in the 2021 projection.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	63,501,608	5,807,656	4,363,887	5,220,303	376,912	0
2022 Budget	63,501,608	5,957,656	4,363,887	5,220,303	376,912	1,233,719
<b>Budget Change</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,233,719</b>

**Operations & General Management Program**

<b>Changes Total:</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,233,719</b>
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**Pumping**

The current plan for Pumping includes system rehabilitation projects at the Quincy Pump Station, Eagle Bend Pump Station, and the Robertsdale Pump Station. Decreases in 2022, 2023, and 2024 can be attributed to reductions in Eagle Bend (\$8.8 million) and Robertsdale (\$6.7 million) Pump Station expansions. The increase in 2026 is related to adding an additional pump at the Prairie Waters Pump Station. No new capital projects are planned for 2025. No changes are anticipated in the 2021 projection.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	1,000,000	4,750,000	11,000,000	12,000,000	0	0
2022 Budget	1,000,000	3,400,000	1,350,000	2,000,000	0	2,787,200
<b>Budget Change</b>	<b>\$0</b>	<b>(\$1,350,000)</b>	<b>(\$9,650,000)</b>	<b>(\$10,000,000)</b>	<b>\$0</b>	<b>\$2,787,200</b>

**Pumping Program**

<b>Changes Total:</b>	<b>\$0</b>	<b>(\$1,350,000)</b>	<b>(\$9,650,000)</b>	<b>(\$10,000,000)</b>	<b>\$0</b>	<b>\$2,787,200</b>
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**Capital Program Amendments Detail**

**Water Fund**

**Aurora Water**

**Source of Supply Other**

The current plan for the Source of Supply - Other program was updated with significant changes related to the Rampart Water Delivery System Expansion and Wemlinger Blended Water Pipeline. The current capital plan (\$157.8 million) is \$59.5 million or 60.6 percent higher than the previous five-year plan (\$98.3 million). This drastic increase can be attributed to the Rampart Delivery System Expansion construction costs being severely underestimated. This is not unusual in the current market. As result, \$120.2 million was added to the budget to cover the additional costs. To help offset this large increase, the Wemlinger Blended Water Pipeline (\$29.0 million) project was pushed from 2022 to the 2030 timeframe. No changes are anticipated in the 2021 projection.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	23,950,000	42,000,000	10,100,000	10,500,000	11,750,000	0
2022 Budget	23,950,000	7,500,000	1,000,000	107,814,586	22,500,000	18,958,446
<b>Budget Change</b>	<b>\$0</b>	<b>(\$34,500,000)</b>	<b>(\$9,100,000)</b>	<b>\$97,314,586</b>	<b>\$10,750,000</b>	<b>\$18,958,446</b>

**Source of Supply Other Program**

**Changes Total:**                      **\$0**    **(\$34,500,000)**    **(\$9,100,000)**    **\$97,314,586**    **\$10,750,000**    **\$18,958,446**

**Source of Supply Storage**

The current plan for Source of Supply Storage was updated per revised delivery schedules for projects related to water storage, mostly acquisition and growth-related projects. Decreases in 2023 and 2024 can be attributed to delaying the Wild Horse Conveyances project until 2026. Decreases in 2025 are related to delaying Wild Horse Reservoir construction to 2026. In addition, Wild Horse Reservoir construction costs have increased by \$33.7 million. No changes are anticipated in the 2021 projection.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	0	17,188,000	34,945,000	40,159,000	63,830,000	0
2022 Budget	0	17,980,853	16,368,903	16,741,557	24,998,175	102,355,000
<b>Budget Change</b>	<b>\$0</b>	<b>\$792,853</b>	<b>(\$18,576,097)</b>	<b>(\$23,417,443)</b>	<b>(\$38,831,825)</b>	<b>\$102,355,000</b>

**Source of Supply Storage Program**

**Changes Total:**                      **\$0**    **\$792,853**    **(\$18,576,097)**    **(\$23,417,443)**    **(\$38,831,825)**    **\$102,355,000**

**Capital Program Amendments Detail**

**Water Fund**

***Aurora Water***

**Source of Supply Water**

The current plan for Source of Supply Water was updated to include water rights acquisition and system rehabilitation-related projects. The current capital plan (\$133.9 million) is \$31.3 million or 30.5 percent higher than the previous five-year plan (\$102.6 million). Funding for Water Rights Acquisitions has been streamlined to anticipate future growth, resulting in a decrease in 2023 (\$17.5 million) and increases in 2022 (\$12.5 million), 2024 (\$28.0 million), 2025 (\$17.5 million), and 2026 (\$17.5 million). Additionally, the Quincy Bypass Channel Improvements project has been pushed from 2023/2024 (\$6.0 million) to 2032/2033. The 2021 projection is \$41.7 million higher than anticipated. This is due to four opportunistic purchases of Water Rights for a total of \$49.7 million.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	22,950,000	19,150,000	52,500,000	8,000,000	0	0
2022 Budget	64,680,991	28,900,000	29,500,000	36,500,000	19,500,000	19,500,000
<b>Budget Change</b>	<b>\$41,730,991</b>	<b>\$9,750,000</b>	<b>(\$23,000,000)</b>	<b>\$28,500,000</b>	<b>\$19,500,000</b>	<b>\$19,500,000</b>

**Source of Supply Water Program**

<b>Changes Total:</b>	<b>\$41,730,991</b>	<b>\$9,750,000</b>	<b>(\$23,000,000)</b>	<b>\$28,500,000</b>	<b>\$19,500,000</b>	<b>\$19,500,000</b>
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**Transmission & Distribution**

The current Transmission & Distribution (T&D) plan was updated to include revisions to the Integrated Water Master Plan (IWMP), primarily changes in the project prioritization and delivery schedule for new water mains. The new water mains needed to support development were evaluated and reprioritized per engineer estimates, resulting in a manageable delivery schedule and streamlined funding. Annual projections include the construction of one or two new water mains, pending project size, along with the design of the water mains anticipated the following year. Reductions in 2025 are result of delaying the New Transmission & Distribution Water Mains and Line Replacement projects until 2026. No changes are anticipated in the 2021 projection.

	<b>2021 Projected</b>	<b>2022 Adopted</b>	<b>2023 Planned</b>	<b>2024 Planned</b>	<b>2025 Planned</b>	<b>2026 Planned</b>
2021 Budget	19,070,000	20,020,000	22,619,495	17,019,371	15,670,000	0
2022 Budget	19,070,000	18,120,000	25,869,495	14,574,657	8,170,000	12,170,000
<b>Budget Change</b>	<b>\$0</b>	<b>(\$1,900,000)</b>	<b>\$3,250,000</b>	<b>(\$2,444,714)</b>	<b>(\$7,500,000)</b>	<b>\$12,170,000</b>

**Transmission & Distribution Program**

<b>Changes Total:</b>	<b>\$0</b>	<b>(\$1,900,000)</b>	<b>\$3,250,000</b>	<b>(\$2,444,714)</b>	<b>(\$7,500,000)</b>	<b>\$12,170,000</b>
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## AURORA WATER

### Aquifer Storage and Recovery Development

**PROJECT INFORMATION**

<b>Location:</b>	Various	<b>Proj. Manager:</b>	Rich Vidmar
<b>Proj. Type:</b>	New Construction/Development/Infrastructure	<b>Start Date:</b>	Quarter 1, 2019
<b>Category:</b>	Utilities - Storage	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	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 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	1,463,612	0	5,120,000	800,000	960,000	9,600,000	400,000	16,880,000
<b>Total Cost</b>	<b>\$1,463,612</b>	<b>\$0</b>	<b>\$5,120,000</b>	<b>\$800,000</b>	<b>\$960,000</b>	<b>\$9,600,000</b>	<b>\$400,000</b>	<b>\$16,880,000</b>

**Operating Impact:**

No operating impacts are anticipated within the five-year CIP.

### Binney WPF Improvements

**PROJECT INFORMATION**

<b>Location:</b>	Binney WPF (Southeast Aurora)	<b>Proj. Manager:</b>	Elizabeth Carter
<b>Proj. Type:</b>	Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b>	Ongoing
<b>Category:</b>	Utilities - Treatment Plant	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	

**Description:**

Various improvements/renovation/modifications to Binney Water Purification Facility (WPF) to include: the building for the Flocculation/Sedimentation basins and for the Ultraviolet Advanced Oxidation cleaning system expansion.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	1,120,565	6,675,000	8,600,000	0	350,000	5,350,000	350,000	14,650,000
<b>Total Cost</b>	<b>\$1,120,565</b>	<b>\$6,675,000</b>	<b>\$8,600,000</b>	<b>\$0</b>	<b>\$350,000</b>	<b>\$5,350,000</b>	<b>\$350,000</b>	<b>\$14,650,000</b>

# AURORA WATER

## Binney WPF Improvements

**Operating Impact:**

No operating impacts are anticipated.

### Crossing Structure Projects (Bridge/Culverts)

**PROJECT INFORMATION**

<b>Location:</b>	Various	<b>Proj. Manager:</b>	Tony Tran
<b>Proj. Type:</b>	Repair or Replace System/Facility/Infrastructure	<b>Start Date:</b>	Quarter 1, 2024
<b>Category:</b>	Infrastructure	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	

**Description:**

This project includes the rehabilitation of deteriorating and aging bridges and construction of new culverts throughout the system. The Mexico Avenue Bridge Replacement and Sand Creek to Alameda Culvert Construction will both begin design in 2024.

**FINANCIAL INFORMATION**

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Wastewater Fund	0	0	0	0	750,000	7,000,000	0	7,750,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$7,000,000</b>	<b>\$0</b>	<b>\$7,750,000</b>

**Operating Impact:**

## First Creek Interceptor

**PROJECT INFORMATION**

<b>Location:</b>	Northeast Aurora	<b>Proj. Manager:</b>	Andrea Long
<b>Proj. Type:</b>	Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b>	Quarter 1, 2018
<b>Category:</b>	Utilities - Collection	<b>End Date:</b>	Quarter 4, 2023
		<b>Bond Funded:</b>	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 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Wastewater Fund	3,200,786	0	30,775,000	20,800,000	0	0	0	51,575,000
<b>Total Cost</b>	<b>\$3,200,786</b>	<b>\$0</b>	<b>\$30,775,000</b>	<b>\$20,800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$51,575,000</b>

**Operating Impact:**

No operating impacts are anticipated.

### Griswold Water Purification Facility

**PROJECT INFORMATION**

**Location:** Griswold Water Purification Facility  
**Proj. Type:** Upgrade or Expand System/Facility/Infrastructure  
**Category:** Utilities - Treatment Plant

**Proj. Manager:** Elizabeth Carter  
**Start Date:** Ongoing  
**End Date:** Ongoing  
**Bond Funded:**

**Description:**

Various improvements and renovation projects to Griswold Water Purification Facility to include: Construction of the Solids Handling System Improvements, Construction of Filter Media, Retaining Troughs, Effluent Valves, and Flow Meters, Chemical Feed Improvements, Quincy Reservoir Pretreatment, and Fiberglass Tank Replacement.

#### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	18,492,682	11,500,000	15,050,000	20,050,000	1,350,000	1,050,000	6,350,000	43,850,000
<b>Total Cost</b>	<b>\$18,492,682</b>	<b>\$11,500,000</b>	<b>\$15,050,000</b>	<b>\$20,050,000</b>	<b>\$1,350,000</b>	<b>\$1,050,000</b>	<b>\$6,350,000</b>	<b>\$43,850,000</b>

**Operating Impact:**

No operating impacts are anticipated.



## AURORA WATER

### Homestake Capital Projects

**PROJECT INFORMATION**

<b>Location:</b>	Various	<b>Proj. Manager:</b>	Mathew Allsopp
<b>Proj. Type:</b>	Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b>	Ongoing
<b>Category:</b>	Utilities - Storage	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	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 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	356,880	0	3,685,853	3,661,903	2,051,557	3,018,175	4,455,000	16,872,488
<b>Total Cost</b>	<b>\$356,880</b>	<b>\$0</b>	<b>\$3,685,853</b>	<b>\$3,661,903</b>	<b>\$2,051,557</b>	<b>\$3,018,175</b>	<b>\$4,455,000</b>	<b>\$16,872,488</b>

**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.

### Homestake/Eagle River Project

**PROJECT INFORMATION**

<b>Location:</b>	Colorado River Basin	<b>Proj. Manager:</b>	Kathy Kitzmann
<b>Proj. Type:</b>	Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b>	Ongoing
<b>Category:</b>	Utilities - Storage	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	

**Description:**

The Eagle River project will be developed pursuant to the 1998 Eagle River Memorandum of Understanding (MOU) amongst west slope entities and the Homestake partners. The project will provide 10,000 acre feet of new water for Aurora when developed, with the timing of project delivery dependent upon multiple parties. Colorado Springs and Aurora are working with Western Slope entities on potential cooperative development alternatives. This project is necessary to provide the additional water supply for the City to support new development and increased demand.

## AURORA WATER

### Homestake/Eagle River Project

#### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	1,028,895	0	1,065,000	1,000,000	1,000,000	1,000,000	1,000,000	5,065,000
<b>Total Cost</b>	<b>\$1,028,895</b>	<b>\$0</b>	<b>\$1,065,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$5,065,000</b>

**Operating Impact:**

Current activities related to evaluating the Eagle River Project are funded by existing operating funds. Studies, evaluations, and preliminary permitting activities will be absorbed in the Water Fund operating budget until the project becomes capitalizable (currently toward the end of the five-year plan).

### Lower South Platte Storage - Everist

**PROJECT INFORMATION**

**Location:** Weld County

**Proj. Manager:** Rich Vidmar

**Proj. Type:** New Construction/Development/Infrastructure

**Start Date:** Quarter 4, 2008

**Category:** Utilities - Storage

**End Date:** Quarter 4, 2034

**Bond Funded:** No

**Description:**

Everist is part of the Lower South Platte/Prairie Waters integrated resource system. Current project funding includes storage capacity purchases and infrastructure necessary to use this storage. Storage capacity for augmentation and other uses is anticipated to be approximately 11,000 acre-feet.

#### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	1,004,814	0	3,730,000	1,148,000	2,400,000	5,000,000	0	12,278,000
<b>Total Cost</b>	<b>\$1,004,814</b>	<b>\$0</b>	<b>\$3,730,000</b>	<b>\$1,148,000</b>	<b>\$2,400,000</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$12,278,000</b>

**Operating Impact:**

Future operating impact includes annual operations and maintenance of inlet and outlet works, measuring devices, pumping facilities, and other equipment and utility costs. No operating impacts are anticipated within the five-year plan.

# AURORA WATER

## Meter Replacement Program

**PROJECT INFORMATION**

<b>Location:</b> Various	<b>Proj. Manager:</b> Steve Sciba
<b>Proj. Type:</b> Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b> Quarter 3, 2018
<b>Category:</b> Utilities - Infrastructure	<b>End Date:</b> Quarter 4, 2024
	<b>Bond Funded:</b> 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 at the end of its 15 year useful life. The meter reading system needs to be replaced over the next four years 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 Superior billing system.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	6,280,895	0	4,000,000	4,000,000	4,000,000	0	0	12,000,000
<b>Total Cost</b>	<b>\$6,280,895</b>	<b>\$0</b>	<b>\$4,000,000</b>	<b>\$4,000,000</b>	<b>\$4,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,000,000</b>

**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.

Annual Operating Costs	2023	2024	2025	2026	Total
	New Personnel (FTE)	0.00	0.00	0.00	0.00
Personal Services	0	0	0	0	0
Other	200,000	200,000	0	0	400,000
<b>Total Operating Costs</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>

## New Sewer Line Construction

**PROJECT INFORMATION**

<b>Location:</b> Various	<b>Proj. Manager:</b> Tony Tran
<b>Proj. Type:</b> New Construction/Development/Infrastructure	<b>Start Date:</b> Ongoing
<b>Category:</b> Utilities - Collection	<b>End Date:</b> Ongoing
	<b>Bond Funded:</b> No

**Description:**

The New Sewer Line Construction is a project that will consist of various sub-projects involving sewer lines and related interceptor improvements. In the five-year plan, this includes the design and construction of new sewer lines in the Sand Creek Basin as defined by the Wastewater Master Plan, anticipated to be implemented as follows:

- SC7: near E Colfax and E Airport Road
- SC8: near E Airport Road and US 225
- CC1: near S Parker Rd and S Chambers Way

## AURORA WATER

### New Sewer Line Construction

#### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Wastewater Fund	0	100,000	400,000	3,000,000	0	4,200,000	33,000,000	40,600,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$400,000</b>	<b>\$3,000,000</b>	<b>\$0</b>	<b>\$4,200,000</b>	<b>\$33,000,000</b>	<b>\$40,600,000</b>

**Operating Impact:**

There are no additional operating impacts expected for this project in the five-year plan.

### New Transmission & Distribution Water Mains

**PROJECT INFORMATION**

<b>Location:</b>	Various	<b>Proj. Manager:</b>	Dean Bedford
<b>Proj. Type:</b>	New Construction/Development/Infrastructure	<b>Start Date:</b>	Quarter 1, 2017
<b>Category:</b>	Utilities - Pipe Line	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	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.

#### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	10,755,316	9,300,000	5,100,000	15,500,000	5,000,000	5,000,000	5,000,000	35,600,000
<b>Total Cost</b>	<b>\$10,755,316</b>	<b>\$9,300,000</b>	<b>\$5,100,000</b>	<b>\$15,500,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$35,600,000</b>

**Operating Impact:**

No operating impacts are anticipated.

## AURORA WATER

### Prairie Waters North Campus Expansion

**PROJECT INFORMATION**

<b>Location:</b>	North Campus	<b>Proj. Manager:</b>	John Clark
<b>Proj. Type:</b>	Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b>	Quarter 1, 2016
<b>Category:</b>	Utilities - Storage	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	No

**Description:**

This project is necessary for the phased expansion of Prairie Waters from a capacity of approximately 16.67 million gallons per day (MGD) to 50 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 50 MGD capacity is reached.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	4,317,912	13,300,000	0	1,000,000	1,500,000	5,500,000	308,041	8,308,041
<b>Total Cost</b>	<b>\$4,317,912</b>	<b>\$13,300,000</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$1,500,000</b>	<b>\$5,500,000</b>	<b>\$308,041</b>	<b>\$8,308,041</b>

**Operating Impact:**

No operating impacts are anticipated.

### Rampart Water Delivery System

**PROJECT INFORMATION**

<b>Location:</b>	Rampart Reservoir to Quincy Res to Aurora Res	<b>Proj. Manager:</b>	Shiva Sapkota
<b>Proj. Type:</b>	Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b>	Quarter 1, 2020
<b>Category:</b>	Utilities - Pipe Line	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	No

**Description:**

This project will add an additional third pipeline (75" diameter) from Rampart Reservoir to Intertie 3 and up-size the existing 40" steel from Intertie 3 to Intertie 4, which will increase the Rampart Delivery System capacity to 125 MGD.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	1,391,465	500,000	1,500,000	0	102,564,586	15,000,000	18,650,405	137,714,991
<b>Total Cost</b>	<b>\$1,391,465</b>	<b>\$500,000</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$102,564,586</b>	<b>\$15,000,000</b>	<b>\$18,650,405</b>	<b>\$137,714,991</b>

**Operating Impact:**

No operating impacts are anticipated within the five-year CIP.

# AURORA WATER

## Storage Tank

**PROJECT INFORMATION**

<b>Location:</b>	Southeast Aurora	<b>Proj. Manager:</b>	Dean Bedford
<b>Proj. Type:</b>	New Construction/Development/Infrastructure	<b>Start Date:</b>	Ongoing
<b>Category:</b>	Utilities - Storage	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	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). It was determined that the Zone 7 Tank was the most important need, and as result will be constructed in the 2022-23 timeframe.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	1,000,000	1,000,000	5,000,000	5,000,000	0	0	0	10,000,000
<b>Total Cost</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000,000</b>

**Operating Impact:**

No operating impacts are anticipated within the five-year CIP.

## TBD Stormwater Development Projects

**PROJECT INFORMATION**

<b>Location:</b>	Various	<b>Proj. Manager:</b>	Tony Tran
<b>Proj. Type:</b>	Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b>	Quarter 1, 2024
<b>Category:</b>	Infrastructure	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	

**Description:**

Existing or proposed stormwater infrastructure improvements to support development or re-development throughout the city.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Wastewater Fund	0	0	0	0	3,886,079	0	3,886,079	7,772,158
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,886,079</b>	<b>\$0</b>	<b>\$3,886,079</b>	<b>\$7,772,158</b>

**Operating Impact:**

As specific projects are not known, operating impacts are not known.

## AURORA WATER

### Wemlinger WPF Improvements

**PROJECT INFORMATION**

<b>Location:</b>	Wemlinger Water Purification Facility	<b>Proj. Manager:</b>	Elizabeth Carter
<b>Proj. Type:</b>	Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b>	Ongoing
<b>Category:</b>	Utilities - Treatment Plant	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	

**Description:**

Various improvements/renovation/modifications to Wemlinger Water Purification Facility to include: Chemical Feed Construction and Filter Rehabilitation Construction.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	2,234,286	1,474,000	450,000	450,000	12,450,000	24,450,000	17,450,000	55,250,000
<b>Total Cost</b>	<b>\$2,234,286</b>	<b>\$1,474,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$12,450,000</b>	<b>\$24,450,000</b>	<b>\$17,450,000</b>	<b>\$55,250,000</b>

**Operating Impact:**

No operating impacts are anticipated.

### Westerly Creek Future Phases

**PROJECT INFORMATION**

<b>Location:</b>	Various locations within the Westerly Creek basin	<b>Proj. Manager:</b>	Swirvine Nyirenda
<b>Proj. Type:</b>	Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b>	Quarter 1, 2018
<b>Category:</b>	Utilities - Storm Drain	<b>End Date:</b>	Quarter 4, 2027
		<b>Bond Funded:</b>	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:

2022 - Channel Improvements and Drop Structure Construction

2022 - Virginia Dr

2023 - Alameda & Dakota

2025: Additional Twin Concrete Box Culverts

2026: Akron Street

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Wastewater Fund	5,339,431	700,000	1,240,000	11,350,000	0	500,000	4,852,145	17,942,145
<b>Total Cost</b>	<b>\$5,339,431</b>	<b>\$700,000</b>	<b>\$1,240,000</b>	<b>\$11,350,000</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$4,852,145</b>	<b>\$17,942,145</b>

# AURORA WATER

## Westerly Creek Future Phases

**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, 2029  
**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 finalization of permitting in 2025 and will require additional capital budget until completion.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Aurora Water</u>								
Water Fund	15,864,473	0	1,750,000	4,950,000	9,350,000	5,400,000	96,500,000	117,950,000
<b>Total Cost</b>	<b>\$15,864,473</b>	<b>\$0</b>	<b>\$1,750,000</b>	<b>\$4,950,000</b>	<b>\$9,350,000</b>	<b>\$5,400,000</b>	<b>\$96,500,000</b>	<b>\$117,950,000</b>

**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 (1141 Laredo St), #15 (Murphy Creek), and #16 (Gaylord). Fire Station #5 was operational in December 2019 and replaced an existing station that was deemed structurally obsolete. Fire Station #15 replaced a temporary station in May 2018. Fire Station #16 is a new build that was operational in December 2018.

## FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
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
<b>Total Cost</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$10,000,000</b>

**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 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Non-Departmental</u>								
Capital Projects Fund	0	2,848,470	4,039,230	4,826,085	5,688,715	5,697,395	5,697,395	25,948,820
<b>Total Cost</b>	<b>\$0</b>	<b>\$2,848,470</b>	<b>\$4,039,230</b>	<b>\$4,826,085</b>	<b>\$5,688,715</b>	<b>\$5,697,395</b>	<b>\$5,697,395</b>	<b>\$25,948,820</b>

**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 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Non-Departmental</u>								
Capital Projects Fund	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$7,500,000</b>

**Operating Impact:**

All operating costs for this project will come from currently budgeted funds, so no future operating impacts are expected.

**PARKS, RECREATION & OPEN SPACE**

**Construction - Open Space**

**PROJECT INFORMATION**

<b>Location:</b>	Various	<b>Proj. Manager:</b>	Tracy Young
<b>Proj. Type:</b>	Improvements to System/Facility/Infrastructure	<b>Start Date:</b>	Ongoing
<b>Category:</b>	Infrastructure	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	No

**Description:**

This project is for improvements to existing City owned open space properties and new construction for continued trail extension. Projects associated with this include Highline Canal, Aurora Reservoir, Plains Conservation Center improvements, 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 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Parks, Recreation &amp; Open Space</u>								
Capital Projects Fund	1,708,357	0	0	0	0	0	0	0
Conservation Trust Fund	1,037,388	700,000	1,500,000	0	100,000	600,000	600,000	2,800,000
Gifts & Grants Fund	487,731	0	0	0	0	0	0	0
Open Space Fund	2,165,421	450,000	4,150,000	950,000	1,050,000	2,550,000	1,300,000	10,000,000
<b>Total Cost</b>	<b>\$5,398,897</b>	<b>\$1,150,000</b>	<b>\$5,650,000</b>	<b>\$950,000</b>	<b>\$1,150,000</b>	<b>\$3,150,000</b>	<b>\$1,900,000</b>	<b>\$12,800,000</b>

**Operating Impact:**

Operating impacts are project dependent and based on scale, scope, and timing. The Plains Conservation Center improvement may result in additional operating cost as the area is further developed and educational programming expands.

**Construction Parks**

**PROJECT INFORMATION**

<b>Location:</b>	Various	<b>Proj. Manager:</b>	Tracy Young
<b>Proj. Type:</b>	New Construction/Development/Infrastructure	<b>Start Date:</b>	Ongoing
<b>Category:</b>	Infrastructure	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	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.

**PARKS, RECREATION & OPEN SPACE**

**Construction Parks**

**FINANCIAL INFORMATION**

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<b>Parks, Recreation &amp; Open Space</b>								
Capital Projects Fund	1,615,500	0	298,000	0	0	0	0	298,000
Conservation Trust Fund	917,259	152,542	900,000	600,000	850,000	1,250,000	100,000	3,700,000
Gifts & Grants Fund	28,092	0	0	0	0	0	0	0
Open Space Fund	3,708,382	0	5,650,000	5,800,000	3,600,000	1,500,000	1,600,000	18,150,000
Parks Development Fund	2,914,961	1,002,128	786,560	2,648,135	1,813,879	1,355,805	714,392	7,318,771
<b>Total Cost</b>	<b>\$9,184,194</b>	<b>\$1,154,670</b>	<b>\$7,634,560</b>	<b>\$9,048,135</b>	<b>\$6,263,879</b>	<b>\$4,105,805</b>	<b>\$2,414,392</b>	<b>\$29,466,771</b>

**Operating Impact:**

The majority of expenditures in 2021 through 2024 are related to park and playground renovation efforts and will not result in additional operating expenses. However, the Central Community Park is new construction to start in 2023. Water related expenses would begin in 2024 and other related operating expense would follow a warranty period and most likely begin in 2025. Dome Park is new construction planned for in 2024. Water related expense would begin in 2025 and other related operating expenses follow a warranty period and most likely begin in 2026. Red-tailed Hawk Park Phase II is planned for design and construction in 2023 and 2024, respectively. Water related expenses begin in 2025 and other related operating expenses would follow a warranty period and start in 2027. There will be a need to add Parks O&M maintenance and irrigation FTE over multiple years to serve the new parks. Future operating impacts for water, maintenance, and staffing expense will continue beyond the five-year plan.

Annual Operating Costs	2023	2024	2025	2026	Total
	New Personnel (FTE)	0.00	0.00	5.00	10.00
Personal Services	0	0	550,000	1,122,000	1,672,000
Other	0	70,000	380,000	532,000	982,000
<b>Total Operating Costs</b>	<b>\$0</b>	<b>\$70,000</b>	<b>\$930,000</b>	<b>\$1,654,000</b>	<b>\$2,654,000</b>

## PUBLIC WORKS

### ADA Accomodation Equity and Access

**PROJECT INFORMATION**

<b>Location:</b>	To be determined based on need and funding	<b>Proj. Manager:</b>	Carlie Campuzano
<b>Proj. Type:</b>	Improvements to System/Facility/Infrastructure	<b>Start Date:</b>	Ongoing
<b>Category:</b>	Infrastructure	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	

**Description:**

This program will fund an update to the city's ADA transition plan as well as implementing recommendations to the extent that additional funds are available.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Public Works</u>								
Capital Projects Fund	245,381	1,850,000	0	0	0	0	1,000,000	1,000,000
<b>Total Cost</b>	<b>\$245,381</b>	<b>\$1,850,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>

**Operating Impact:**

Improvements to existing infrastructure will not have operating impacts.

### Northwest Aurora Alley Paving Program

**PROJECT INFORMATION**

<b>Location:</b>	Northwest Aurora	<b>Proj. Manager:</b>	Matt Kozakowski
<b>Proj. Type:</b>	Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b>	Ongoing
<b>Category:</b>	Infrastructure	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	

**Description:**

Program involves the paving of alleyways in Northwest Aurora.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Public Works</u>								
Capital Projects Fund	0	0	500,000	525,000	551,250	578,810	607,750	2,762,810
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$525,000</b>	<b>\$551,250</b>	<b>\$578,810</b>	<b>\$607,750</b>	<b>\$2,762,810</b>

**Operating Impact:**

Improvements to existing infrastructure will not have operating impact.

## PUBLIC WORKS

### Police District 2 Debt Service

**PROJECT INFORMATION**

<b>Location:</b>	District 2, Central Aurora	<b>Proj. Manager:</b>	Elly Watson
<b>Proj. Type:</b>	Improvements to System/Facility/Infrastructure	<b>Start Date:</b>	Quarter 2, 2015
<b>Category:</b>	Public Safety	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	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 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Public Works</u>								
Capital Projects Fund	774,893	825,000	825,000	825,000	825,000	825,000	825,000	4,125,000
<b>Total Cost</b>	<b>\$774,893</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$825,000</b>	<b>\$4,125,000</b>

**Operating Impact:**

Operating expenses were built into previous budgets, including utilities, custodial, trash service, routine building maintenance, etc.

### Traffic Management System

**PROJECT INFORMATION**

<b>Location:</b>	TBD	<b>Proj. Manager:</b>	TBD
<b>Proj. Type:</b>	New Construction/Development/Infrastructure	<b>Start Date:</b>	Ongoing
<b>Category:</b>	Infrastructure	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	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, and a traffic management center.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Public Works</u>								
Capital Projects Fund	0	0	0	2,500,000	1,000,000	0	1,000,000	4,500,000
<b>Total Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$4,500,000</b>

**Operating Impact:**

Operational impacts will occur in future years outside of the 5-year plan.

## PUBLIC WORKS

### Transportation Priority Projects

**PROJECT INFORMATION**

<b>Location:</b>	Various locations citywide	<b>Proj. Manager:</b>	Steve Gardner
<b>Proj. Type:</b>	Upgrade or Expand System/Facility/Infrastructure	<b>Start Date:</b>	Ongoing
<b>Category:</b>	Infrastructure	<b>End Date:</b>	Ongoing
		<b>Bond Funded:</b>	

**Description:**

This program funds a number of transportation-related projects which were prioritized by City Council. The projects will help improve travel times, mitigate congested locations, complete last mile station connections and provide safe, multi-modal routes for citizens.

### FINANCIAL INFORMATION

**Capital Funding:**

Department / Fund	Carryforward 2020	2021 Projected	Five-Year Plan					Total 2022-2026
			2022	2023	2024	2025	2026	
<u>Public Works</u>								
Capital Projects Fund	18,693,538	0	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
<b>Total Cost</b>	<b>\$18,693,538</b>	<b>\$0</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>	<b>\$8,000,000</b>

**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.



# City of Aurora, Colorado

2022 CITY MANAGER'S  
ADOPTED BUDGET

## APPENDICES







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# City of Aurora, Colorado

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2022 CITY OF AURORA  
ADOPTED BUDGET

## Appendix 1

# Operating Budget Reconciliations





## Operating Budget Reconciliation Overview

### 2022 OPERATING RECONCILIATION

The purpose of the operating reconciliation is to illustrate the steps involved in the creation of the 2022 Operating Budget. The process includes several entries:

- 2021 Original Budget;
- Removals of one-time costs previously included in the budget;
- Items from 2021 Supplemental ordinances that were approved to be ongoing items in 2022;
- Estimated personal services adjustments (PS Deltas) representing 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)

### RECONCILIATION OF 2020 ACFR TO 2022 GENERAL FUND SUMMARY

The purpose of this reconciliation is to illustrate the differences between the General Fund 2020 actual fund balance as reported in the Annual Comprehensive Financial Report (ACFR) to the 2020 actual unassigned funds available reported in the General Fund Summary.

### CITY COUNCIL ADJUSTMENTS TO CITY MANAGER’S 2022 PROPOSED BUDGET

At the September 25, 2021 Budget Workshop, City Council made various adjustments to the 2022 Proposed Budget. This is a summary of those changes.

## Appendix 1 2022 Operating Reconciliation by Fund and Department

Fund \ Department	2021 Original Final	2021 Onetimes / Init Adj	2020 Fall 2021 Spr Supp	2022 PS Deltas	2022 Other Adj	2022 Base Final	2022 Base Adds	2022 Base Cuts	2022 Proposed Estimate	2022 Proposed Adjust	2022 Adopted Final
<b>COMMUNITY DEVELOPMENT FUND</b>											
Housing and Community Services total:	4,961,147	26,252	0	-55,590	3,351	4,935,160	-228,939	0	4,706,221	0	4,706,221
Non-Departmental total:	0	0	0	0	0	0	25,236	0	25,236	0	25,236
<b>COMMUNITY DEVELOPMENT FUND TOTAL:</b>	<b>4,961,147</b>	<b>26,252</b>	<b>0</b>	<b>-55,590</b>	<b>3,351</b>	<b>4,935,160</b>	<b>-203,703</b>	<b>0</b>	<b>4,731,457</b>	<b>0</b>	<b>4,731,457</b>
<b>CONSERVATION TRUST FUND</b>											
Non-Departmental total:	250,000	0	0	0	0	250,000	11,860	0	261,860	0	261,860
Parks, Recreation & Open Space total:	1,206,256	15,518	0	47,000	1,496	1,270,270	188,944	0	1,459,214	0	1,459,214
<b>CONSERVATION TRUST FUND TOTAL:</b>	<b>1,456,256</b>	<b>15,518</b>	<b>0</b>	<b>47,000</b>	<b>1,496</b>	<b>1,520,270</b>	<b>200,804</b>	<b>0</b>	<b>1,721,074</b>	<b>0</b>	<b>1,721,074</b>
<b>CULTURAL SERVICES FUND</b>											
Library & Cultural Services total:	3,353,932	25,388	0	64,136	4,180	3,447,636	0	0	3,447,636	0	3,447,636
Non-Departmental total:	22,812	0	0	180	0	22,992	45,006	0	67,998	0	67,998
<b>CULTURAL SERVICES FUND TOTAL:</b>	<b>3,376,744</b>	<b>25,388</b>	<b>0</b>	<b>64,316</b>	<b>4,180</b>	<b>3,470,628</b>	<b>45,006</b>	<b>0</b>	<b>3,515,634</b>	<b>0</b>	<b>3,515,634</b>
<b>DEBT SERVICE (SID) FUND</b>											
Non-Departmental total:	107,229	0	0	0	-508	106,721	0	0	106,721	0	106,721
<b>DEBT SERVICE (SID) FUND TOTAL:</b>	<b>107,229</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-508</b>	<b>106,721</b>	<b>0</b>	<b>0</b>	<b>106,721</b>	<b>0</b>	<b>106,721</b>
<b>DESIGNATED REVENUES FUND</b>											
Communications total:	251,675	0	0	0	-21,409	230,266	0	0	230,266	0	230,266
Court Administration total:	18,578	0	0	0	3,747	22,325	0	0	22,325	0	22,325
Finance total:	20,000	-5,500	0	0	15,305	29,805	0	0	29,805	0	29,805
Judicial total:	483,353	5,195	0	6,651	-336	494,863	0	0	494,863	0	494,863
Non-Departmental total:	4,414,612	0	-1,363,239	0	415,927	3,467,300	63,980	0	3,531,280	0	3,531,280
Parks, Recreation & Open Space total:	1,077,980	14,347	0	34,384	0	1,126,711	410,000	0	1,536,711	0	1,536,711
Planning & Development Services total:	485,566	7,781	0	10,771	0	504,118	-504,118	0	0	0	0

## Appendix 1 2022 Operating Reconciliation by Fund and Department

Fund \ Department	2021 Original Final	2021 Onetimes / Init Adj	2020 Fall 2021 Spr Supp	2022 PS Deltas	2022 Other Adj	2022 Base Final	2022 Base Adds	2022 Base Cuts	2022 Proposed Estimate	2022 Proposed Adjust	2022 Adopted Final
<b>DESIGNATED REVENUES FUND</b>											
Police total:	1,769,685	-80,952	-604,017	15,336	-294	1,099,758	0	0	1,099,758	0	1,099,758
Public Works total:	23,076	0	0	0	0	23,076	0	0	23,076	0	23,076
<b>DESIGNATED REVENUES FUND TOTAL:</b>	<b>8,544,525</b>	<b>-59,129</b>	<b>-1,967,256</b>	<b>67,142</b>	<b>412,940</b>	<b>6,998,222</b>	<b>-30,138</b>	<b>0</b>	<b>6,968,084</b>	<b>0</b>	<b>6,968,084</b>
<b>DEVELOPMENT REVIEW FUND</b>											
General Management total:	1,007,385	15,346	159,307	18,323	373	1,200,734	504,069	0	1,704,803	0	1,704,803
Information Technology total:	635,596	5,855	0	6,675	0	648,126	-116,023	0	532,103	0	532,103
Non-Departmental total:	2,608,881	0	0	33,921	553,046	3,195,848	97,398	0	3,293,246	0	3,293,246
Parks, Recreation & Open Space total:	53,000	0	0	0	0	53,000	110,137	0	163,137	0	163,137
Planning & Development Services total:	2,390,445	38,068	0	112,635	69,555	2,610,703	177,168	0	2,787,871	0	2,787,871
Public Works total:	10,853,249	165,878	406,051	92,403	17,084	11,534,665	1,098,387	0	12,633,052	0	12,633,052
<b>DEVELOPMENT REVIEW FUND TOTAL:</b>	<b>17,548,556</b>	<b>225,147</b>	<b>565,358</b>	<b>263,957</b>	<b>640,058</b>	<b>19,243,076</b>	<b>1,871,136</b>	<b>0</b>	<b>21,114,212</b>	<b>0</b>	<b>21,114,212</b>
<b>ENHANCED E-911 FUND</b>											
Aurora911 total:	5,450,645	88,417	0	46,402	60,000	5,645,464	0	0	5,645,464	0	5,645,464
Information Technology total:	3,292,279	9,390	0	-12,191	94,865	3,384,343	0	0	3,384,343	0	3,384,343
Non-Departmental total:	7,500	0	0	15	0	7,515	67,630	0	75,145	0	75,145
<b>ENHANCED E-911 FUND TOTAL:</b>	<b>8,750,424</b>	<b>97,807</b>	<b>0</b>	<b>34,226</b>	<b>154,865</b>	<b>9,037,322</b>	<b>67,630</b>	<b>0</b>	<b>9,104,952</b>	<b>0</b>	<b>9,104,952</b>
<b>FLEET MANAGEMENT FUND</b>											
Non-Departmental total:	15,213	0	0	456	0	15,669	98,385	0	114,054	0	114,054
Public Works total:	10,414,561	45,212	0	113,052	779,798	11,352,623	455,983	0	11,808,606	0	11,808,606
<b>FLEET MANAGEMENT FUND TOTAL:</b>	<b>10,429,774</b>	<b>45,212</b>	<b>0</b>	<b>113,508</b>	<b>779,798</b>	<b>11,368,292</b>	<b>554,368</b>	<b>0</b>	<b>11,922,660</b>	<b>0</b>	<b>11,922,660</b>
<b>GENERAL FUND</b>											
Aurora911 total:	6,810,366	28,888	0	93,319	145,428	7,078,001	253,733	0	7,331,734	0	7,331,734

## Appendix 1 2022 Operating Reconciliation by Fund and Department

Fund \ Department	2021 Original Final	2021 Onetimes / Init Adj	2020 Fall 2021 Spr Supp	2022 PS Deltas	2022 Other Adj	2022 Base Final	2022 Base Adds	2022 Base Cuts	2022 Proposed Estimate	2022 Proposed Adjust	2022 Adopted Final
<b>GENERAL FUND</b>											
City Attorney total:	7,093,941	359,440	0	181,574	53,526	7,688,481	286,132	0	7,974,613	0	7,974,613
City Council total:	1,351,384	11,017	0	-4,496	16,895	1,374,800	1,038,000	0	2,412,800	-990,000	1,422,800
Civil Service Commission total:	947,363	7,613	0	22,100	2,892	979,968	249,000	0	1,228,968	0	1,228,968
Communications total:	3,794,021	43,506	0	98,021	33,515	3,969,063	214,810	0	4,183,873	0	4,183,873
Court Administration total:	10,357,491	580,680	0	162,354	71,868	11,172,393	116,637	0	11,289,030	0	11,289,030
Finance total:	8,282,873	123,411	-146,372	248,092	13,692	8,521,696	1,268,297	0	9,789,993	0	9,789,993
Fire total:	62,458,706	661,259	0	3,389,046	764,476	67,273,487	1,455,600	0	68,729,087	3,600,000	72,329,087
General Management total:	4,769,623	67,355	118,624	-58,639	48,303	4,945,266	852,409	0	5,797,675	0	5,797,675
Housing and Community Services total:	6,548,780	199,290	88,512	-24,732	10,637	6,822,487	295,684	0	7,118,171	0	7,118,171
Human Resources total:	2,703,030	-12,689	3,649	6,503	128,674	2,829,167	746,820	0	3,575,987	0	3,575,987
Information Technology total:	13,093,003	104,785	38,013	139,320	2,157,227	15,532,348	2,948,227	0	18,480,575	0	18,480,575
Judicial total:	3,014,246	44,995	0	121,338	3,310	3,183,889	0	0	3,183,889	0	3,183,889
Library & Cultural Services total:	5,726,785	-3,156	0	194,129	10,514	5,928,272	806,651	0	6,734,923	0	6,734,923
Non-Departmental total:	56,079,429	1,500,000	-165,193	764,524	10,956,918	69,135,678	5,552,370	0	74,688,048	250,000	74,938,048
Parks, Recreation & Open Space total:	14,919,524	111,091	0	235,503	348,980	15,615,098	1,483,403	0	17,098,501	139,000	17,237,501
Planning & Development Services total:	2,934,894	110,722	0	75,091	1,544	3,122,251	334,617	0	3,456,868	85,000	3,541,868
Police total:	122,318,901	120,089	569,143	2,792,586	916,505	126,717,224	3,548,494	0	130,265,718	0	130,265,718
Public Defender total:	1,527,031	112,000	56,888	20,197	813	1,716,929	202,699	0	1,919,628	0	1,919,628
Public Works total:	33,829,534	517,327	0	457,193	615,011	35,419,065	2,385,440	0	37,804,505	0	37,804,505
<b>GENERAL FUND TOTAL:</b>	<b>368,560,925</b>	<b>4,687,623</b>	<b>563,264</b>	<b>8,913,023</b>	<b>16,300,728</b>	<b>399,025,563</b>	<b>24,039,023</b>	<b>0</b>	<b>423,064,586</b>	<b>3,084,000</b>	<b>426,148,586</b>
<b>GIFTS &amp; GRANTS FUND</b>											
City Attorney total:	0	999	0	-999	0	0	0	0	0	0	0
Fire total:	955,624	-840,709	0	-18,339	463,874	560,450	0	0	560,450	0	560,450

## Appendix 1 2022 Operating Reconciliation by Fund and Department

Fund \ Department	2021 Original Final	2021 Onetimes / Init Adj	2020 Fall 2021 Spr Supp	2022 PS Deltas	2022 Other Adj	2022 Base Final	2022 Base Adds	2022 Base Cuts	2022 Proposed Estimate	2022 Proposed Adjust	2022 Adopted Final
<b>GIFTS &amp; GRANTS FUND</b>											
General Management total:	105,852	-95,852	-13,552	0	25,852	22,300	0	0	22,300	0	22,300
Housing and Community Services total:	3,814,241	-238,171	0	114,037	4,221,920	7,912,027	0	0	7,912,027	0	7,912,027
Human Resources total:	0	0	1,294	0	0	1,294	0	0	1,294	0	1,294
Judicial total:	118,100	0	0	-113,100	0	5,000	0	0	5,000	0	5,000
Library & Cultural Services total:	144,339	0	0	0	848	145,187	0	0	145,187	0	145,187
Non-Departmental total:	0	0	0	0	0	0	8,585,470	0	8,585,470	0	8,585,470
Parks, Recreation & Open Space total:	484,162	-50,000	1,630	0	-80	435,712	0	0	435,712	0	435,712
Planning & Development Services total:	417,132	-45,869	0	6,103	7,000	384,366	0	0	384,366	0	384,366
Police total:	4,723,925	774,864	10,628	-105,215	-5,185	5,399,017	0	0	5,399,017	0	5,399,017
Public Defender total:	70,629	-70,629	0	0	0	0	0	0	0	0	0
<b>GIFTS &amp; GRANTS FUND TOTAL:</b>	<b>10,834,004</b>	<b>-565,367</b>	<b>0</b>	<b>-117,513</b>	<b>4,714,229</b>	<b>14,865,353</b>	<b>8,585,470</b>	<b>0</b>	<b>23,450,823</b>	<b>0</b>	<b>23,450,823</b>
<b>GOLF COURSES FUND</b>											
Non-Departmental total:	22,219	0	0	617	0	22,836	144,704	0	167,540	0	167,540
Parks, Recreation & Open Space total:	7,963,394	173,176	0	53,899	-52,889	8,137,580	0	0	8,137,580	0	8,137,580
<b>GOLF COURSES FUND TOTAL:</b>	<b>7,985,613</b>	<b>173,176</b>	<b>0</b>	<b>54,516</b>	<b>-52,889</b>	<b>8,160,416</b>	<b>144,704</b>	<b>0</b>	<b>8,305,120</b>	<b>0</b>	<b>8,305,120</b>
<b>MARIJUANA TAX REVENUE FUND</b>											
Housing and Community Services total:	2,286,954	0	1,130,539	-44,849	1,189,702	4,562,346	0	0	4,562,346	0	4,562,346
Non-Departmental total:	9,380,539	0	-1,130,539	0	-250,000	8,000,000	2,000,000	0	10,000,000	0	10,000,000
<b>MARIJUANA TAX REVENUE FUND TOTAL:</b>	<b>11,667,493</b>	<b>0</b>	<b>0</b>	<b>-44,849</b>	<b>939,702</b>	<b>12,562,346</b>	<b>2,000,000</b>	<b>0</b>	<b>14,562,346</b>	<b>0</b>	<b>14,562,346</b>
<b>OPEN SPACE FUND</b>											
Non-Departmental total:	4,904	0	0	148	0	5,052	152,009	0	157,061	0	157,061
Parks, Recreation & Open Space total:	5,335,411	50,866	0	36,560	8,552	5,431,389	371,692	0	5,803,081	0	5,803,081



## Appendix 1 2022 Operating Reconciliation by Fund and Department

Fund \ Department	2021 Original Final	2021 Onetimes / Init Adj	2020 Fall 2021 Spr Supp	2022 PS Deltas	2022 Other Adj	2022 Base Final	2022 Base Adds	2022 Base Cuts	2022 Proposed Estimate	2022 Proposed Adjust	2022 Adopted Final
<b>OPEN SPACE FUND</b>											
<b>OPEN SPACE FUND TOTAL:</b>	5,340,315	50,866	0	36,708	8,552	5,436,441	523,701	0	5,960,142	0	5,960,142
<b>PARKING AND MOBILITY FUND</b>											
Non-Departmental total:	0	0	0	0	0	0	14,749	0	14,749	0	14,749
Public Works total:	1,036,043	4,771	0	2,735	4,884	1,048,433	102,750	0	1,151,183	0	1,151,183
<b>PARKING AND MOBILITY FUND TOTAL:</b>	1,036,043	4,771	0	2,735	4,884	1,048,433	117,499	0	1,165,932	0	1,165,932
<b>PARKS DEVELOPMENT FUND</b>											
Parks, Recreation & Open Space total:	0	1,238	0	-1,238	0	0	0	0	0	0	0
<b>PARKS DEVELOPMENT FUND TOTAL:</b>	0	1,238	0	-1,238	0	0	0	0	0	0	0
<b>RECREATION FUND</b>											
Non-Departmental total:	60,223	0	0	1,239	0	61,462	312,795	0	374,257	0	374,257
Parks, Recreation & Open Space total:	14,450,880	108,232	0	295,360	-59,317	14,795,155	767,250	0	15,562,405	0	15,562,405
<b>RECREATION FUND TOTAL:</b>	14,511,103	108,232	0	296,599	-59,317	14,856,617	1,080,045	0	15,936,662	0	15,936,662
<b>RISK MANAGEMENT FUND</b>											
Human Resources total:	13,226,831	17,102	0	38,260	1,438,043	14,720,236	65,635	0	14,785,871	0	14,785,871
Non-Departmental total:	0	0	0	0	0	0	44,969	0	44,969	0	44,969
<b>RISK MANAGEMENT FUND TOTAL:</b>	13,226,831	17,102	0	38,260	1,438,043	14,720,236	110,604	0	14,830,840	0	14,830,840
<b>WASTEWATER FUND</b>											
Aurora Water total:	60,887,839	238,137	-17,865	644,247	8,587,120	70,339,478	555,223	0	70,894,701	0	70,894,701
Non-Departmental total:	41,240	0	0	50,593	0	91,833	416,226	0	508,059	0	508,059
<b>WASTEWATER FUND TOTAL:</b>	60,929,079	238,137	-17,865	694,840	8,587,120	70,431,311	971,449	0	71,402,760	0	71,402,760
<b>WATER FUND</b>											
Aurora Water total:	90,130,757	484,788	315,657	969,959	9,951,748	101,852,909	1,207,743	0	103,060,652	0	103,060,652

### Appendix 1 2022 Operating Reconciliation by Fund and Department

Fund \ Department	2021 Original Final	2021 Onetimes / Init Adj	2020 Fall 2021 Spr Supp	2022 PS Deltas	2022 Other Adj	2022 Base Final	2022 Base Adds	2022 Base Cuts	2022 Proposed Estimate	2022 Proposed Adjust	2022 Adopted Final
<b>WATER FUND</b>											
City Attorney total:	2,214,898	2,594	0	3,490	-2,073,803	147,179	150,009	0	297,188	0	297,188
Non-Departmental total:	132,413	0	0	146,735	0	279,148	863,447	0	1,142,595	0	1,142,595
<b>WATER FUND TOTAL:</b>	<b>92,478,068</b>	<b>487,382</b>	<b>315,657</b>	<b>1,120,184</b>	<b>7,877,945</b>	<b>102,279,236</b>	<b>2,221,199</b>	<b>0</b>	<b>104,500,435</b>	<b>0</b>	<b>104,500,435</b>
<b>GRAND TOTAL OPERATING BUDGET:</b>	<b>641,744,129</b>	<b>5,579,355</b>	<b>-540,842</b>	<b>11,527,824</b>	<b>41,755,177</b>	<b>700,065,643</b>	<b>42,298,797</b>	<b>0</b>	<b>742,364,440</b>	<b>3,084,000</b>	<b>745,448,440</b>

**City Council Adjustments to City Manager's 2022 Proposed Budget**

Fund / Department		Adjustments	FTE Change	Sources	Uses	
				Revenue / Transfers In	One-Time Budget	Ongoing Budget
<b>General Fund</b>						
<b>Council Adjustments</b>						
City Council		Arts Festival	-	\$ -	\$ 10,000	\$ -
City Council		Remove Set-Asides	-	-	(500,000)	(500,000)
Fire		17.0 FTE Firefighters and Truck	17.00	-	1,500,000	2,100,000
Non-Departmental		One-Time Transfer from General Fund to Capital Projects Fund for Traffic Calming	-	-	250,000	-
Parks, Recreation, and Open Space		1.0 FTE Ranger and Vehicle	1.00	-	65,000	74,000
Planning and Development Services		1.0 FTE Retail Specialist	1.00	-	-	85,000
<b>Total General Fund Council Adjustments</b>			<b>19.00</b>	<b>\$ -</b>	<b>\$ 1,325,000</b>	<b>\$ 1,759,000</b>
<i>2022 General Fund Bottom Line Funds Available Adjustment</i>					<b>\$ (1,325,000)</b>	<b>\$ (1,759,000)</b>
<b>Capital Projects Fund</b>						
<b>Council Adjustments</b>						
Public Works		Additional Traffic Calming Funding	-	\$ 250,000	\$ 250,000	\$ -
<b>Total Capital Projects Fund Council Adjustments</b>			<b>-</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>
<i>2022 Capital Projects Fund Bottom Line Funds Available Adjustment</i>					<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL COUNCIL ADJUSTMENTS FOR ALL FUNDS</b>			<b>19.00</b>	<b>\$ 250,000</b>	<b>\$ 1,575,000</b>	<b>\$ 1,759,000</b>

## Reconciliation of 2020 ACFR General Fund Balance, 12/31/20 to 2022 Budget Book Unassigned Funds Available, 12/31/20

	Funds	Source
<b>Ending 2020 GAAP General Fund Balance, ACFR, 12/31/20</b>	<b>\$ 156,284,530</b>	(2020 ACFR, p. 115)
<b>Less: Adjustments to ACFR 2020 GAAP General Fund Balance</b>		
(GAAP-Related Accounting Items - Budget Book does not make GAAP-related adjustments)		
Adjustment for fund perspective difference	(11,270,077)	(2020 ACFR, p. 115)
Adjustment of Investments to Fair Value - not available for appropriation	(1,491,096)	(2020 ACFR, p. 115)
Asset held for resale value reassessment	5,511,000	(2020 ACFR, p. 115)
Assets not available for appropriation	(2,237,486)	(2020 ACFR, p. 115)
Current Year Operating Encumbrances - previously appropriated and spent in the following year	(6,619,610)	(2020 ACFR, p. 115)
Inventories	(212,096)	(2020 ACFR, p. 115)
Sales, Use & Lodgers Tax Accrual - not available for appropriation	(32,988,628)	(2020 ACFR, p. 115)
Total of GAAP-Related Adjustments	(49,307,993)	
<b>Ending Actual Funds Available, General Fund Balance, ACFR Non-GAAP, 12/31/20</b>	<b>\$ 106,976,537</b>	(2020 ACFR, p. 115)
<b>Less: Reservations and Designations, 12/31/20</b>		
Estimated Designations (designated for ACFR and Budget purposes)		
Restricted for TABOR	3,463,036	(2020 ACFR p. 115; 2022 Budget Book, p. F-4)
Committed for Policy Reserve	31,177,871	(2020 ACFR p. 115; 2022 Budget Book, p. F-4)
<b>Unassigned Funds Available for Appropriation After Restrictions and Council Commitments Held for 2020 Operating Reserve - 2020 ACFR</b>	<b>72,335,630</b>	(2020 ACFR, p. 115)
Committed for Regatta Plaza	7,590,000	(2022 Budget Book, p. F-4)
Unassigned but Held for I-70 / Picadilly Interchange	15,100,000	(2022 Budget Book, p. F-4)
Unassigned but Held for Technology Projects	5,900,000	(2022 Budget Book, p. F-4)
<b>2020 Unassigned but Held for Operating Reserve (Budgetary Basis) - 2022 Budget Book</b>	<b>\$ 43,745,630</b>	(2022 Budget Book, p. F-4)





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# City of Aurora, Colorado

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2022 CITY OF AURORA  
ADOPTED BUDGET

## Appendix 2

# Capital Improvement Program Detail





# Capital Improvement Program Detail Overview

## **2022 BUILDING REPAIR SUBFUND**

This detailed 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.

## **2022 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.

## **2022 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 maintenance and modernization of the current system and expansion for future population growth. Projects are categorized by programs in each fund.



**Building Repair Subfund Program Detail**

Project/Title	Five-Year Plan						Total Cost 2022 -2026
	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b>BUDGET</b>							
Building Repair Projects - CPF	\$ 1,847,250	\$ 6,842,520	\$ 3,917,520	\$ 4,757,520	\$ 4,497,520	\$ 3,917,520	\$ 23,932,600
Direct Cost Facility Engineering - CPF	157,313	159,995	164,795	169,739	174,831	180,076	849,436
Budget Carryforward	6,568,942	3,231,935	342,288	29,797	77,705	225,629	3,907,353
<b>Total Budget Available</b>	<b>\$ 8,573,505</b>	<b>\$ 10,234,450</b>	<b>\$ 4,424,603</b>	<b>\$ 4,957,056</b>	<b>\$ 4,750,056</b>	<b>\$ 4,323,225</b>	<b>\$ 28,689,389</b>
<b>USES</b>							
<b>Direct Cost Facilities Engineering Services</b>	\$ 157,313	\$ 159,995	\$ 164,795	\$ 169,739	\$ 174,831	\$ 180,076	\$ 849,436
<b>Programmatic Maintenance</b>							
Catastrophic Failure Reserve	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
Project Management/Supervision	234,157	234,157	240,011	249,611	259,596	269,980	1,253,355
<u>Facility Upkeep Projects</u>							-
Roof Repair / Replacement	310,000	350,000	350,000	300,000	400,000	400,000	1,800,000
Interior/Exterior Painting	200,000	345,000	345,000	345,000	345,000	345,000	1,725,000
Flooring and Carpet Repair/ Replacement	235,000	300,000	300,000	300,000	300,000	300,000	1,500,000
System Maintenance and Repairs	225,000	250,000	250,000	250,000	250,000	250,000	1,250,000
<b>Subtotal Maintenance Projects</b>	<b>\$ 1,354,157</b>	<b>\$ 1,629,157</b>	<b>\$ 1,635,011</b>	<b>\$ 1,594,611</b>	<b>\$ 1,704,596</b>	<b>\$ 1,714,980</b>	<b>\$ 8,278,355</b>
<b>Stand Alone Projects</b>							
AMC Concrete Stabilization Design	\$ 22,875	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AMC Cooling Tower	57,750	-	-	-	-	-	-
AMC Fire Panel	25,675	-	-	-	-	-	-
AMC Roof Design and Replacement	700,000	2,500,000	-	-	-	-	2,500,000
Animal Shelter ERU	370,000	-	-	-	-	-	-
Automation Netwk/Access Ctrl (various loc.)	-	500,000	400,000	200,000	200,000	200,000	1,500,000
Beck Pool PDU	90,000	400,000	-	-	-	-	400,000
Central Facilities Fire Alarm	-	100,000	-	-	-	-	100,000
Citywide Camera Support	15,000	-	-	-	-	-	-
Concrete Repair	100,000	150,000	150,000	150,000	150,000	150,000	750,000
Courts and Police HQ - Restore terrazzo	82,742	-	-	-	-	-	-
Courts Heating Pipes	67,000	1,045,000	-	-	-	-	1,045,000
Courts Windows	550,066	-	-	-	-	-	-
Day Center Locker/Shower	110,165	-	-	-	-	-	-
Detention Center and Police HQ Generator Design	96,000	1,000,000	-	-	-	-	1,000,000
Elevator Modernization	-	300,000	350,000	200,000	150,000	-	1,000,000
Fire 7 Generator	34,650	-	-	-	-	-	-

**Building Repair Subfund Program Detail**

Project/Title	Five-Year Plan						Total Cost 2022 -2026
	2021 Projected	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
Fire Facilities	-	100,000	100,000	100,000	100,000	100,000	500,000
Fire Station 15 Pond Revisions	19,598	-	-	-	-	-	-
Fleet Underground Fuel Tank Sump Repairs	60,000	-	-	-	-	-	-
Fox Sign Grant Match	30,000	-	-	-	-	-	-
Hoffman Library	5,000	-	-	-	-	-	-
HVAC / Mech Sys Repairs (various locations)	-	300,000	300,000	450,000	450,000	450,000	1,950,000
Infor (Facilities migration)	28,376	-	-	-	-	-	-
Misc Design Work <sup>1</sup>	18,000	75,000	75,000	75,000	75,000	75,000	375,000
MLK Programming Study	69,735	-	-	-	-	-	-
Overhead Door Replacement	-	150,000	200,000	200,000	200,000	200,000	950,000
Police District 2 Sidewalk	18,010	118,010	-	-	-	-	118,010
Police Facilities	-	-	100,000	100,000	100,000	100,000	400,000
Police Fiber Install	8,846	-	-	-	-	-	-
Police Firing Range	47,780	455,000	-	-	-	-	455,000
Replace Generators (various facilities)	-	100,000	100,000	100,000	100,000	100,000	500,000
Restroom Renovations (various)	-	-	-	-	200,000	-	200,000
Roof Design, Project Management (various)	15,000	-	-	-	-	-	-
Roof Replacement (various)	310,000	-	-	-	-	-	-
Security Enhancements	440,000	440,000	500,000	1,220,000	500,000	500,000	3,160,000
Storage of FFE Inventory	20,000	20,000	20,000	20,000	20,000	20,000	100,000
Tallyn's Reach 1st Floor Crac Unit/MAU	131,000	50,000	-	-	-	-	50,000
TBD Projects <sup>2</sup>	100,000	300,000	300,000	300,000	400,000	400,000	1,700,000
<b>Subtotal Stand Alone Projects</b>	<b>\$ 3,830,101</b>	<b>\$ 8,103,010</b>	<b>\$ 2,595,000</b>	<b>\$ 3,115,000</b>	<b>\$ 2,645,000</b>	<b>\$ 2,295,000</b>	<b>\$ 18,753,010</b>
<b>Total Budget Used</b>	<b>\$ 5,341,571</b>	<b>\$ 9,892,162</b>	<b>\$ 4,394,806</b>	<b>\$ 4,879,350</b>	<b>\$ 4,524,427</b>	<b>\$ 4,190,056</b>	<b>\$ 27,880,801</b>
<b>Budget to Carryforward to Following Year</b>	<b>\$ 3,231,935</b>	<b>\$ 342,288</b>	<b>\$ 29,797</b>	<b>\$ 77,705</b>	<b>\$ 225,629</b>	<b>\$ 133,170</b>	

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	2021 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b>Construction - Parks</b>							
<i>Altura Park</i>							
62932 Altura Park-AdCo	0	0	0	0	0	200,000	200,000
(New) Altura Park-PDF	0	0	0	0	0	56,486	56,486
<b>Total Altura Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>256,486</b>	<b>256,486</b>
<i>AMC Landscaping</i>							
62975 AMC Landscaping	0	250,000	0	0	0	0	250,000
<b>Total AMC Landscaping</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<i>Bellewood Park</i>							
(New) Bellewood Park Renovation- ArCo	0	0	400,000	0	0	0	400,000
<b>Total Bellewood Park</b>	<b>0</b>	<b>0</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400,000</b>
<i>Canterbury Park</i>							
(New) Canterbury off-site curb ramps-CPF	0	48,000	0	0	0	0	48,000
63731 Canterbury Park-CTF	2,542	0	0	0	0	0	0
<b>Total Canterbury Park</b>	<b>2,542</b>	<b>48,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48,000</b>
<i>Central Community Park</i>							
62921 Central Community Park-ArCo	0	0	2,750,000	0	0	0	2,750,000
62925 Central Community Park-PDF	0	0	153,829	0	0	0	153,829
<b>Total Central Community Park</b>	<b>0</b>	<b>0</b>	<b>2,903,829</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,903,829</b>
<i>Centre Hills Park</i>							
62933 Centre Hills Park-PDF	0	0	0	0	1,050,535	0	1,050,535
<b>Total Centre Hills Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,050,535</b>	<b>0</b>	<b>1,050,535</b>
<i>Const Parks Small Projects</i>							
61936 Const Parks Small Proj-ArCo	0	250,000	500,000	250,000	250,000	250,000	1,500,000
61954 Const Parks Small Proj-CTF	150,000	50,000	50,000	50,000	100,000	100,000	350,000
<b>Total Const Parks Small Projects</b>	<b>150,000</b>	<b>300,000</b>	<b>550,000</b>	<b>300,000</b>	<b>350,000</b>	<b>350,000</b>	<b>1,850,000</b>
<i>Crestridge Park</i>							
(New) Crestridge Park Renovation-ArCo	0	0	200,000	0	0	0	200,000

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2021 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b>Construction - Parks</b>							
(New) Crestridge Park Renovation-PDF	0	0	325,762	0	0	0	325,762
<b>Total Crestridge Park</b>	<b>0</b>	<b>0</b>	<b>525,762</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>525,762</b>
<b>Dog Parks</b>							
62937 Dog Parks-AdCo	0	0	200,000	0	0	0	200,000
62938 Dog Parks-ArCo	0	0	200,000	200,000	0	0	400,000
(New) Dog Parks-CTF	0	0	0	200,000	0	0	200,000
<b>Total Dog Parks</b>	<b>0</b>	<b>0</b>	<b>400,000</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>800,000</b>
<b>Dome Park</b>							
62960 Dome Park-ArCo	0	0	0	0	0	700,000	700,000
62961 Dome Park-PDF	0	0	500,000	1,503,194	0	0	2,003,194
<b>Total Dome Park</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>1,503,194</b>	<b>0</b>	<b>700,000</b>	<b>2,703,194</b>
<b>Eagle Park</b>							
62939 Eagle Park-ArCo	0	0	0	400,000	0	0	400,000
62940 Eagle Park-PDF	0	0	0	55,995	0	0	55,995
<b>Total Eagle Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>455,995</b>	<b>0</b>	<b>0</b>	<b>455,995</b>
<b>Fletcher Park</b>							
(New) Fletcher Park Improvements-ArCo	0	0	300,000	0	0	0	300,000
<b>Total Fletcher Park</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>
<b>Freedom Park</b>							
62909 Freedom Park Improvements-ArCo	0	200,000	0	0	0	0	200,000
62870 Freedom Park Improvements-PDF	0	148,585	0	0	0	0	148,585
<b>Total Freedom Park</b>	<b>0</b>	<b>348,585</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>348,585</b>
<b>Fulton Park</b>							
(New) Fulton Park-PDF	0	78,308	0	0	0	0	78,308
<b>Total Fulton Park</b>	<b>0</b>	<b>78,308</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>78,308</b>
<b>Generals Park</b>							
(New) General's Park Renovation-AdCo	0	0	0	0	0	200,000	200,000

**Parks, Recreation & Open Space Detail By Project**

Program\SubProgram\Fund	2021 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b>Construction - Parks</b>							
(New) Generals Park-PDF	0	0	0	0	0	341,311	341,311
<b>Total Generals Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>541,311</b>	<b>541,311</b>
<b>Havana Park</b>							
(New) Havana Park Improvements-CTF	0	450,000	0	0	0	0	450,000
(New) Havana Park Improvements-PDF	0	127,382	0	0	0	0	127,382
<b>Total Havana Park</b>	<b>0</b>	<b>577,382</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>577,382</b>
<b>Highland Hollows Park</b>							
62941 Highland Hollows Park-ArCO	0	0	0	400,000	0	0	400,000
62942 Highland Hollows Park-PDF	0	0	0	88,204	0	0	88,204
<b>Total Highland Hollows Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>488,204</b>	<b>0</b>	<b>0</b>	<b>488,204</b>
<b>Horseshoe Park</b>							
(New) Horseshoe Park Improvements-ArCo	0	700,000	0	0	0	0	700,000
<b>Total Horseshoe Park</b>	<b>0</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>
<b>Kalispell Park</b>							
62943 Kalispell Park-CTF	0	0	0	0	300,000	0	300,000
62944 Kalispell Park-PDF	0	0	0	0	276,223	0	276,223
<b>Total Kalispell Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>576,223</b>	<b>0</b>	<b>576,223</b>
<b>Kingsboro Park</b>							
63738 Kingsboro Park Improvements-ArCo	0	0	300,000	0	0	0	300,000
<b>Total Kingsboro Park</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>
<b>Los Nino's Park</b>							
(New) Los Ninos- ArCo	0	0	0	400,000	0	0	400,000
<b>Total Los Nino's Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>400,000</b>
<b>Lowry Park</b>							
62945 Lowry Park Improvements-ArCo	0	0	300,000	0	0	0	300,000
62946 Lowry Park-PDF	0	0	224,285	0	0	0	224,285
<b>Total Lowry Park</b>	<b>0</b>	<b>0</b>	<b>524,285</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>524,285</b>

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2021 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b>Construction - Parks</b>							
<i>Meadowood Park</i>							
62948 Meadowood Park-PDF	0	0	0	0	29,047	0	29,047
62947 Meadowood Playground-CTF	0	0	0	0	600,000	0	600,000
<b>Total Meadowood Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>629,047</b>	<b>0</b>	<b>629,047</b>
<i>Panorama</i>							
(New) Panorama Park Improvements CTF	0	0	200,000	0	0	0	200,000
<b>Total Panorama</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>
<i>Parklane Park</i>							
(New) Parklane Park Improvements-AdCO	0	0	0	300,000	0	0	300,000
<b>Total Parklane Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>300,000</b>
<i>Pheasant Run Park</i>							
62952 Pheasant Run Park-ArCo	0	0	400,000	0	0	0	400,000
62953 Pheasant Run Park-PDF	0	0	127,452	0	0	0	127,452
<b>Total Pheasant Run Park</b>	<b>0</b>	<b>0</b>	<b>527,452</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>527,452</b>
<i>Red-tailed Hawk Park</i>							
62922 Red-tailed Hawk Park Phase II-PDF	2,128	0	0	0	0	0	0
(New) Red-tailed Hawk Park-PDF	0	0	1,309,878	0	0	0	1,309,878
<b>Total Red-tailed Hawk Park</b>	<b>2,128</b>	<b>0</b>	<b>1,309,878</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,309,878</b>
<i>Regional Projects</i>							
62928 Regional Projects- PDF	1,000,000	0	0	0	0	316,595	316,595
<b>Total Regional Projects</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>316,595</b>	<b>316,595</b>
<i>Rocky Ridge Park</i>							
(New) Rocky Ridge Park-ArCo	0	0	0	1,100,000	0	0	1,100,000
62974 Rocky Ridge Park-PDF	0	0	0	36,788	0	0	36,788
<b>Total Rocky Ridge Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,136,788</b>	<b>0</b>	<b>0</b>	<b>1,136,788</b>
<i>Seven Hills Park</i>							
62954 Seven Hills Green Belt- ArCo	0	0	0	300,000	0	0	300,000

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2021 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b>Construction - Parks</b>							
62955 Seven Hills Park-CTF	0	0	0	350,000	0	0	350,000
62956 Seven Hills Park-PDF	0	0	0	129,698	0	0	129,698
<b>Total Seven Hills Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>779,698</b>	<b>0</b>	<b>0</b>	<b>779,698</b>
<b>Sidecreek Park</b>							
63745 Sidecreek Park-ArCo	0	1,200,000	0	0	0	0	1,200,000
63747 Sidecreek Park-PDF	0	40,509	0	0	0	0	40,509
<b>Total Sidecreek Park</b>	<b>0</b>	<b>1,240,509</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,240,509</b>
<b>Signature Park</b>							
(New) Signature Park Master Plan-ArCo	0	500,000	0	0	0	0	500,000
<b>Total Signature Park</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>
<b>Sports Park Infra Improvements</b>							
62811 Sports Park Improvements-ArCo	0	0	250,000	250,000	0	250,000	750,000
(New) Sports Park Improvements-CTF	0	400,000	0	0	250,000	0	650,000
(New) Sports Park Paving-ArCo	0	2,000,000	0	0	0	0	2,000,000
<b>Total Sports Park Infra Improvements</b>	<b>0</b>	<b>2,400,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>3,400,000</b>
<b>Summer Valley Park</b>							
62957 Summer Valley Park-ArCo	0	0	0	0	750,000	0	750,000
<b>Total Summer Valley Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,000</b>	<b>0</b>	<b>750,000</b>
<b>Terrace Park</b>							
(New) Terrace Park- CTF	0	0	0	250,000	0	0	250,000
<b>Total Terrace Park</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>Utah Park</b>							
62958 Utah Park-ArCo	0	800,000	0	0	0	0	800,000
62959 Utah Park-PDF	0	391,776	0	0	0	0	391,776
<b>Total Utah Park</b>	<b>0</b>	<b>1,191,776</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,191,776</b>
<b>Village East Park Imp</b>							
(New) Village East Park Improvement-CTF	0	0	350,000	0	0	0	350,000

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2021 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b>Construction - Parks</b>							
63752 Village East Park Improvement-PDF	0	0	6,929	0	0	0	6,929
<i>Total Village East Park Imp</i>	<b>0</b>	<b>0</b>	<b>356,929</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>356,929</b>
<b>Wheel Park</b>							
62962 Wheel Park-ArCo	0	0	0	0	500,000	0	500,000
<i>Total Wheel Park</i>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>
<b>Total Construction - Parks</b>	<b>1,154,670</b>	<b>\$7,634,560</b>	<b>\$9,048,135</b>	<b>\$6,263,879</b>	<b>\$4,105,805</b>	<b>\$2,414,392</b>	<b>\$29,466,771</b>
<b>Construction OS</b>							
<b>ArCo Open Space Restoration</b>							
62967 ArCo Open Space Restoration-ArCo	0	0	250,000	0	0	0	250,000
<i>Total ArCo Open Space Restoration</i>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>Aurora Reservoir</b>							
(New) Aurora Res Boat Rental Relocation-ArCo	0	450,000	0	0	0	0	450,000
61991 Aurora Reservoir Construction-ArCo	0	0	300,000	400,000	500,000	500,000	1,700,000
(New) Aurora Reservoir Gazebo Replace-ArCo	0	450,000	0	0	0	0	450,000
<i>Total Aurora Reservoir</i>	<b>0</b>	<b>900,000</b>	<b>300,000</b>	<b>400,000</b>	<b>500,000</b>	<b>500,000</b>	<b>2,600,000</b>
<b>CDPHE Bird Habitat</b>							
62968 CDPHE Bird Habitat-ArCo	0	450,000	0	0	0	0	450,000
<i>Total CDPHE Bird Habitat</i>	<b>0</b>	<b>450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>
<b>Const OS Small Projects</b>							
62756 Const OS Small Projects-AdCo	0	0	0	0	50,000	50,000	100,000
61931 Const OS Small Projects-ArCo	100,000	50,000	0	150,000	200,000	200,000	600,000
61952 Const OS Small Projects-CTF	100,000	0	0	0	0	0	0
<i>Total Const OS Small Projects</i>	<b>200,000</b>	<b>50,000</b>	<b>0</b>	<b>150,000</b>	<b>250,000</b>	<b>250,000</b>	<b>700,000</b>
<b>Dog Parks</b>							
(New) Grandview Park-ArCo	0	0	0	200,000	0	0	200,000
<i>Total Dog Parks</i>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>200,000</b>



## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2021 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Construction OS</u></b>							
<i>Highline Canal Trail</i>							
62872 High Line Canal Improvements-AdCo	300,000	400,000	0	100,000	100,000	100,000	700,000
62821 High Line Canal Improvements-ArCo	0	200,000	200,000	0	200,000	200,000	800,000
62827 High Line Canal Improvements-CTF	100,000	1,000,000	0	100,000	100,000	100,000	1,300,000
<b>Total Highline Canal Trail</b>	<b>400,000</b>	<b>1,600,000</b>	<b>200,000</b>	<b>200,000</b>	<b>400,000</b>	<b>400,000</b>	<b>2,800,000</b>
<i>Plains Conservation Center</i>							
(New) PCC Site Improvements-ArCo	0	0	100,000	100,000	0	0	200,000
62873 PCC Site Improvements-CTF	500,000	500,000	0	0	500,000	500,000	1,500,000
<b>Total Plains Conservation Center</b>	<b>500,000</b>	<b>500,000</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>	<b>500,000</b>	<b>1,700,000</b>
<i>Star K</i>							
(New) Star K Ranch Nature Play-AdCo	0	150,000	0	0	0	0	150,000
<b>Total Star K</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>
<i>Triple Creek Trail</i>							
62829 Triple Creek Improvements-ArCo	50,000	2,000,000	100,000	100,000	1,500,000	250,000	3,950,000
<b>Total Triple Creek Trail</b>	<b>50,000</b>	<b>2,000,000</b>	<b>100,000</b>	<b>100,000</b>	<b>1,500,000</b>	<b>250,000</b>	<b>3,950,000</b>
<b>Total Construction OS</b>	<b>1,150,000</b>	<b>\$5,650,000</b>	<b>\$950,000</b>	<b>\$1,150,000</b>	<b>\$3,150,000</b>	<b>\$1,900,000</b>	<b>\$12,800,000</b>
<b><u>Delaney Master Plan</u></b>							
<i>Const OS Small Projects</i>							
61735 Delaney Farm Site Improvements-CTF	0	50,000	50,000	50,000	50,000	50,000	250,000
<b>Total Const OS Small Projects</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>250,000</b>
<b>Total Delaney Master Plan</b>	<b>0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>
<b><u>Greenways / Trails</u></b>							
<i>Infrastructure Trails Small Projects</i>							
62874 Trail Replacement-ArCo	400,000	0	250,000	250,000	500,000	500,000	1,500,000
62753 Trails Small Projects-AdCo	0	0	25,000	25,000	0	25,000	75,000
61940 Trails Small Projects-ArCo	0	50,000	50,000	50,000	25,000	50,000	225,000
61959 Trails Small Projects-CTF	0	25,000	25,000	25,000	25,000	0	100,000

**Parks, Recreation & Open Space Detail By Project**

Program\SubProgram\Fund	2021 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Greenways / Trails</u></b>							
<i>Total Infrastructure Trails Small Projects</i>	400,000	75,000	350,000	350,000	550,000	575,000	1,900,000
<b>Total Greenways / Trails</b>	<b>400,000</b>	<b>\$75,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$550,000</b>	<b>\$575,000</b>	<b>\$1,900,000</b>
<b><u>Infrastructure - Open Space</u></b>							
<i>Aurora Reservoir</i>							
(New) Aurora Reservoir Infrastructure-CTF	0	60,000	30,000	60,000	30,000	60,000	240,000
<b>Total Aurora Reservoir</b>	<b>0</b>	<b>60,000</b>	<b>30,000</b>	<b>60,000</b>	<b>30,000</b>	<b>60,000</b>	<b>240,000</b>
<i>Open Space Restoration</i>							
62765 Open Space Restoration-AdCo	0	0	0	20,000	0	0	20,000
62764 Open Space Restoration-ArCo	40,000	50,000	80,000	80,000	100,000	100,000	410,000
62912 Open Space Restoration-CTF	20,000	30,000	20,000	20,000	20,000	20,000	110,000
<b>Total Open Space Restoration</b>	<b>60,000</b>	<b>80,000</b>	<b>100,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>540,000</b>
<i>OS Infra Small Projects</i>							
62751 Infra OS Small Projects-AdCo	15,000	0	15,000	20,000	30,000	50,000	115,000
61944 Infra OS Small Projects-ArCo	60,000	75,000	60,000	50,000	120,000	50,000	355,000
61961 Infra OS Small Projects-CTF	0	25,000	15,000	20,000	30,000	50,000	140,000
<b>Total OS Infra Small Projects</b>	<b>75,000</b>	<b>100,000</b>	<b>90,000</b>	<b>90,000</b>	<b>180,000</b>	<b>150,000</b>	<b>610,000</b>
<b>Total Infrastructure - Open Space</b>	<b>135,000</b>	<b>\$240,000</b>	<b>\$220,000</b>	<b>\$270,000</b>	<b>\$330,000</b>	<b>\$330,000</b>	<b>\$1,390,000</b>
<b><u>Infrastructure-Recreation</u></b>							
<i>Moorhead Improvements</i>							
62843 Moorhead Center Improvements-AdCo	501,017	865,583	650,148	0	0	0	1,515,731
63718 Moorhead Center Improvements-CTF	780,000	400,000	600,000	0	0	0	1,000,000
<b>Total Moorhead Improvements</b>	<b>1,281,017</b>	<b>1,265,583</b>	<b>1,250,148</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,515,731</b>
<i>Rec Infra</i>							
(New) Aquatics Infrastructure-CTF	0	150,000	0	0	500,000	500,000	1,150,000
(New) Beck Pool Renovation-CTF	0	0	800,000	0	0	0	800,000
63742 Recreation Fitness Equipment - CTF	70,000	90,000	140,000	140,000	140,000	140,000	650,000
(New) Recreation Infrastructure-AdCo	0	0	0	0	50,000	100,000	150,000

**Parks, Recreation & Open Space Detail By Project**

Program\SubProgram\Fund	2021 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b>Infrastructure-Recreation</b>							
63703 Recreation Infrastructure-CTF	200,000	525,000	250,000	325,000	375,000	375,000	1,850,000
<i>Total Rec Infra</i>	<b>270,000</b>	<b>765,000</b>	<b>1,190,000</b>	<b>465,000</b>	<b>1,065,000</b>	<b>1,115,000</b>	<b>4,600,000</b>
<b>Total Infrastructure-Recreation</b>	<b>1,551,017</b>	<b>\$2,030,583</b>	<b>\$2,440,148</b>	<b>\$465,000</b>	<b>\$1,065,000</b>	<b>\$1,115,000</b>	<b>\$7,115,731</b>
<b>Parks Infrastructure</b>							
<i>Athletic Field Renovation</i>							
61950 Athletic Field Renovation-ArCo	75,000	75,000	75,000	75,000	75,000	75,000	375,000
<i>Total Athletic Field Renovation</i>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>375,000</b>
<i>Ballfield Renovation</i>							
62970 Ballfield Renovation-ArCo	0	250,000	150,000	150,000	150,000	0	700,000
62971 Ballfield Renovation-CTF	0	0	0	0	0	150,000	150,000
<i>Total Ballfield Renovation</i>	<b>0</b>	<b>250,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>850,000</b>
<i>Blue Grass Conversion</i>							
63750 Turf Conversion-ArCo	100,000	100,000	100,000	100,000	100,000	100,000	500,000
62782 Turf Conversion-CTF	200,000	100,000	0	150,000	50,000	50,000	350,000
<i>Total Blue Grass Conversion</i>	<b>300,000</b>	<b>200,000</b>	<b>100,000</b>	<b>250,000</b>	<b>150,000</b>	<b>150,000</b>	<b>850,000</b>
<i>Bridge Inspect/Repairs</i>							
62972 Bridge Inspections/Repairs-CTF	0	150,000	0	150,000	0	150,000	450,000
<i>Total Bridge Inspect/Repairs</i>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>150,000</b>	<b>450,000</b>
<i>Const Parks Small Projects</i>							
63744 Security Lighting - CTF	50,000	75,000	75,000	75,000	75,000	75,000	375,000
<i>Total Const Parks Small Projects</i>	<b>50,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>375,000</b>
<i>Court Replacement</i>							
61945 Court Replacement-ArCo	0	400,000	300,000	200,000	0	500,000	1,400,000
61962 Court Replacement-CTF	0	100,000	0	0	200,000	0	300,000
<i>Total Court Replacement</i>	<b>0</b>	<b>500,000</b>	<b>300,000</b>	<b>200,000</b>	<b>200,000</b>	<b>500,000</b>	<b>1,700,000</b>
<i>Irrigation Controller Renovation</i>							
63737 Irrigation Controller Renovation-ArCO	25,000	25,000	25,000	25,000	25,000	25,000	125,000

## Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2021 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b>Parks Infrastructure</b>							
61967 Irrigation Controller Renovation-CTF	25,000	25,000	25,000	25,000	25,000	25,000	125,000
<b>Total Irrigation Controller Renovation</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>250,000</b>
<b>Irrigation Renovation</b>							
(New) Irrigation Replacement-AdCo	0	0	0	0	0	100,000	100,000
61949 Irrigation Replacement-ArCo	100,000	100,000	100,000	0	100,000	500,000	800,000
<b>Total Irrigation Renovation</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>	<b>600,000</b>	<b>900,000</b>
<b>Median Maintenance</b>							
62846 Median Development-CPF	609,100	609,100	1,250,000	1,250,000	1,250,000	1,250,000	5,609,100
61969 Median Maintenance	37,325	44,790	44,790	44,790	44,790	44,790	223,950
<b>Total Median Maintenance</b>	<b>646,425</b>	<b>653,890</b>	<b>1,294,790</b>	<b>1,294,790</b>	<b>1,294,790</b>	<b>1,294,790</b>	<b>5,833,050</b>
<b>Park Path Replacement</b>							
62910 Park Path Replacement-AdCo	20,000	0	20,000	20,000	20,000	0	60,000
61984 Park Path Replacement-ArCo	50,000	50,000	50,000	50,000	50,000	0	200,000
61963 Park Path Replacement-CTF	0	20,000	20,000	20,000	20,000	100,000	180,000
<b>Total Park Path Replacement</b>	<b>70,000</b>	<b>70,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>100,000</b>	<b>440,000</b>
<b>Park Tree Planting</b>							
62911 Park Tree Planting-AdCo	10,000	0	10,000	10,000	10,000	10,000	40,000
62810 Park Tree Planting-ArCo	20,000	20,000	20,000	20,000	40,000	40,000	140,000
61964 Park Tree Planting-CTF	0	10,000	10,000	10,000	10,000	10,000	50,000
<b>Total Park Tree Planting</b>	<b>30,000</b>	<b>30,000</b>	<b>40,000</b>	<b>40,000</b>	<b>60,000</b>	<b>60,000</b>	<b>230,000</b>
<b>Parks Infra Small Projects</b>							
62781 ADA Compliance-CTF	50,000	50,000	50,000	50,000	50,000	50,000	250,000
62755 Infra Parks Small Projects-AdCo	0	0	0	0	100,000	100,000	200,000
61947 Infra Parks Small Projects-ArCo	100,000	100,000	100,000	100,000	100,000	100,000	500,000
61968 Infra Parks Small Projects-CTF	0	50,000	50,000	50,000	50,000	50,000	250,000
62793 O&M Infrastructure-ArCo	115,000	115,000	115,000	115,000	115,000	115,000	575,000
62783 O&M Infrastructure-CTF	50,000	100,000	100,000	100,000	100,000	100,000	500,000

**Parks, Recreation & Open Space Detail By Project**

Program\SubProgram\Fund	2021 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Parks Infrastructure</u></b>							
<i>Total Parks Infra Small Projects</i>	<b>315,000</b>	<b>415,000</b>	<b>415,000</b>	<b>415,000</b>	<b>515,000</b>	<b>515,000</b>	<b>2,275,000</b>
<i>Playground Renovation</i>							
61946 Playground Renovation-ArCo	0	0	350,000	300,000	400,000	500,000	1,550,000
63741 Playground Renovation-CTF	0	400,000	0	100,000	0	0	500,000
(New) Playground Resurfacing-AdCo	0	0	0	0	0	100,000	100,000
(New) Playground Resurfacing-ArCO	0	0	0	0	0	100,000	100,000
61965 Playground Resurfacing-CTF	50,000	100,000	50,000	50,000	100,000	0	300,000
<i>Total Playground Renovation</i>	<b>50,000</b>	<b>500,000</b>	<b>400,000</b>	<b>450,000</b>	<b>500,000</b>	<b>700,000</b>	<b>2,550,000</b>
<i>Signage</i>							
62809 Park Signage-AdCo	7,500	0	7,500	7,500	15,000	50,000	80,000
61948 Park Signage-ArCo	30,000	30,000	35,000	35,000	60,000	100,000	260,000
61732 Park Signage-CTF	0	20,000	7,500	7,500	15,000	50,000	100,000
<i>Total Signage</i>	<b>37,500</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>90,000</b>	<b>200,000</b>	<b>440,000</b>
<b>Total Parks Infrastructure</b>	<b>1,723,925</b>	<b>\$3,118,890</b>	<b>\$3,139,790</b>	<b>\$3,289,790</b>	<b>\$3,349,790</b>	<b>\$4,619,790</b>	<b>\$17,518,050</b>
<b><u>System-wide Planning</u></b>							
<i>Dog Parks</i>							
62935 Dog Park Study-ArCo	0	40,000	0	0	0	0	40,000
(New) Dog Park Study-CTF	0	10,000	0	0	0	0	10,000
<i>Total Dog Parks</i>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
<i>Equity Study</i>							
62964 Equity Analysis/Index-PDF	0	150,000	0	0	0	0	150,000
<i>Total Equity Study</i>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>
<i>Parks Equity Implementation</i>							
62949 Park Equity Implementation-AdCo	0	0	0	500,000	500,000	0	1,000,000
62950 Park Equity Implementation-ArCo	0	0	1,000,000	0	0	0	1,000,000
62951 Park Equity Implementation-CTF	0	0	500,000	0	0	0	500,000
<i>Total Parks Equity Implementation</i>	<b>0</b>	<b>0</b>	<b>1,500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>2,500,000</b>

**Parks, Recreation & Open Space Detail By Project**

Program\SubProgram\Fund	2021 Projected Budget <sup>1</sup>	Five-Year Plan					Total Cost 2022 - 2026
		2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b>System-wide Planning</b>							
<i>PROS Asset Survey</i>							
(New) PROS Asset Survey and Capital Maintenance Plan-PDF	0	300,000	0	0	0	0	300,000
<b>Total PROS Asset Survey</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>
<i>PROS System Master Plan</i>							
62965 PROS System Master Plan-ArCo	0	100,000	0	0	0	0	100,000
62966 PROS System Master Plan-PDF	0	400,000	0	0	0	0	400,000
<b>Total PROS System Master Plan</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>
<b>Total System-wide Planning</b>	<b>0</b>	<b>\$1,000,000</b>	<b>\$1,500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$3,500,000</b>
<b>Total Parks, Recreation &amp; Open Space</b>	<b>\$6,114,612</b>	<b>\$19,799,033</b>	<b>\$17,698,073</b>	<b>\$12,338,669</b>	<b>\$13,100,595</b>	<b>\$11,004,182</b>	<b>\$73,940,552</b>

<sup>1</sup> Figures represent an estimate of how the 2021 adopted budget will be amended by year-end 2021. This column includes the 2021 adopted budget plus budget transfers, Fall 2020 and Spring 2021 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2021. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

## 2022 - 2026 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2020 <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026	
			2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned		
<b><u>Wastewater Fund</u></b>									
<b><u>Collection</u></b>									
52516	2nd Creek Interceptor	478,918	0	0	0	0	0	0	
52422	Annual Sewer Rehab	493,069	2,850,000	0	750,000	2,250,000	750,000	2,250,000	6,000,000
52107	First Creek Interceptor	3,200,786	0	30,775,000	20,800,000	0	0	0	51,575,000
52111	First Creek Lift Station	636,779	0	0	0	0	200,000	500,000	700,000
52106	High Point LS Improvements	80	0	1,500,000	0	0	0	200,000	1,700,000
52482	Interceptor Rehab	1,833,915	4,000,000	0	750,000	2,250,000	750,000	2,250,000	6,000,000
52361	Kings Point South Interceptor	7,333	0	0	0	0	0	0	0
52462	Manhole Lining & Rehab	0	100,000	0	100,000	500,000	0	600,000	1,200,000
52461	Misc Sewer Replacement	621,300	6,490,033	8,350,000	350,000	0	200,000	1,700,000	10,600,000
52391	Miscellaneous Lift Station/Force Main Rehab	90,654	450,000	2,600,000	0	150,000	300,000	150,000	3,200,000
52581	New Sewer Line Construction	0	100,000	400,000	3,000,000	0	4,200,000	33,000,000	40,600,000
52346	Reimbursement	3,000,000	600,000	0	3,750,000	0	0	0	3,750,000
52110	Second Creek Regional Lift Station	78	0	0	0	0	0	0	0
52336	Senac Creek Interceptor	308,089	13,000,000	0	0	0	0	0	0
	<b>Program Total</b>	<b>10,671,001</b>	<b>27,590,033</b>	<b>43,625,000</b>	<b>29,500,000</b>	<b>5,150,000</b>	<b>6,400,000</b>	<b>40,650,000</b>	<b>125,325,000</b>
<b><u>Operations &amp; General Management</u></b>									
52339	Billing System - Sewer	0	900,000	0	0	0	0	0	0
52338	Billing System - Storm	0	450,000	0	0	0	0	0	0
52658	Sand Creek Water Reuse Plant	3,279,638	4,560,000	1,500,000	1,500,000	0	0	1,500,000	4,500,000
52349	SCADA Improvements - Sewer	1,063,413	0	750,000	0	0	0	0	750,000
52354	SEAM Maintenance Facility-Sewer	7,501,014	25,000,000	0	0	0	0	0	0
52355	SEAM Maintenance Facility-Storm	4,493,556	15,000,000	0	0	0	0	0	0
52493	Senac/Murphy Creek Improvements	1,460,190	0	0	0	0	0	0	0
52366	UPS Replacement - Sewer	195,915	0	0	0	0	0	0	0
52552	Waste Water Utility Plan Update-SS	28,627	0	0	500,000	0	0	0	500,000
	<b>Program Total</b>	<b>18,022,353</b>	<b>45,910,000</b>	<b>2,250,000</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>	<b>5,750,000</b>
<b><u>Storm Water</u></b>									
52359	Buckley AFB Stream Improvements	774,775	0	0	0	0	0	0	0

## 2022 - 2026 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2020 <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026	
			2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned		
<b><u>Wastewater Fund</u></b>									
52492	Cherry Creek @ Arapahoe Rd Drainage Improvements	200,000	0	0	0	0	0	0	
52570	Concrete Channel Rehab	484,584	0	300,000	0	0	0	300,000	
(New)	Crossing Structure Projects (Bridge/Culverts)	0	0	0	750,000	7,000,000	0	7,750,000	
52599	Detention Ponds/Improvements	285,403	0	0	0	0	11,459,845	11,459,845	
52535	Easterly Creek Outfall Improvements	3,132,760	1,948,815	0	0	400,000	300,000	700,000	
52895	Fitzsimons Drainage Improvements	9,827,111	0	0	0	0	0	0	
52438	Hutchinson Channel Rehab	500,000	1,000,000	0	1,000,000	0	0	1,000,000	
52539	Lower Westerly Imp-SD	38,918	0	0	0	0	0	0	
52463	Miscellaneous Stream Restoration	44,316	0	0	2,000,000	0	0	500,000	
52509	Peninsula Townhomes	1,333,300	0	0	0	0	0	0	
52345	Reimbursements	1,682,308	0	0	575,000	1,386,487	711,487	111,487	
52358	Sand Creek OSP Public Works 6th Ave Extension	52,036	0	0	0	0	0	0	
52465	Storm Corrugated Metal Pipe Rehab	836,301	1,500,000	0	1,500,000	200,000	1,500,000	1,500,000	
52580	Storm Drain System Improvement	1,966,075	600,000	0	500,000	0	0	500,000	
52369	Storm Reinforced Concrete Pipe Rehab	81,000	0	0	0	0	0	0	
(New)	TBD Stormwater Development Projects	0	0	0	0	3,886,079	0	3,886,079	
52353	Upper 1st Creek: Det Pond-DV	468,394	400,000	400,000	400,000	400,000	400,000	400,000	
52586	Upper 1st Creek: Det Pond-SI	595,772	0	0	0	0	0	0	
52364	Westerly Creek Future Phases	5,339,431	700,000	1,240,000	11,350,000	0	500,000	4,852,145	
<b>Program Total</b>		<b>27,642,484</b>	<b>6,148,815</b>	<b>1,940,000</b>	<b>17,325,000</b>	<b>6,622,566</b>	<b>10,511,487</b>	<b>23,509,556</b>	<b>59,908,609</b>
Wastewater Fund		56,335,838	79,648,848	47,815,000	48,825,000	11,772,566	16,911,487	65,659,556	190,983,609
<b>Total Wastewater Fund</b>		<b>\$56,335,838</b>	<b>\$79,648,848</b>	<b>\$47,815,000</b>	<b>\$48,825,000</b>	<b>\$11,772,566</b>	<b>\$16,911,487</b>	<b>\$65,659,556</b>	<b>\$190,983,609</b>
<b><u>Water Fund</u></b>									
<b><u>Operations &amp; General Management</u></b>									
52303	Asset Management Program - Water	31,502	0	0	0	0	0	0	
52340	Billing System - Water	0	3,150,000	0	0	0	0	0	
52201	Lowry Meter	43,978	0	0	0	0	0	0	
52768	Meter Replacement Program	6,280,895	0	4,000,000	4,000,000	4,000,000	0	0	
52348	SCADA Improvements - Water	1,061,767	0	750,000	0	0	0	0	



## 2022 - 2026 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2020 <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026
				2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b><u>Water Fund</u></b>									
52805	SEAM Maintenance Facility-Water	20,400,439	60,000,000	0	0	0	0	0	0
52344	Solar Projects	964,516	150,000	1,000,000	150,000	1,000,000	150,000	1,000,000	3,300,000
52367	UPS Replacement - Water	127,057	0	0	0	0	0	0	0
52466	Vault/Valve Rehabilitation	15,058	201,608	207,656	213,887	220,303	226,912	233,719	1,102,477
52342	Water Master Plan	1,000,000	0	0	0	0	0	0	0
<b>Program Total</b>		<b>29,925,212</b>	<b>63,501,608</b>	<b>5,957,656</b>	<b>4,363,887</b>	<b>5,220,303</b>	<b>376,912</b>	<b>1,233,719</b>	<b>17,152,477</b>
<b><u>Pumping</u></b>									
(New)	210-PWP Raw Water Pump Station Exp	0	0	0	1,000,000	0	0	2,287,200	3,287,200
52374	Aurora Hills PROS Pump Station	15,187	0	0	0	0	0	0	0
52376	Aurora Pump Station Upgrades	2,606,429	0	0	0	0	0	0	0
52302	Pump Station Improvements	1,923,767	1,000,000	3,400,000	350,000	2,000,000	0	500,000	6,250,000
<b>Program Total</b>		<b>4,545,383</b>	<b>1,000,000</b>	<b>3,400,000</b>	<b>1,350,000</b>	<b>2,000,000</b>	<b>0</b>	<b>2,787,200</b>	<b>9,537,200</b>
<b><u>Source of Supply Other</u></b>									
52495	54"/40" Rampart Appurtenances Rehab	6,955,591	0	0	0	250,000	2,000,000	0	2,250,000
52488	North Campus Well Rehab	6,977,867	3,150,000	1,500,000	0	0	0	0	1,500,000
52108	PW North Campus Expansion	4,317,912	13,300,000	0	1,000,000	1,500,000	5,500,000	308,041	8,308,041
52356	PW Pipelines	41,704	0	0	0	0	0	0	0
52498	Rampart Tunnel Rehab	107,890	0	0	0	500,000	0	0	500,000
52347	Rampart Water Delivery System	1,391,465	500,000	1,500,000	0	102,564,586	15,000,000	18,650,405	137,714,991
52350	Water Delivery Infrastructure	21,484	2,500,000	1,500,000	0	0	0	0	1,500,000
52560	Well Field Land Acquisition	4,462,397	4,000,000	0	0	3,000,000	0	0	3,000,000
52341	Wemlinger Blended Water Pipeline	299,779	500,000	3,000,000	0	0	0	0	3,000,000
<b>Program Total</b>		<b>24,576,089</b>	<b>23,950,000</b>	<b>7,500,000</b>	<b>1,000,000</b>	<b>107,814,586</b>	<b>22,500,000</b>	<b>18,958,446</b>	<b>157,773,032</b>
<b><u>Source of Supply Storage</u></b>									
52352	Aquifer Storage and Recovery Development	1,463,612	0	5,120,000	800,000	960,000	9,600,000	400,000	16,880,000
52370	Aurora Reservoir Improvements	2,705,129	0	0	0	0	0	0	0
52377	Box Creek Reservoir	5,923	0	50,000	50,000	50,000	50,000	0	200,000
52669	Homestake Capital Projects	356,880	0	3,685,853	3,661,903	2,051,557	3,018,175	4,455,000	16,872,488
52700	Homestake/Eagle River Project	1,028,895	0	1,065,000	1,000,000	1,000,000	1,000,000	1,000,000	5,065,000

## 2022 - 2026 Capital Improvement Program Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2020 <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026
			2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
<b>Water Fund</b>								
52385 Lower SP Storage/Everist	1,004,814	0	3,730,000	1,148,000	2,400,000	5,000,000	0	12,278,000
52383 Lower SP Storage/Walker	1,396,790	0	1,500,000	0	0	0	0	1,500,000
52565 LSP Storage/Clare-WA	5,669,144	0	0	0	0	0	0	0
52384 LSP/Kirby-Dersham/Challenger	730,637	0	335,000	4,089,000	0	0	0	4,424,000
52564 Wetlands-Water	1,782,041	0	745,000	670,000	930,000	930,000	0	3,275,000
52396 Wild Horse Reservoir	15,864,473	0	1,750,000	4,950,000	9,350,000	5,400,000	96,500,000	117,950,000
<b>Program Total</b>	<b>32,008,338</b>	<b>0</b>	<b>17,980,853</b>	<b>16,368,903</b>	<b>16,741,557</b>	<b>24,998,175</b>	<b>102,355,000</b>	<b>178,444,488</b>
<b><u>Source of Supply Water</u></b>								
52379 Arkansas Basin Land Acquisition	759,001	2,000,000	0	0	3,500,000	2,000,000	2,000,000	7,500,000
52351 Heritage Eagle Bend	383,366	0	0	0	0	0	0	0
52959 Raw Water Rehab	10,887,924	10,700,000	11,400,000	12,000,000	0	0	0	23,400,000
52382 Rocky Ford II	953,217	250,000	0	0	0	0	0	0
52381 Water Rights Acquisition	0	51,730,991	17,500,000	17,500,000	33,000,000	17,500,000	17,500,000	103,000,000
<b>Program Total</b>	<b>12,983,508</b>	<b>64,680,991</b>	<b>28,900,000</b>	<b>29,500,000</b>	<b>36,500,000</b>	<b>19,500,000</b>	<b>19,500,000</b>	<b>133,900,000</b>
<b><u>Transmission &amp; Distribution</u></b>								
52954 Line Replacement	2,043,861	4,500,000	3,750,000	0	3,750,000	0	5,000,000	12,500,000
52416 New T&D Water Mains	10,755,316	9,300,000	5,100,000	15,500,000	5,000,000	5,000,000	5,000,000	35,600,000
52467 Pressure Reducing Valve Rehab Replacement	2,165,173	1,970,000	1,970,000	3,470,000	1,470,000	1,470,000	1,470,000	9,850,000
(New) Reimbursements	0	0	0	199,495	3,354,657	0	0	3,554,152
52343 Storage Tank	1,000,000	1,000,000	5,000,000	5,000,000	0	0	0	10,000,000
52932 Transmission & Vault Rehab	1,758,769	2,300,000	2,300,000	1,700,000	1,000,000	1,700,000	700,000	7,400,000
<b>Program Total</b>	<b>17,723,119</b>	<b>19,070,000</b>	<b>18,120,000</b>	<b>25,869,495</b>	<b>14,574,657</b>	<b>8,170,000</b>	<b>12,170,000</b>	<b>78,904,152</b>
<b><u>Treatment</u></b>								
52504 Binney WPF Improvements	1,120,565	6,675,000	8,600,000	0	350,000	5,350,000	350,000	14,650,000
52616 Griswold Water Purification Facility	18,492,682	11,500,000	15,050,000	20,050,000	1,350,000	1,050,000	6,350,000	43,850,000
52486 Wemlinger WPF Improvements	2,234,286	1,474,000	450,000	450,000	12,450,000	24,450,000	17,450,000	55,250,000
<b>Program Total</b>	<b>21,847,533</b>	<b>19,649,000</b>	<b>24,100,000</b>	<b>20,500,000</b>	<b>14,150,000</b>	<b>30,850,000</b>	<b>24,150,000</b>	<b>113,750,000</b>
Water Fund	143,609,182	191,851,599	105,958,509	98,952,285	197,001,103	106,395,087	181,154,365	689,461,349
<b>Total Water Fund</b>	<b>\$143,609,182</b>	<b>\$191,851,599</b>	<b>\$105,958,509</b>	<b>\$98,952,285</b>	<b>\$197,001,103</b>	<b>\$106,395,087</b>	<b>\$181,154,365</b>	<b>\$689,461,349</b>

**2022 - 2026 Capital Improvement Program  
Aurora Water Detail By Project**

Fund\Program\Subfund	Carryforward Appropriation 2020 <sup>1</sup>	2021 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2022 - 2026
			2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned	
Total Aurora Water	\$199,945,020	\$271,500,447	\$153,773,509	\$147,777,285	\$208,773,669	\$123,306,574	\$246,813,921	\$880,444,958

1 Figures represent previous years unspent appropriation as of December 31, 2020, as reported in the 2020 Annual Comprehensive Financial Report.

2 Figures represent an estimate of how the 2021 adopted budget will be amended by year-end 2021. This column includes the 2021 adopted budget plus budget transfers, Fall 2020 and Spring 2021 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2021. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.



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# City of Aurora, Colorado

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2022 CITY OF AURORA  
ADOPTED BUDGET

## Appendix 3

# Operating Transfers





## Schedule of Annual Operating Transfers

Operating Transfer Out	Operating Transfer In	Amount	Comments
Fund Name	Fund Name	2022 Adopted	
General	ACLC	\$ 11,079,929	AMC lease payment (\$7,098,500); Fleet lease payments (\$3,254,975); Fire SCBA (\$337,226); History Museum (\$157,835); and Crime Lab (\$231,393)
General	Capital Projects	44,514,786	\$41.3 million for 100 percent of building material and other use taxes, 4 percent of all other General Fund revenue, \$2.0 million for road maintenance, \$1.0 million Green Fund Payback. At the September 25 Budget Workshop, Council added \$250,000 for traffic calming.
General	Community Development	257,618	City match for HOME grant
General	Cultural Services	1,460,884	Annual transfer to Cultural Services Fund
General	Designated Revenues Fund	50,000	Annual Transfer for Victim Assistance
General	Enhanced E-911	4,892,737	Annual transfer to Enhanced E-911 Fund
General	Fleet Fund	121,000	Support amendment to purchase a fleet utility truck
General	Parking and Mobility	746,498	Annual transfer to Parking and Mobility Fund
General	Recreation	7,540,953	Annual transfer to Recreation Fund
General	Risk Management	63,000	Annual transfer to Risk Management Fund for respiratory protection compliance physicals
Conservation Trust	Golf Courses	250,000	Funding for Conservation Trust approved capital projects in the Golf Courses Fund
Marijuana Tax Revenue	ACLC	4,000,000	Transfer from Marijuana Tax Revenue Fund to ACLC for Recreation Center funding
Marijuana Tax Revenue	Capital Projects	6,000,000	Transfer from Marijuana Tax Revenue Fund to Capital Projects Fund for street maintenance
Open Space	ACLC	1,123,000	Debt service payment for 2014 COPs for Sports Park expansion.
<b>Total Transfer Out</b>	<b>Total Transfer In</b>	<b>\$ 82,100,405</b>	





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# City of Aurora, Colorado

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2022 CITY OF AURORA  
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 2022, the following changes have been made to the City Council budget:

### *Base Changes*

- There is a minor personal services increase associated with pay increases and health care costs. There is a small increase in risk management budget;
- \$15,000 was added to dues and subscriptions to cover the DRCOG payment and also reinstate the miscellaneous line item. The latter is important as often dues and subscription increases are realized after the adoption of the budget; and
- \$1,000 was added to cover the increasing cost of managing the Citizen Academy.

### *Proposed Amendments*

- A \$22,000 amendment was made to reestablish the travel and training cut made in 2021;
- A \$1.0 million amendment was included in the City Council budget as a set-aside to fund Council ideas as part of the creation of the 2022 budget; and
- \$16,000 was added to reestablish the Council Contingency cut made in 2021.

### *Post-Proposed Amendments*

At the September 25 Budget Workshop, Council made the following changes to the City Council budget:

- A \$10,000 amendment was made for an Arts Festival, and
- The \$1.0 million set-aside was removed as the funds were added to department budgets.

The table on the following page provides a line-item account of the change in the City Council budget from 2021 to 2022.

## Appendix 4 - City Council Budget Detail

	2021 Original	2022 Base Adj	2022 Amends	2022 Adopted
<b>Personal Services</b>	\$ 839,439	\$ 6,521	\$ -	\$ 845,960
<b>Dues and Subscriptions</b>				
Aurora Chamber	75,000			75,000
Aurora Health Access	2,500			2,500
Colorado Municipal League (CML)	113,030			113,030
Denver Regional Council of Gov'ts (DRCOG)	76,300	10,000		86,300
Metro Mayors Caucus	28,957			28,957
National League of Cities (NLC)	18,592			18,592
NOISE	3,444			3,444
Regional Air Quality Council (RAQC)	26,000			26,000
Regional Econ Advancement Partnership	2,000			2,000
U.S. Conference of Mayors	17,511			17,511
Centennial NOISE	1,000			1,000
Miscellaneous	-	5,000		5,000
Unallocated Dues and Subscriptions	2,350			2,350
<b>Subtotal, Dues and Subscriptions</b>	<b>366,684</b>	<b>15,000</b>	<b>-</b>	<b>381,684</b>
<b>Travel, Training and Conferences</b>				
Council Individual Travel Budgets	59,000		22,000	81,000
Federal Annual Lobbying Trip	15,000			15,000
<b>Subtotal, Travel, Training and Conference</b>	<b>74,000</b>	<b>-</b>	<b>22,000</b>	<b>96,000</b>
<b>Designated Items</b>				
Adams Co. Mayors and Commissioners Youth Award	850			850
AMHC Benefit Luncheon Table	1,000			1,000
APS Foundation Annual Gala Table	3,000			3,000
Arapahoe County Fair	5,000			5,000
Armed Forces Luncheon	2,500			2,500
Arts Festival (added at Sept 25 budget workshop)	-		10,000	10,000
Aurora Chamber - Business Directory	600			600
Aurora Chamber Table	1,400			1,400
Aurora Econ Dev Council (AEDC) A-List Table	2,000			2,000
Aurora Guide	1,150			1,150
Aurora Scholars	5,000			5,000
Aurora Singers	2,500			2,500
Aurora Symphony Orchestra	2,500			2,500
CCA Foundation Scholarship Luncheon Table	1,250			1,250
CCS Foundation Annual Gala Table	3,000			3,000
Citizen Academy Expenses	1,000	1,000		2,000
Community Asset CCSD Youth	1,500			1,500
Metro Mayor Youth Award - Arapahoe	1,000			1,000
National Civic League sponsorship - All America City	2,500			2,500
State of the City Table (Aurora Rotary)	1,300			1,300
State of the City Regional Breakfast	1,400			1,400
Visit Aurora Guide	4,000			4,000
<b>Subtotal, Designated Items</b>	<b>44,450</b>	<b>1,000</b>	<b>10,000</b>	<b>55,450</b>
<b>Council Contingency</b>	-		16,000	16,000
<b>All other expenses*</b>	26,811	895	-	27,706
<b>GRAND TOTAL</b>	<b>\$1,351,384</b>	<b>\$ 23,416</b>	<b>\$ 48,000</b>	<b>\$1,422,800</b>
*Temporary services, supplies and services, internal service charges, printing, etc.				



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# City of Aurora, Colorado

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2022 CITY OF AURORA  
ADOPTED BUDGET

## Appendix 5

# Marijuana Tax Revenue Fund Detail





## Marijuana Tax Revenue Fund Detail

	2019 - Prior	2020	2021	2022	2023	2024	2025	2026
	Actual	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>BEGINNING Funds Available</b>	\$ -	\$ 1,797,671	\$ 5,249,878	\$ 8,489,169	\$ 11,312,213	\$ 14,566,153	\$ 18,213,962	\$ 22,267,454
<b>REVENUE</b>								
<b>Revenue Total</b>	<b>\$ 38,735,048</b>	<b>\$ 14,657,538</b>	<b>\$ 16,527,792</b>	<b>\$ 17,385,390</b>	<b>\$ 17,953,157</b>	<b>\$ 18,488,001</b>	<b>\$ 19,038,891</b>	<b>\$ 19,606,308</b>
<b>APPROPRIATIONS / COMMITMENTS</b>								
Debt Service for Recreation Centers	\$ 9,996,309	\$ 1,998,311	\$ 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	750,000	250,000	250,000	-	-	-	-	-
Transportation Projects and Road Maintenance	15,900,000	4,000,000	4,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
General Fund 2020 Balancing	-	2,000,000	-	-	-	-	-	-
Youth Violence Prevention (1.0% special sales tax)	-	-	1,911,713	1,525,090	1,570,843	1,617,968	1,666,507	1,716,503
Victim Assistance Subsidy	-	183,930	-	-	-	-	-	-
Homelessness Services:								
3 years of \$1.5M	4,500,000	-	-	-	-	-	-	-
2.0% special sales tax	5,111,067	2,773,090	3,126,788	3,037,256	3,128,374	3,222,225	3,318,892	3,418,459
<b>Appropriations/Commitments Total</b>	<b>\$ 36,937,377</b>	<b>\$ 11,205,331</b>	<b>\$ 13,288,501</b>	<b>\$ 14,562,346</b>	<b>\$ 14,699,217</b>	<b>\$ 14,840,192</b>	<b>\$ 14,985,399</b>	<b>\$ 15,134,963</b>
<b>EXCESS (DEFICIENCY) OF TOTAL REVENUE OVER TOTAL EXPENDITURES</b>	<b>\$ 1,797,671</b>	<b>\$ 3,452,207</b>	<b>\$ 3,239,291</b>	<b>\$ 2,823,044</b>	<b>\$ 3,253,940</b>	<b>\$ 3,647,809</b>	<b>\$ 4,053,492</b>	<b>\$ 4,471,345</b>
<b>YOUTH VIOLENCE PREVENTION RESERVE</b>	<b>\$ -</b>	<b>\$ 451,246</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>UNASSIGNED REVENUE</b>	<b>\$ 1,797,671</b>	<b>\$ 4,798,632</b>	<b>\$ 8,489,169</b>	<b>\$ 11,312,213</b>	<b>\$ 14,566,153</b>	<b>\$ 18,213,962</b>	<b>\$ 22,267,454</b>	<b>\$ 26,738,799</b>

Through 2026, City Council has appropriated/committed \$135.7 million of the \$162.4 million projected revenue. This includes an ongoing appropriation of \$4.0 million annually to service debt: \$2.0 million each for the Central Recreation Center and the new Southeast Recreation Center. In 2022, the city dedicated an additional \$2.0 million for road maintenance which brings the total amount contributed to transportation projects and road maintenance to \$6.0 million. A 2.0 percent special sales tax designated for Homelessness Services was implemented in July 2017 and is projected to generate \$3.0 million to \$3.4 million annually. In July 2020, a 1.0 percent special sales tax was implemented for Youth Violence Prevention and is projected to generate \$1.5 million to \$1.7 million annually over the five-year forecast. In 2021, \$451,200 in accumulated funds available plus ongoing funding of \$1.5 million is projected in this program, reflecting the committed funding total of \$1.9 million. Unused funds will revert to the youth violence prevention reserve.





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# City of Aurora, Colorado

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2022 CITY OF AURORA  
ADOPTED BUDGET

## 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 court surcharge programs consist of Problem Solving Courts, Victim Assistance, Public Safety Assistance Agencies, and includes the Court Technology program. The programs are funded by individual program fees and surcharges assessed by the Municipal Court on all standard city fines for ordinance violations (e.g. traffic tickets). The \$50.00 surcharge is allocated to each program as follows: Problem Solving Courts (Teen Court, Wellness Court, and Armed Forces Treatment Court) \$15.00, Victim Assistance \$23.50, Public Safety Assistance Agencies \$10.50, and Court Technology \$1.00.

Court Surcharge Program revenue has been impacted adversely by the COVID-19 pandemic, police reform, increased attrition, and a stronger focus on violent crime reduction. The 2022 budget assumes surcharge revenue will gradually increase from its low in 2020 and return to 2019 levels by 2023. The related revenue shortfall prompted City Council to re-imagine court surcharge program funding and adjust appropriations in the 2021 spring supplemental. Major changes included the transfer of the Aurora for Youth program and 1.0 FTE Victim Assistance Supervisor into the General Fund. The Nexus program, renamed Public Safety Assistance Agencies, emphasizes law enforcement as programs serving the homeless are no longer funded with surcharge revenues and will compete in the next Homeless Request for Proposal (RFP) process in the Marijuana Tax Revenue Fund. In addition, Council re-allocated the \$50.00 court surcharge to each program starting in 2021 to ensure all programs are balanced in the five-year outlook.

The following pages provide a description of each court surcharge program as well as financial data to include a five-year proforma.

**Problem Solving Courts**

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Beginning Funds Available</b>	\$ 639,973	\$ 491,579	\$ 613,860	\$ 535,152	\$ 489,512	\$ 432,352	\$ 363,267
<b>Sources</b>							
Court Fees	\$ 2,217	\$ 2,000	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400
Ticket Surcharges (\$9.50, \$15.00)	180,795	319,875	397,755	441,950	441,950	441,950	441,950
Interest	14,001	10,000	13,000	13,000	13,000	13,000	13,000
Transfer from General Fund	59,017	172,477	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 256,031</b>	<b>\$ 504,352</b>	<b>\$ 416,155</b>	<b>\$ 460,350</b>	<b>\$ 460,350</b>	<b>\$ 460,350</b>	<b>\$ 460,350</b>
<b>Expenditures</b>							
Teen Court	\$ 88,390	\$ 88,006	\$ 160,074	\$ 165,258	\$ 170,627	\$ 176,186	\$ 181,943
Wellness/Armed Forces Treatm. Courts	316,035	294,065	334,789	340,732	346,883	353,249	359,838
<b>Total Expenditures</b>	<b>\$ 404,425</b>	<b>\$ 382,071</b>	<b>\$ 494,863</b>	<b>\$ 505,990</b>	<b>\$ 517,510</b>	<b>\$ 529,435</b>	<b>\$ 541,781</b>
<b>Ending Funds Available</b>	<b>\$ 491,579</b>	<b>\$ 613,860</b>	<b>\$ 535,152</b>	<b>\$ 489,512</b>	<b>\$ 432,352</b>	<b>\$ 363,267</b>	<b>\$ 281,836</b>

The City of Aurora's Problem Solving Courts currently consists of the Aurora Teen Court, the Municipal Wellness Court, and the new Armed Forces Treatment 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 and the Armed Forces Treatment Court provide 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 and the Armed Forces Treatment Court provide 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.

Declining court surcharge revenues prompted City Council to re-imagine court surcharge program funding and increase the surcharge allocation to Problem Solving Courts from \$9.50 to \$15.00 starting in 2021.

**Aurora for Youth (AFY)**

	2020 Actual	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Beginning Funds Available</b>	\$ 487,256	\$ 408,687	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sources</b>							
Ticket Surcharges (\$10.00, \$0.00)	\$ 194,174	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	11,542	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 205,716</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>							
Public Education	\$ 235,813	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Aurora Gang Reduction Impact Prgm	48,472	-	-	-	-	-	-
Transfer to General Fund	-	408,687	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 284,285</b>	<b>\$ 408,687</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Funds Available</b>	<b>\$ 408,687</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Aurora for Youth (AFY) surcharge revenues were allocated to police-based programs that provide a proactive, multi-faceted approach to youth issues in the city. The programing fell under two main categories: Public Education and the Aurora’s Gang Reduction Impact Program (A-GRIP).

Prevention and Intervention was the goal of Public Education which included 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 was to reduce gang association and criminal activity through preventing gang involvement and increasing community awareness.

Declining court surcharge revenues prompted City Council to re-imagine court surcharge program funding. Portions of Aurora for Youth, including 1.0 FTE Patrol Officer, are now funded out of the General Fund while agencies previously funded by Aurora for Youth now compete for Youth Violence Prevention funds in the Marijuana Tax Revenue Fund. The remaining program fund balance of \$408,700 is transferred to the General Fund in 2021.

**Victim Assistance**

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Beginning Funds Available</b>	\$ 107,616	\$ -	\$ -	\$ 3,440	\$ 57,804	\$ 92,433	\$ 106,583
<b>Sources</b>							
Ticket Surcharges (\$15.00, \$23.50)	\$ 291,056	\$ 501,138	\$ 623,149	\$ 692,388	\$ 692,388	\$ 692,388	\$ 692,388
Interest	421	-	200	1,700	2,500	3,300	3,300
Transfer from General Fund	162,982	50,000	50,000	50,000	50,000	50,000	50,000
Transfer from Mrj Tax Rev Fund	183,930	-	-	-	-	-	-
Transfer from Gifts & Grants Fund	-	69,445	-	-	-	-	-
<b>Total Sources</b>	\$ 638,389	\$ 620,583	\$ 673,349	\$ 744,088	\$ 744,888	\$ 745,688	\$ 745,688
<b>Expenditures</b>							
Personal Services	\$ 625,083	\$ 491,165	\$ 537,563	\$ 556,321	\$ 575,735	\$ 595,826	\$ 616,619
Supplies/Other	20,922	29,418	32,346	33,403	34,524	35,712	36,972
Allocation to Victim Witness Board	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>Total Expenditures</b>	\$ 746,005	\$ 620,583	\$ 669,909	\$ 689,724	\$ 710,259	\$ 731,538	\$ 753,591
<b>Ending Funds Available</b>	\$ -	\$ -	\$ 3,440	\$ 57,804	\$ 92,433	\$ 106,583	\$ 98,680

The Victim Assistance 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 2022 budget funds 6.0 FTE Victim Advocates and 1.0 FTE Administrative Assistant. The VSU also maintains an active roster of 15 community volunteer advocates and relies on two interns from area universities for programmatic support. The division is actively seeking new volunteers as pandemic-related restrictions are easing.

Declining court surcharge revenues prompted City Council to re-imagine court surcharge program funding and increase the surcharge allocation to Victim Assistance from \$15.00 to \$23.50 starting in 2021. In addition, 1.0 FTE Victim Assistance Supervisor was transferred to the General Fund in the 2021 spring supplemental. Nevertheless, projected 2021 expenditures exceed the projected funds available in this program. In addition to an ongoing General Fund subsidy of \$50,000, the 2022 budget approves the use of \$69,400 of American Rescue Plan Act (ARPA) funding for solving the program's fund balance issue one-time in 2021, resulting in a year-end fund balance of zero.

## Appendix 6 - Court Surcharge Program Summary

### Public Safety Assistance Agencies

	2020 Actual	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Beginning Funds Available</b>	\$ 328,764	\$ 12,961	\$ -	\$ 11,328	\$ 54,393	\$ 98,058	\$ 142,523
<b>Sources</b>							
Ticket Surcharges (\$14.50, \$10.50)	\$ 281,244	\$ 223,913	\$ 278,428	\$ 309,365	\$ 309,365	\$ 309,365	\$ 309,365
Interest	2,859	-	200	1,000	1,600	2,400	3,000
Transfer from Gifts & Grants Fund	-	30,027	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 284,103</b>	<b>\$ 253,940</b>	<b>\$ 278,628</b>	<b>\$ 310,365</b>	<b>\$ 310,965</b>	<b>\$ 311,765</b>	<b>\$ 312,365</b>
<b>Expenditures</b>							
Aid to Agencies	\$ 599,906	\$ 266,901	\$ 267,300	\$ 267,300	\$ 267,300	\$ 267,300	\$ 267,300
<b>Total Expenditures</b>	<b>\$ 599,906</b>	<b>\$ 266,901</b>	<b>\$ 267,300</b>	<b>\$ 267,300</b>	<b>\$ 267,300</b>	<b>\$ 267,300</b>	<b>\$ 267,300</b>
<b>Ending Funds Available</b>	<b>\$ 12,961</b>	<b>\$ -</b>	<b>\$ 11,328</b>	<b>\$ 54,393</b>	<b>\$ 98,058</b>	<b>\$ 142,523</b>	<b>\$ 187,588</b>

Each year the city makes awards to agencies that support law enforcement. Agencies who have received funding in the past include: Arapahoe House, Aurora Mental Health Center, Gateway Domestic Violence Services, Mile High Behavioral Healthcare, STRIDE Community Health Center (formerly Metro Community Provider Network), and SungateKids. Arapahoe House discontinued detox services in 2017 and Aurora Mental Health Center took over detox services in Aurora. 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 by the end of August, and awards are announced in the fall.

Due to a lack of sustainable funding, the Pilot Triage Program administered by Aurora Mental Health Center was eliminated in mid-2019 and the Fire Department paramedics took over the medical role for the Aurora Cold-Weather Outreach Team, thereby ending the funding of Stride Community Health Center. In addition, declining court surcharge revenues prompted City Council to re-imagine court surcharge program funding in 2021. The Nexus program, renamed Public Safety Assistance Agencies (PSAA), emphasizes law enforcement, and the surcharge allocation to PSAA has decreased from \$14.50 to \$10.50. Gateway Domestic Violence Services, Aurora Mental Health Detox Services, and SungateKids continue to be funded in 2021. Programs serving the homeless are initially funded by fund balance from the 2.0 percent marijuana sales tax funding dedicated to homelessness, and afterwards these programs will compete in the next Homeless RFP process.

2021 agency funding exceeds the projected funds available in this program. The 2022 budget approves the use of \$30,000 of American Rescue Plan Act (ARPA) funding for solving the program's fund balance issue one-time in 2021, resulting in a year-end fund balance of zero.

The following table shows the amount of awards for agencies from 2016-2021.

AGENCY	2016	2017	2018	2019	2020	2021
Gateway Domestic Violence Services	\$ 119,885	\$ 119,885	\$ 119,885	\$ 119,885	\$ 109,095	\$ 109,095
Aurora Mental Health Center	177,720	238,019	341,760	233,423	177,166	106,186
SungateKids	58,000	58,000	58,000	58,000	51,620	51,620
Mile High Behavioral Healthcare	287,940	287,940	287,940	287,940	262,025	-
STRIDE Community Health Center	56,595	56,595	56,595	56,595	-	-
Arapahoe House*	164,310	88,241	(9,667)	-	-	-
<b>TOTAL PROGRAM AWARDS</b>	<b>\$ 864,450</b>	<b>\$ 848,680</b>	<b>\$ 854,513</b>	<b>\$ 755,843</b>	<b>\$ 599,906</b>	<b>\$ 266,901</b>

\* Arapahoe House closed for services in July 2017

## **Court Technology**

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Beginning Funds Available</b>	\$ 78,236	\$ 98,714	\$ 22,325	\$ 26,767	\$ 29,733	\$ 29,763	\$ 29,783
<b>Sources</b>							
Ticket Surcharge (\$1.00)	\$ 18,880	\$ 21,325	\$ 26,517	\$ 29,463	\$ 29,463	\$ 29,463	\$ 29,463
Interest	1,597	1,000	250	270	300	320	350
<b>Total Sources</b>	\$ 20,478	\$ 22,325	\$ 26,767	\$ 29,733	\$ 29,763	\$ 29,783	\$ 29,813
<b>Expenditures</b>							
Expenditures	\$ -	\$ 98,714	\$ 22,325	\$ 26,767	\$ 29,733	\$ 29,763	\$ 29,783
<b>Total Expenditures</b>	\$ -	\$ 98,714	\$ 22,325	\$ 26,767	\$ 29,733	\$ 29,763	\$ 29,783
<b>Ending Funds Available</b>	\$ 98,714	\$ 22,325	\$ 26,767	\$ 29,733	\$ 29,763	\$ 29,783	\$ 29,813

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 court surcharges in 2017 to help mitigate the cost of providing services by the municipal court administration. These funds are being used for Court Technology needs to ensure service improvements for employees and citizens. The ongoing COVID-19 pandemic and virus variants as well as unplanned and unknown events force technology and process changes to the way the Court conducts business. The virtual court appearance process has been adopted as the new business model of court proceedings for the safety and convenience of employees and the public. This upcoming year, Court Technology will be implementing an In-person as well as a WEB/IVR Jail Bonding system that will feature validation of bondsman information as well as kiosks for bonding services to the public. In addition, the division will be tasked with managing continued enhancements to court and detention security systems, court room technology updates and keeping up with ever changing legal prosecution standards.



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# City of Aurora, Colorado

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2022 CITY OF AURORA  
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
22	Marked Patrol Tahoes	Police	Existing Annual Budget Cash Funded	\$1,254,000
3	Unmarked Tahoes	Police	Existing Annual Budget Cash Funded	\$177,000
12	Full-Size Pickups	Police(1), PROS(10), HCS(1)	Existing Annual Budget Cash Funded	\$622,000
8	Misc. Trailers/Equipment	Public Works(3), PROS(5)	Existing Annual Budget Cash Funded	\$412,000
4	Full-Size Van	Public Works(1), Fire(1), Court Admin(1), Library(1)	Existing Annual Budget Cash Funded	\$177,000
8	Unmarked Sedans	Police(7), Fire(1)	Existing Annual Budget Cash Funded	\$259,000
2	Marked Sedan	Fire(1), HCS(1)	Existing Annual Budget Cash Funded	\$66,400
4	Mid-Size SUV	Police(3), Public Works(1)	Existing Annual Budget Cash Funded	\$133,000
2	Fire Engines & Equipment	Fire	Execute leases in 2022; payments starting in 2023	\$1,649,500
1	Fire Ladder Truck & Equipment	Fire	Execute leases in 2022; payments starting in 2023	\$1,275,500
1	Fire Hazmat & Equipment	Fire	Execute leases in 2022; payments starting in 2023	\$1,044,800
1	Fire Tender & Equipment	Fire	Execute leases in 2022; payments starting in 2023	\$915,000
1	Fire Air/Light & Equipment	Fire	Execute leases in 2022; payments starting in 2023	\$1,032,900
5	Dump Trucks	Public Works(4), PROS(1)	Execute leases in 2022; payments starting in 2023	\$1,430,000
1	Asphalt Patch Truck	Public Works	Execute leases in 2022; payments starting in 2023	\$220,000
1	Asphalt/Sidewalk Sweep	Public Works	Execute leases in 2022; payments starting in 2023	\$125,000
1	Backhoe	Public Works	Execute leases in 2022; payments starting in 2023	\$285,000

NOTE: This list does not contain vehicles to be purchased with one-time funding in the Police and Fire Department Budgets.





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# City of Aurora, Colorado

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2022 CITY OF AURORA  
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 levels for HUD programs are uncertain as they are dependent on annual congressional approval. Due to this uncertainty, the 2022 budget includes funding equal to the actual 2021 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.

**2022 CDBG FUNDING – PROGRAMMED FUNDS**

**ADMINISTRATION: (Subject to a 20% Administrative Cap of \$581,774)** \$581,774

- **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:**

- **Housing Rehabilitation Program Staff and Operating Expenses** (Community Development) \$400,000  
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 **are not** part of the 20% CDBG Administrative Cap.
- **Commercial Exterior Renovation Program** (Community Development) \$300,000  
This program provides financial 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-served basis. This program is limited to the HUD-approved Neighborhood Revitalization Strategy Area (NRSA) – 6<sup>th</sup> Ave. North to 25<sup>th</sup> Ave; I-225 West to Yosemite. Priority areas include Colfax Avenue, Montview Blvd and Dayton Street projects.

## Appendix 8 – Community Development Program Detail

- **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 home. 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 \$10,000 for sewer line repairs and up to \$6,000 for all other repairs.
  
- **Minor Home Repair Program** (Community Development) \$350,000  
This citywide program provides financial and technical assistance to income-eligible, owner-occupied homeowners to make minor repairs to their homes. Repairs include items such as removal of non-city-owned hazardous trees, adding handicap access to the home, and replacing windows. The funds are provided in the form of a grant to the homeowner with a maximum project cost of \$15,000.
  
- **Home Repair Loan Program** (Community Development) \$450,000  
This citywide program provides financial and technical assistance to income-eligible, owner-occupied homeowners in need of more extensive home repairs. The funds are provided in the form of a low-interest loan to the homeowner with project costs not to exceed \$45,000.
  
- **Gap Financing Reserve Program** (Community Development) \$237,098  
This citywide program will provide gap financing to organizations or developers who are building or rehabilitating rental housing throughout the city.

### PUBLIC SERVICE: (15% public service cap waived by HUD in 2022)

- **Home Ownership Assistance Program (HOAP)** (Community Development) \$290,000  
These funds are for salaries and operating expenses for the pre-purchase, reverse equity, foreclosure prevention, pre-foreclosure sale, personal financial fitness, and home ownership assistance program counseling services (all counseling is offered at no cost to the participants).  
  
**NOTE:** HOAP is Aurora’s only HUD-approved counseling agency.
  
- **Public Service Operations/Rehabilitation Program** (Community Development) \$100,000  
This program provides financial assistance to agencies that provide a public service to Aurora residents. Projects can include direct financial assistance to help with funding needs of an organization or the rehabilitation of a facility in need of repair that serves Aurora residents.

### PUBLIC FACILITY PROGRAMS AND OTHER PROJECTS:

- **Northwest Aurora Alley Paving Program** (Community Development / Public Works) \$0  
This multi-year program began in 1999 with the intent of the grant funds being utilized to pave existing Northwest Aurora gravel alleyways. No funding has been included in 2022 as this program, and the associated funding, has been moved to the Public Works Department.

**CDBG TOTAL: \$2,908,872**

## Appendix 8 – Community Development Program Detail

### 2022 HOME INVESTMENT PARTNERSHIP (HOME) FUNDING – PROGRAMMED FUNDS

**ADMINISTRATION: (Subject to a 10% Administrative Cap of \$154,496)** \$154,496

- **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 PROGRAMS:**

- **Affordable Housing Gap Financing Reserve Program** (Community Development) \$1,276,343  
This citywide program will provide gap financing to organizations or developers who are building or rehabilitating rental housing throughout the city. The city’s money will leverage other funds such as bank loans and state tax credits to make housing projects financially feasible and to help build affordable units in Aurora.
  
- **Tenant-Based Rental Assistance (TBRA) Program** (Community Development) \$200,000  
This citywide program will provide HOME funds for direct assistance to households whose gross income is 60% or less of the Area Median Income (AMI), who need help paying 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. This program is a more enhanced TBRA program than the Home of Our Own program. Under the program, qualified applicants will be 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) Activities** (Community Development) \$171,746  
This citywide program provides funds to qualified CHDO’s operating in Aurora to construct or rehabilitate affordable housing units to benefit low- to moderate-income individuals and families. HUD requires a minimum of 15% of the city’s annual HOME grant be set aside for this purpose.

**HOME TOTAL: \$1,802,585**



## Appendix 8 – Community Development Program Detail

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### 2022 HEARTH EMERGENCY SOLUTIONS GRANTS (HESG)

**ADMINISTRATION: (Subject to a 7.5% Administrative Cap of \$18,800)** \$18,800

- **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% \$150,405
- Rapid Re-housing / Homeless Prevention capped at 32.5% \$81,469

**HESG TOTAL: \$250,674**

**Attachment A  
Community Development Program Detail**

**2022 Community Development Block Grant - CDBG**

		<b>2021 ADOPTED BUDGET</b>	<b>2021 ACTUAL AWARD</b>	<b>2022 ADOPTED BUDGET</b>
<b>CDBG Entitlement Grant</b>		\$ 2,939,333	\$ 2,808,872	\$ 2,808,872
<b>Program Income</b>		100,000	100,000	100,000
<b>Projected Funding</b>		<b>3,039,333</b>	<b>2,908,872</b>	<b>2,908,872</b>
<b>Total ESTIMATED CDBG Funds Available</b>		<b>\$ 3,039,333</b>	<b>\$ 2,908,872</b>	<b>\$ 2,908,872</b>
<b>City of Aurora Org#</b>	<b>Applicant/Description</b>			
	<b>ADMINISTRATION: (20% Admin Cap CDBG Funding + Program Income)</b>			
64011	Staff/Operating Expenses	\$ 607,866	\$ 581,774	\$ 581,774
	<b>Sub-Total Capped-Admin</b>	<b>607,866</b>	<b>581,774</b>	<b>581,774</b>
	<b>PUBLIC SERVICE:</b>			
64050	Home Ownership Assistance Program (HOAP) - Staff/Operating Expenses	\$ 260,000	\$ 260,000	\$ 290,000
64536	Public Service Operations/Rehab	100,000	100,000	100,000
	<b>Sub-Total Subject to Public Service Cap</b>	<b>360,000</b>	<b>360,000</b>	<b>390,000</b>
	<b>REHABILITATION:</b>			
64059	Rehab Program/Staff/Ops Expense	\$ 285,000	\$ 285,000	\$ 400,000
64135	Commercial Exterior Renovation Program	300,000	300,000	300,000
64534	Emergency Grant Repair Program	200,000	200,000	200,000
64533	Minor Home Repair Program	350,000	350,000	350,000
64532	Home Repair Loan Program	450,000	450,000	450,000
64528	Rehab Gap Financing Reserve	86,467	86,467	237,098

**Attachment A  
Community Development Program Detail**

**2022 Community Development Block Grant - CDBG (Continued)**

		2021 ADOPTED BUDGET	2021 ACTUAL AWARD	2022 ADOPTED BUDGET
	<b>Sub-Total</b>	<b>1,671,467</b>	<b>1,671,467</b>	<b>1,937,098</b>
	<b>PUBLIC FACILITIES AND OTHER PROJECTS:</b>			
64268	Northwest Aurora Alley Paving Program	\$ 400,000	\$ 295,631	\$ -
	<b>Sub-Total</b>	<b>400,000</b>	<b>295,631</b>	<b>-</b>
	<b>Expenditure Totals</b>	<b>\$ 3,039,333</b>	<b>\$ 2,908,872</b>	<b>\$ 2,908,872</b>
	<b>CDBG Funds Available</b>	<b>3,039,333</b>	<b>2,908,872</b>	<b>2,908,872</b>
	<b>Unprogrammed Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Attachment B  
Community Development Program Detail**

**2022 HOME Investment Partnership Program**

		<b>2021 ADOPTED BUDGET</b>	<b>2021 ACTUAL AWARD</b>	<b>2022 ADOPTED BUDGET</b>
<b>HOME Grant</b>		\$ 1,225,970	\$ 1,144,967	\$ 1,144,967
<b>Program Income</b>		400,000	400,000	400,000
<b>Projected Funding</b>		<b>1,625,970</b>	<b>1,544,967</b>	<b>1,544,967</b>
<b>City General Fund Match</b>		275,844	257,618	257,618
<b>Total HOME Funds Available</b>		<b>\$ 1,901,814</b>	<b>\$ 1,802,585</b>	<b>\$ 1,802,585</b>
<b>City of Aurora Org#</b>	<b>Description</b>			
	<b>ADMINISTRATION: (10% Admin Cap HOME Funding + Program income)</b>			
64297	HOME Administration	\$ 162,596	\$ 154,496	\$ 154,496
	<b>Sub-Total</b>	<b>162,596</b>	<b>154,496</b>	<b>154,496</b>
	<b>Affordable Housing Initiatives</b>			
64527	Affordable Housing Gap Financing Reserve	\$ 1,439,218	\$ 1,276,343	\$ 1,276,343
64490	Tenant-Based Rental Assistance Program (TBRA)	300,000	200,000	200,000
	<b>Sub-Total</b>	<b>1,739,218</b>	<b>1,476,343</b>	<b>1,476,343</b>
64298	Community Housing Development Organization (CHDO) Activities*	\$ -	\$ 171,746	\$ 171,746
	<b>Sub-Total</b>	<b>-</b>	<b>171,746</b>	<b>171,746</b>

**Attachment B  
Community Development Program Detail**

**2022 HOME Investment Partnership Program (Continued)**

		2021 ADOPTED BUDGET	2021 ACTUAL AWARD	2022 ADOPTED BUDGET
	<b>Expenditure Totals</b>	\$ 1,901,814	\$ 1,802,585	\$ 1,802,585
	<b>HOME Funds Available</b>	1,901,814	1,802,585	1,802,585
	<b>Balance</b>	\$ -	\$ -	\$ -

\* Staff determined that HUD reinstated the CHDO requirement after the 2021 budget was developed.

**2022 Hearth Emergency Solutions Grant**

City of Aurora Org#	Description	2022 ADOPTED BUDGET
	<b>HESG Projected Grant Amount</b>	\$ 250,674
	<b>HESG Core Programs</b>	
TBD	HESG - Shelter - CAPPED at 60%	150,405
TBD	HESG - Rapid Re-housing - CAPPED at 32.5%	81,469
64435	HESG Administration (7.5% Administrative Cap)	18,800
	<b>Expenditure Totals</b>	\$ 250,674
	<b>HESG Funds Available</b>	250,674
	<b>Balance</b>	\$ -



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# City of Aurora, Colorado

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2022 CITY OF AURORA  
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

	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Beginning Funds Available</b>	\$ 530,344	\$ 480,869	\$ 480,389	\$ 454,150	\$ 429,718	\$ 403,349
<b>Revenues</b>						
Investment Income	\$ 13,022	\$ 14,100	\$ 14,086	\$ 13,317	\$ 12,600	\$ 11,827
Other Revenue	83,570	50,000	50,000	50,000	50,000	50,000
Transfers in	7,514	112,930	92,478	100,240	104,358	112,357
<b>Total Revenues</b>	\$ 104,106	\$ 177,030	\$ 156,564	\$ 163,556	\$ 166,958	\$ 174,183
<b>Expenditures</b>						
Personal Services	\$ 125,361	\$ 127,770	\$ 131,603	\$ 135,551	\$ 139,618	\$ 143,806
Maintenance	25,758	40,000	41,200	42,436	43,709	45,020
Other Charges	2,462	9,740	10,000	10,000	10,000	10,000
<b>Total Expenditures</b>	\$ 153,581	\$ 177,510	\$ 182,803	\$ 187,987	\$ 193,327	\$ 198,827
<b>Ending Funds Available</b>	\$ 480,869	\$ 480,389	\$ 454,150	\$ 429,718	\$ 403,349	\$ 378,706

Typically, 25 percent of the AIPP transfers go into the Art Administration & Maintenance (AA&M) component of the AIPP Program. Transfers in will increase in 2021 due to anticipated increases in capital spending. Funds from Metro District and Transit Oriented Development (TOD) sites are projected here and remain flat. With increased activity, the funding in AA&M is being used at a rate greater than funds transferred in. Funds available are projected to be slowly spent down to \$378,700 at the end of the five-year plan.

### Art Acquisition

	2021 Projection	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Beginning Funds Available</b>	\$ 1,249,951	\$ 873,720	\$ 517,426	\$ 125,471	\$ 213,010	\$ 480,215
<b>Revenues</b>						
Investment Income	\$ 11,025	\$ 20,000	\$ 15,611	\$ 7,270	\$ 9,133	\$ 20,589
Other Revenue	3,000	-	-	-	-	-
Transfers in	222,831	338,790	277,434	300,719	313,073	337,070
<b>Total Revenues</b>	\$ 236,856	\$ 358,790	\$ 293,045	\$ 307,988	\$ 322,205	\$ 357,658
<b>Expenditures</b>						
Acquisitions - Scheduled	\$ 613,087	\$ 710,084	\$ 680,000	\$ 215,449	\$ 50,000	\$ 50,000
Other Expenses	-	5,000	5,000	5,000	5,000	5,000
<b>Total Expenditures</b>	\$ 613,087	\$ 715,084	\$ 685,000	\$ 220,449	\$ 55,000	\$ 55,000
<b>Ending Funds Available</b>	\$ 873,720	\$ 517,427	\$ 125,471	\$ 213,010	\$ 480,215	\$ 782,873

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 continue to include the Southeast Recreation Center, the Metro Station tunnel, Iliff Station Roundabout, and other projects to be determined.







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# City of Aurora, Colorado

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2022 CITY OF AURORA  
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 Courses), 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 Courses 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. The city's current Debt, Disclosure and Post-Issuance Compliance Policy currently states that present value savings must equal or exceed 3.00% for the city to refund bonds.

### **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, Disclosure and Post-Issuance Compliance 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. In accordance with IRS regulations, 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, with the exception of market conditions, affecting investor appetite and 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.

## Appendix 10 - Debt & Capital Leases

	Rating Grade Description	Moody's	S&P	Fitch
<b>Investment grade</b>	Minimal credit risk	Aaa	AAA	AAA
	Very low credit risk	Aa1	AA+	AA+
		Aa2	AA	AA
		Aa3	AA-	AA-
	Low credit risk	A1	A+	A+
		A2	A	A
A3		A-	A-	
Moderate credit risk	Baa1	BBB+	BBB+	
	Baa2	BBB	BBB	
	Baa3	BBB-	BBB-	
Not Rated	NR	NR	NR	

### Aurora Credit Ratings

The city's credit ratings are a valuation of its creditworthiness. It is the city's goal to maintain high credit ratings for its bonds. Credit ratings indicate financial strength of the organization being evaluated. High ratings increase the attractiveness of the city's bonds in the fixed-income market. Typically, this translates to lower borrowing rates, which ultimately results in lower costs to the taxpayer/ratepayer. 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 and S&P also affirmed the city's AA+ rating. In 2021, both S&P and Fitch affirmed the Water Fund's AA+ rating. Also, in 2021 the Wastewater Fund was assigned ratings of AAA from Fitch and AA+ from S&P. The city's Certificates of Participation ratings (subject to appropriation) are one notch below the city's General Obligation ratings. Rated series are outlined on the following page.



## Appendix 10 - Debt & Capital Leases

### CITY OF AURORA, COLORADO 2021 SCHEDULE OF DEBT RATINGS (unaudited)

Debt Issue	Unenhanced Rating by Agency		
	Moody's	S&P	Fitch
<b>Aurora Capital Leasing Corporation</b> Certificates of Participation, Series 2020	NR	AA	NR
<b>Water Enterprise</b> First Lien Water Refunding Revenue Bonds Series 2016A	NR	AA+	AA+
<b>Aurora Capital Leasing Corporation</b> Certificates of Participation, Series 2019	Aa1	AA	NR
<b>Aurora Capital Leasing Corporation</b> Certificates of Participation, Series 2017B	NR	AA	AA-
<b>Aurora Capital Leasing Corporation</b> Certificates of Participation, Series 2017	NR	AA	AA-
<b>Aurora Capital Leasing Corporation</b> Certificates of Participation, Series 2015	Aa1	NR	AA-
<b>Aurora Capital Leasing Corporation</b> Certificates of Participation, Series 2014C	Aa1	AA	NR
<b>Water Enterprise</b> First-Lien Sewer Revenue Bonds 2021	NR	AA+	AAA
<b>Water Enterprise</b> First-Lien Water Revenue Bonds 2021	NR	AA+	AA+
<b>Water Enterprise</b> First-Lien Water Refunding Revenue Bonds 2021B	NR	AA+	AA+

## 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 per the city charter. Water bond maturities are specified by the ordinance authorizing issuance of the bonds. The city's legal debt margin as of December 31, 2020 was \$166.3 million, as shown on the following page.

## Appendix 10 - Debt & Capital Leases

<b>2020 Computation of Legal Debt Margin</b>		
<b>In Accordance with Aurora Charter Article XI</b>		
Assessed valuation, all Counties:	\$ 5,541,918,846	
Debt limit - 3% of assessed valuation		\$ 166,257,565
Amount of debt outstanding:		
Total bonded debt	\$ 487,365,498	
Other debt	<u>262,251,135</u>	
Total		\$ 749,616,633
Deductions allowed by law:		
General obligation bonds exempt from limit	2,973,000 (a)	
Revenue bonds	484,392,498 (b)	
Capitalized lease obligations	34,815,411 (b)	
Certificates of participation	198,947,348 (b)	
Revenue notes	<u>28,488,376 (b)</u>	
Total deductions		\$ 749,616,633
Amount of debt applicable to debt limit		<u>-</u>
Legal Debt Margin		\$ 166,257,565 (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 2020 Comprehensive Annual Financial Report

## CURRENT STATUS

The authorized and issued amount of current debt (including all financial instruments) as of December 31, 2021 is \$1.3 billion. The principal balance is \$901.5 million. Principal payments in 2022 total \$37.6 million and interest payments are \$27.1 million. See the 'Outstanding Debt Issues' table on page J-83 for a current listing of the status of outstanding issues.

### Recent Debt Financing

On May 27, 2021, the Water Enterprise issued \$122.76 million Series 2021 First-Lien Revenue Bonds to finance the construction of the South East Aurora Maintenance (SEAM) facility and other projects. The bonds were underwritten by Morgan Stanley at an "All-in" total interest cost of 2.361% with a final maturity of 2051. The bonds are rated AA+ by Fitch and S&P.

On May 27, 2021, the Wastewater Enterprise issued \$48.97 million Series 2021 First-Lien Revenue Bonds to finance the construction of the SEAM facility. The bonds were underwritten

by Morgan Stanley at a “All-in” total interest cost of 2.658% with a final maturity of 2051. The bonds are rated AAA by Fitch and AA+ by S&P.

On August 1, 2021, the Wastewater Enterprise converted the \$15.00 million outstanding floating rate Series 2018B revenue bonds to a fixed-rate obligation (Series 2018B-3). The bonds mature in 2030 at a fixed interest rate of 1.322%. The Series 2018B has now issued the full authorized amount of \$28 million, all sub-series mature in 2030. This is an unrated private placement.

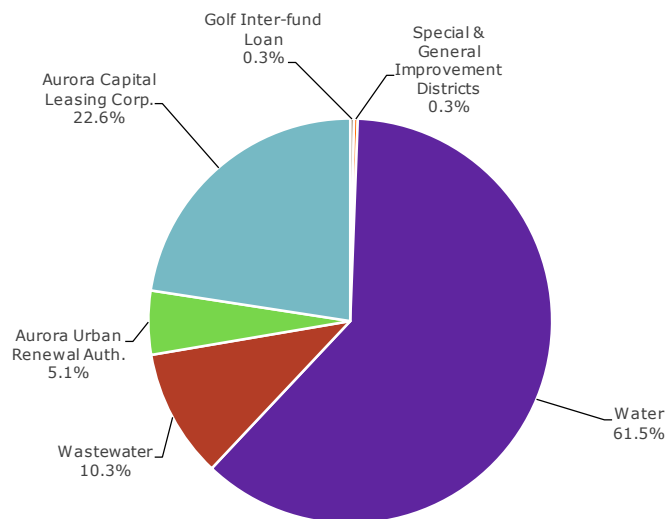
On August 19, 2021, the Water Enterprise issued \$265.23 million Series 2021B First-Lien Taxable Refunding Revenue Bonds to partially refinance the Series 2016 Water Revenue Bonds. The bonds were underwritten by Morgan Stanley at an “All-in” total interest cost of 2.370% with a final maturity of 2046. The bonds are rated AA+ by Fitch and S&P.

On November 18, 2021, the city, through ACLC, closed the \$8.30 million Series 2021-A Heavy Fleet Lease Purchase Financing to facilitate the acquisition of fire trucks, dump trucks, and paving machines. KeyBank is the lender at a fixed rate of 1.060% with a final maturity of 2028. This is an unrated private placement.

## OUTSTANDING DEBT

The outstanding principal balance administered by the City of Aurora as of December 31, 2021 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 2021 year-end balance; 2022 scheduled payments of principal and interest; and the resulting principal balance at the conclusion of 2022.

**December 31, 2021 Outstanding Principal**



## Appendix 10 - Debt & Capital Leases

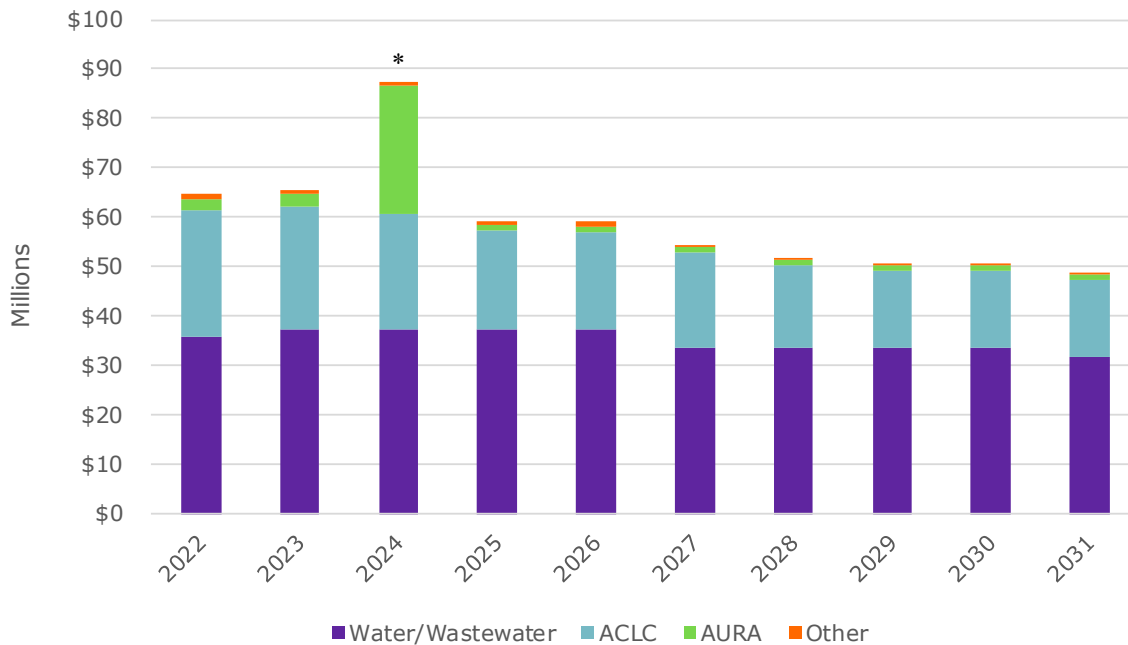
### Outstanding Debt Issues (Unaudited)

Entity	Authorized and Issued	Final Maturity	12/31/2021 Balance	2022 Principal Payment	2022 Interest Payment	12/31/2022 Balance
<b><u>City Funds</u></b>						
<b>Special Assessment</b>						
2012 SID 1-10 (Dam East)	\$ 1,230,000	2022	\$ 95,000	\$ 95,000	\$ 2,594	\$ -
<b>Total Special Assessment</b>	<b>1,230,000</b>		<b>95,000</b>	<b>95,000</b>	<b>2,594</b>	<b>-</b>
<b>Interfund Loans</b>						
Murphy Creek Golf Course Construction (from Sewer)	3,909,000	2026	2,284,000	400,000	45,680	1,884,000
<b>Total Interfund Loans</b>	<b>3,909,000</b>		<b>2,284,000</b>	<b>400,000</b>	<b>45,680</b>	<b>1,884,000</b>
<b>Wastewater Fund First Lien Sewer Revenue Bonds</b>						
2021 Series South East Area Maint Facility (Sewer)	48,970,000	2051	48,970,000	-	2,362,387	48,970,000
2018B Fitzsimons Stormwater Outfall Project <sup>1</sup>	28,000,000	2030	26,769,603	2,825,602	342,633	23,944,001
2018A Fitzsimons Stormwater Outfall Project	2,000,000	2030	1,825,860	179,434	55,415	1,646,426
2016 Refinance Series 2006 Bonds	28,900,000	2026	14,950,000	2,895,000	233,220	12,055,000
<b>Total Wastewater Fund</b>	<b>107,870,000</b>		<b>92,515,463</b>	<b>5,900,036</b>	<b>2,993,655</b>	<b>86,615,427</b>
<b>Water Fund</b>						
2021B First-Lien Water Improv. Rev. Refunding Bonds (2016)	122,760,000	2051	122,760,000	-	3,253,140	122,760,000
2021 Series South East Area Maint Facility (Water)	265,230,000	2046	265,230,000	4,355,000	5,064,749	260,875,000
2016 Water Refunding Revenue Bonds	437,025,000	2046	166,285,000	7,565,000	6,831,300	158,720,000
<b>Total Water Fund</b>	<b>825,015,000</b>		<b>554,275,000</b>	<b>11,920,000</b>	<b>15,149,189</b>	<b>542,355,000</b>
<b>Total City Funds</b>	<b>\$ 938,024,000</b>		<b>\$ 649,169,463</b>	<b>\$ 18,315,036</b>	<b>\$ 18,191,118</b>	<b>\$ 630,854,427</b>
<b><u>Blended Component Units</u></b>						
<b>Aurora Capital Leasing Corporation (ACLC)</b>						
<b>Public Placements – Certificates of Participation (COPs)</b>						
2020 Recreation Center	33,770,000	2045	33,030,000	875,000	1,122,300	32,155,000
2019 AMC Refunding and Improvements	62,935,000	2031	54,955,000	4,430,000	2,668,250	50,525,000
2017B Three Fire Stations and Equipment	27,675,000	2037	23,940,000	1,045,000	953,369	22,895,000
2017 Central Recreation Center	28,865,000	2042	25,880,000	750,000	1,249,000	25,130,000
2015 Public Safety Training Facility	24,340,000	2040	20,260,000	765,000	731,725	19,495,000
2014C Sports Park Expansion/E-911	21,775,000	2024	8,005,000	2,540,000	400,250	5,465,000
<b>Total ACLC Public Placements</b>	<b>199,360,000</b>		<b>166,070,000</b>	<b>10,405,000</b>	<b>7,124,894</b>	<b>155,665,000</b>
<b>Direct Private Placements - External Capital Leases</b>						
2021-A Heavy Fleet Eq. (Dump Trucks, Fire Pumpers/Ladder)	8,303,140	2028	8,303,140	1,197,165	31,657	7,105,975
2019A-1 Heavy Fleet Eq. (Pumpers, Brush Truck, Misc.)	3,883,279	2026	2,787,490	538,130	49,283	2,249,360
2018-A Heavy Fleet Eq. (Aerial, Engine, Dump Truck)	1,750,000	2025	991,934	248,179	28,568	743,755
2018 Stephen D. Hogan Parkway	19,000,000	2027	13,047,643	2,014,602	397,953	11,033,041
2017-C Heavy Fleet Eq. (Aerial, Grader)	1,220,000	2024	536,942	175,483	10,631	361,459
2017-A D2 Police Station Phase I and II	10,095,000	2032	7,805,000	620,000	202,725	7,185,000
2016-B Moorhead Recreation Center	8,643,000	2023	2,469,429	1,234,714	30,868	1,234,715
2016-A Heavy Fleet Eq. (Dump Trucks, Fire Pumper)	2,060,597	2023	605,958	300,783	8,847	305,175
2015-B Heavy Fleet Eq. (Fire Eng., Dump Trucks, Misc)	3,182,736	2022	474,553	474,553	7,954	-
2014-B History Museum Expansion	1,383,800	2024	453,014	147,180	10,655	305,834
<b>Total ACLC Direct Private Placements</b>	<b>59,521,552</b>		<b>37,475,103</b>	<b>6,950,789</b>	<b>779,141</b>	<b>30,524,314</b>
<b>ACLC Internal Loan - Capital Leases</b>						
2018B-LP Forensic Crime Lab Spectrometer	359,677	2025	193,337	46,559	4,833	146,778
2018A-LP Recreation Center Equipment Replacement	65,215	2023	26,507	13,090	663	13,417
<b>Total ACLC Internal Loans</b>	<b>424,892</b>		<b>219,844</b>	<b>59,649</b>	<b>5,496</b>	<b>160,195</b>
<b>Total ACLC</b>	<b>259,306,443</b>		<b>203,764,947</b>	<b>17,415,438</b>	<b>7,909,531</b>	<b>186,349,509</b>
<b>Aurora Urban Renewal Authority (AURA)</b>						
2016 The Point (Ragatta Plaza)	21,500,000	2041	19,865,000	840,000	347,638	19,025,000
2014 Hyatt Hotel and Parking Garage	27,750,000	2024	25,955,000	770,000	505,515	25,185,000
<b>Total AURA</b>	<b>49,250,000</b>		<b>45,820,000</b>	<b>1,610,000</b>	<b>853,153</b>	<b>44,210,000</b>
<b>General Improvement Districts (GID)</b>						
2017 GID 01-2016 Cobblewood	650,000	2032	285,000	22,000	9,320	263,000
2011 GID 02-2009 Pier Point 7	2,600,000	2031	1,575,000	130,000	68,985	1,445,000
2010 GID 03-2008 Meadow Hills	520,000	2031	295,000	25,000	14,721	270,000
2010 GID 01-2008 Peoria Park Fence	375,000	2031	230,000	18,000	12,535	212,000
2009 GID 01-2007 Cherry Creek Fence	700,000	2029	365,000	40,000	19,163	325,000
<b>Total GIDS</b>	<b>4,845,000</b>		<b>2,750,000</b>	<b>235,000</b>	<b>124,723</b>	<b>2,515,000</b>
<b>Total Blended Component Units</b>	<b>\$ 313,401,443</b>		<b>\$ 252,334,947</b>	<b>\$ 19,260,438</b>	<b>\$ 8,887,407</b>	<b>\$ 233,074,509</b>
<b>Grand Total - All Financial Instruments</b>	<b>\$1,251,425,443</b>		<b>\$ 901,504,410</b>	<b>\$ 37,575,474</b>	<b>\$ 27,078,525</b>	<b>\$ 863,928,936</b>

### 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, 2021 and assumes no future new borrowing.

### Total Estimated Debt Service



*\* 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.*



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# City of Aurora, Colorado

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2022 CITY OF AURORA  
ADOPTED BUDGET

## Appendix 11

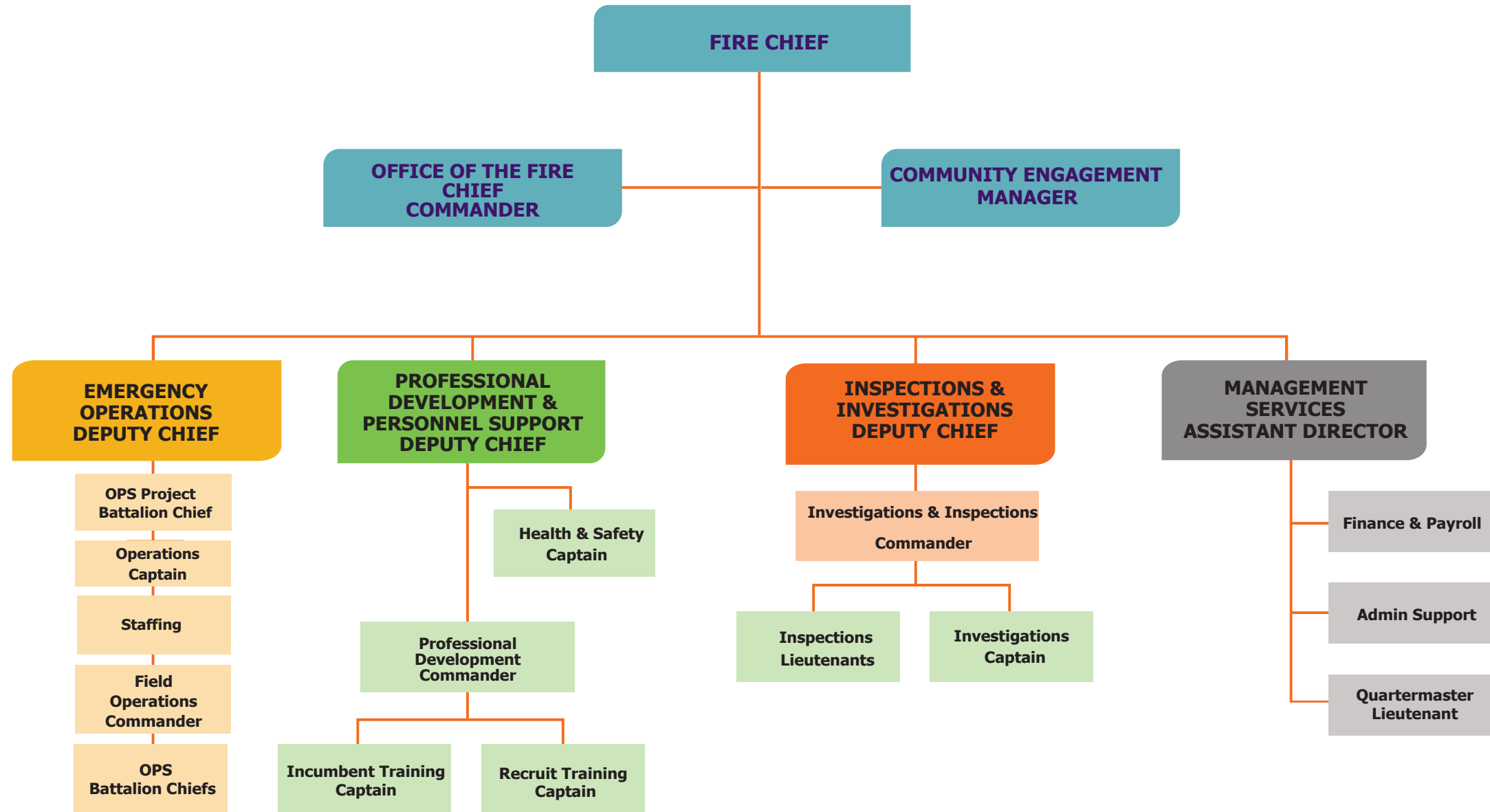
# Police and Fire Organizational Charts







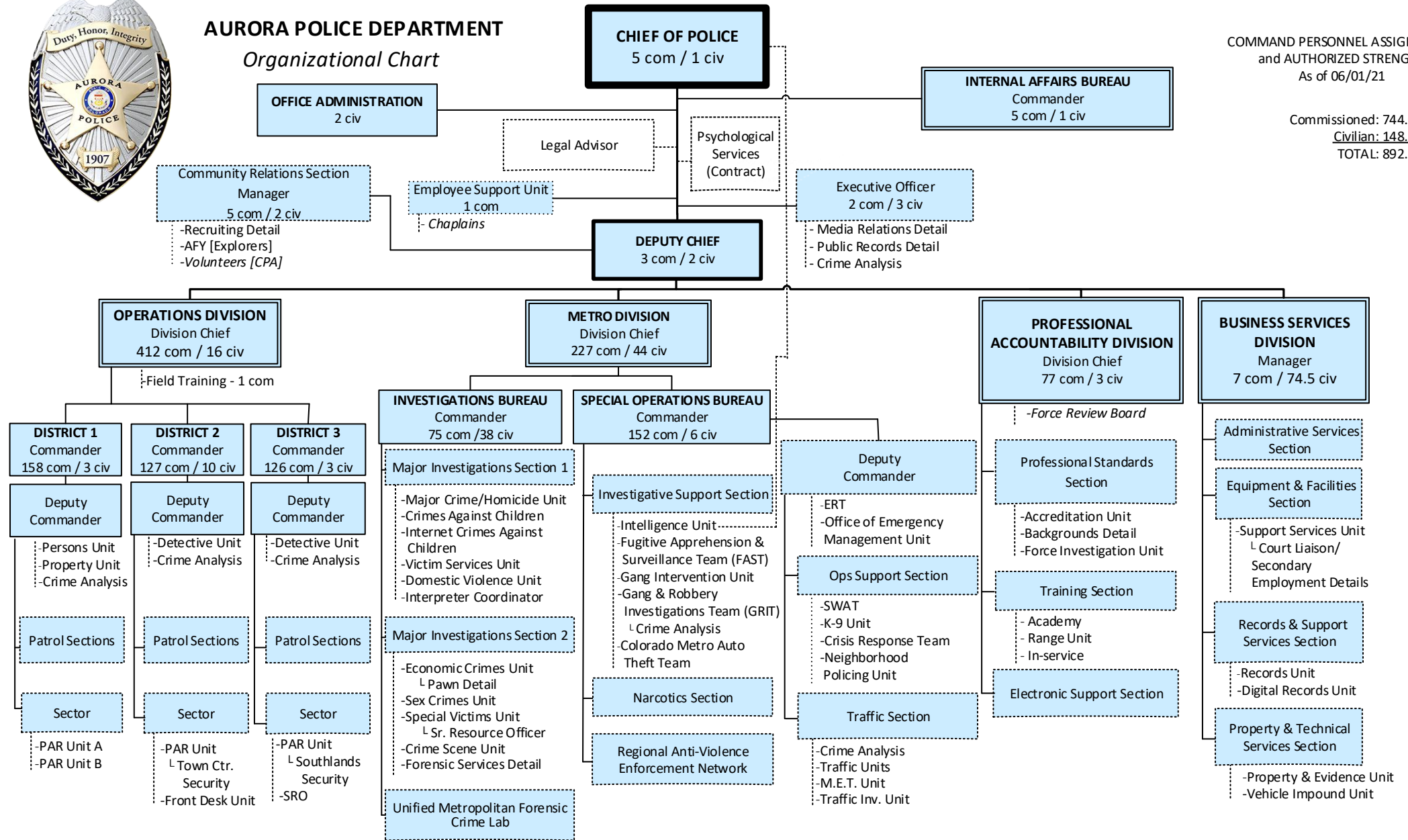
# AURORA FIRE RESCUE CHIEF DIRECT REPORTS







**AURORA POLICE DEPARTMENT**  
Organizational Chart



COMMAND PERSONNEL ASSIGNMENTS  
and AUTHORIZED STRENGTH  
As of 06/01/21

Commissioned: 744.0  
Civilian: 148.5  
TOTAL: 892.5

**Special Details / Task Forces**

- ▶ DEA Task Force (1 PO / Narcotics Section)
- ▶ FLAG Task Force (1 PO / FAST)
- ▶ Front Range Task Force (1 PO / Narcotics Section)
- ▶ Joint Terrorism Task Force (1 Agent / Intelligence Unit)
- ▶ ATF Task Force (1 PO / RAVEN)
- ▶ Safe Streets Task Force (1 Agent / FAST)



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# City of Aurora, Colorado

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2022 CITY OF AURORA  
ADOPTED BUDGET

## Appendix 12

# Budget Ordinance Summary





# Budget Ordinance Summary

## ORDINANCE PROCESS

The following pages describe the 2021 and 2022 budget ordinances. The initial budget ordinance for each year is adopted in the fall of the prior 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.

## 2022 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 2022 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.

## 2021 AMENDING ORDINANCES

Amending ordinances are used to modify the amounts approved with the budget ordinances. There were two 2021 amending ordinances: the 2021 Spring Supplemental Amendment Ordinance and the 2021 Fall Supplemental Amendment Ordinance. Only the significant 2021 amendments are specifically identified in the following section.

**Spring Supplemental Budget Appropriation Amendment Ordinance (Introduced 05/10/2021, Approved 05/24/2021, Effective 06/26/2021):** This ordinance amended the original budget for 2021 and also amended the 2020 budget for year-end adjustments. The items in this supplemental are taken into account in the 2021 projection, as published in this budget book.

Significant supplemental items included the addition of a net 11.0 FTE across various departments:

- 1.0 FTE Youth Violence Prevention Manager and 5.0 FTE Youth Violence Prevention Outreach Specialists to initiate the Youth Violence Prevention Program in Housing and Community Services.
- 1.0 FTE Business Solutions Architect to support remote work and 1.0 FTE Project Coordinator contingent conversion to address increased project demands in Information Technology.
- 1.0 FTE Water Conservation Specialist to continue to provide low-water-use landscapes at no cost to income-qualified homeowners, 1.0 FTE Water Resources Specialist to address the growing need for water acquisitions, and 2.0 FTE Treatment Technicians to address the need for entry-level operators in Aurora Water.
- The net elimination of 1.0 FTE associated with a reorganization in Communications.

Other significant supplemental items in all funds included:

- The appropriation of **\$1.8 million** for the developer-funded final design of Montview Boulevard within the Fitzsimons Campus in the Capital Projects Fund.
- The re-appropriation of **\$1.0 million** for affordable housing seed funding that was budgeted but not spent in 2020 and the appropriation of **\$4.4 million** in CARES funds not spent in 2020 in the General Fund.
- The appropriation of **\$599,100** for Youth Violence Prevention Program expenses and agency funding, in addition to the FTE noted above.
- The appropriation of **\$565,400** for the activation of 4.0 FTE in the Development Review Fund to meet the workload demands in the Engineering Development Review division.

**Fall Supplemental Budget Appropriation Amendment Ordinance (Introduced 11/22/2021, Approved 12/20/2021, Effective 01/23/2022):** This is the second of two scheduled appropriation adjustments. This supplemental amended the 2021 budget only. Although most of these items were known at the time of the creation of the 2022 budget and therefore were included in the 2021 department expenditure projection, some supplemental items were identified too late for inclusion in the department projection.

Appropriation requests in the Capital Projects Fund included:

- Transfer of **\$30.8 million** from the General Fund to the Capital Projects Fund and the subsequent appropriation for the I-70/Picadilly Interchange project.
- Transfer of **\$12.0 million** from the General Fund to the Capital Projects Fund and the subsequent appropriation for the implementation of an industry leading Enterprise Resource Planning (ERP) system.
- The appropriation of **\$3.3 million** for an ADA transition plan and various street and traffic related capital projects to include sidewalk improvements and the city match for the Revitalizing Main Streets grant application.
- The appropriation of **\$655,000** to install a protected mid-block crossing to facilitate pedestrian and bicycle crossings at Gardens On Havana in accordance with the recent Havana Corridor Study.
- The reduction (lapse) of **\$556,500** of funding for the Positive Timekeeping system so that it can be used for the ERP system. This adjustment will not impact the project as positive timekeeping has been included within the scope of the ERP project.

Other significant supplemental items included:

- The appropriation of **\$19.8 million** for the early repayment of the 2018 Wastewater interfund loan to the Water Fund for the South East Area Maintenance Facility (SEAM).
- The appropriation of one-time CDBG COVID-19 grant receipts of **\$1.8 million** in the Community Development Fund to help prevent, prepare for, and respond to the coronavirus.
- The appropriation of capital grant awards totaling **\$1.6 million** in the Gifts and Grants Fund for various PROS projects.





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# City of Aurora, Colorado

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2022 CITY OF AURORA  
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 2022 budget during 2021 is the projected amount approved by City Council during the adoption of the 2021 budget less one-time items and various adjustments. These changes may include: 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 expanding 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 Executive Staff, 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 April 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 prepare proposed budgets/adjustments;
- Departments present budget adjustments to City Manager;
- Executive staff evaluate projections and determine budget adjustments;
- 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*

- The Citizens' Advisory Budget Committee, the Citizens' Water Advisory Committee, and the Citizens' Advisory Committee on Housing and Community Development present to Council regarding the proposed budget;
- 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.





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# City of Aurora, Colorado

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2022 CITY OF AURORA  
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	General operating fund for the City
		Special revenue funds	Specific resources spent for a specified purpose
		Debt service funds	Account for principal, interest, and fees for debt
		Capital funds	Resources to be spent on major capital projects
Proprietary	Full Accrual	Enterprise funds	Financed and operated similar to private business
		Internal service funds	Resources spent for centralized services (cost recovery)
Fiduciary	Full Accrual (non-budgeted)	Pension trust funds	Account for assets held in a trustee capacity

## GOVERNMENTAL FUNDS

The City of Aurora accounts for Governmental Funds using the modified accrual basis of accounting. Major revenues recognized in the accounting period in which they become both measurable and available include: property tax, sales and use taxes, lodger’s tax, occupational privilege tax, franchise taxes, intergovernmental revenues, interest, and charges for services. The City considers revenue available if collected within two months after year-end. Major revenues determined not to be available soon enough to pay liabilities of the current period or not objectively measurable include: special assessments, licenses, permits, fines, and forfeitures. Therefore, they are recognized in the year they are received. Expenditures are recorded when incurred with the exception of principal on long-term debt and compensated absences, which are accounted for when due.

The **General Fund** is the general operating fund of the City. It is used to account for all general financial resources. Resources are used to finance general City expenditures and to transfer to other funds as required by law or approved by the City Council. The Policy Reserve Fund and TABOR Reserve Fund are subsets of the General Fund.

**Special revenue funds** are used to account for revenues that are restricted or designated on specified purposes. Special revenue funds include:

- Aurora Conference Center General Improvement District (not budgeted);
- Aurora Urban Renewal Authority General Fund (not budgeted);
- Cherry Creek Racquet Club Fence General Improvement District (not budgeted);
- 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); 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); and
- Aurora Capital Leasing Corporation 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.
- 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 refunding and prepayment 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 by the City in a trustee capacity for others and cannot be used to support the city government's own programs. Fiduciary funds are not budgeted. The City has two fiduciary fund types, pension trust funds and custodial 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) and Old Hire Fire and Police Fund (OHFP) starting in 2020.

**Custodial funds** are used to account for assets held by the City for others but not in a trust. Custodial funds include:

- Police Evidentiary Cash starting in 2020.

## 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 vice-versa but does not change the primary purpose for the original budget, the change can be made via a budget transfer and does not require Council approval.

**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. When Policy Reserves are used, they should be restored within two fiscal years.
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. Special Revenue Funds Financial Policies**

The City of Aurora uses special revenue funds to account for revenues from specific taxes or other restricted or committed revenue that by law or agreements are designated to finance specific activities of city government. In addition to policies applicable to all funds, the following policies shall apply specifically to special revenue funds.

#### **A. Community Development Fund**

The Community Development Fund accounts for revenue and expenditures relating to federal grants received from the United States Department of Housing and Urban Development. Community Development expenditures will be spent in accordance with general City financial policies and appropriate federal regulations.



**B. Recreation Revenue Fund**

The Recreation Fund is used to account for the financing of recreation activities and programs through General Fund subsidies, user fees, and charges for services.

1. Council, from time to time, examines the appropriateness of the relationship between revenues raised by fees compared to revenues raised by transfers of General Fund monies.
2. Increases in costs related to pay increases mandated by City policy, utilities charges, maintenance contracts, and other mandatory requirements, will generally be funded through an increase in the General Fund transfer.

**C. Cultural Services Fund**

The Cultural Services Fund accounts for revenue from fees, donations, grant funds from the Scientific and Cultural Facilities District (SCFD) and other grantors, proceeds from the Art in Public Places (AIPP) ordinance and General Fund subsidies.

1. Council, from time to time, examines the appropriateness of the relationship between revenues raised by fees compared to revenues raised by transfers of General Fund monies.
2. Increases in costs related to pay increases mandated by City policy, utilities charges, maintenance contracts, and other mandatory requirements, will generally be funded through an increase in the General Fund transfer.

**D. Gifts & Grants Fund**

The Gifts & Grants Fund is used to account for revenue received for specific purposes according to appropriate laws and agreements. In addition to policies applicable to all funds, the following policies shall apply specifically to the Gifts & Grants Fund:

1. Gift & Grant Funds will be pursued and gift and grant opportunities will be evaluated based on current and future financial implications. Gifts & Grants Fund expenditures will be in accordance with the expressed or implied purpose stated in the terms of the gift or grant.
2. Revenue is recorded based on a signed award.

**E. Development Review Fund**

The Development Review Fund was created to account for revenues and expenditures for services related to providing for enhanced review of development plans and for construction (building) inspections. At the time the Development Review Fund was created, it was clear that management was to adjust staffing and costs in accordance with the workload and revenues. A fund balance was envisioned as part of the financial and operational structure. The fund balance would be built-up in times of high revenue and could be used to provide for quality service and staffing during times of rapidly changing workload levels.

1. The Development Review Fund should be operated as a special revenue fund and is intended to be entirely self-sufficient.

2. The budget process for the Fund should allow for increases or decreases in staffing during the year. One acceptable process is the Manager advising Council informally of any proposed change outside the scope of the budget. If no one on Council objects, the Manager may begin to implement that change. The change should be formally considered by Council at the next available routine supplemental appropriation.
3. A fund balance shall be maintained at a level sufficient to:
  - a. Fund costs during a significant slowdown to allow for service quality to be maintained while still reducing expenditures (and staff) as quickly as feasible,
  - b. Fund costs for a period of time where further staff reductions would destroy base capabilities,
  - c. Fund the ramp-up of workload during a rapid increase in development activity.

**F. Enhanced E-911 Fund**

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

1. The E-911 Surcharge will be used to fund call center call takers and \$2.0 million in capital costs, including the annual debt service for the 800 MHz Radio replacement. The call takers were moved from the General Fund in 2015.
2. The remainder of the costs will be funded by a transfer from the General Fund, equal to the cost of the call takers noted previously.
3. The funds available associated with the more restrictive E-911 Surcharge related expenditures and the rest of the fund will be kept separate and used for its intended purpose.

**G. Social Service Agency Funding Financial Policies**

Specific financial policies concerning support to outside agencies for community and human services include the City's desire to assist those outside agencies without significantly affecting the primary service responsibilities of the City of Aurora. In addition to policies applicable to all funds, the following policies shall apply specifically to social service agency funding:

1. Basic responsibility for governmental support of social services rests with federal, state, and county governments.
2. City involvement in support of social or community services shall occur under the following guidelines:
  - a) The organization involved must be a nonprofit agency.

- b) The service or program shall substantially meet a community need of Aurora citizens.
  - c) The service or program does not duplicate or significant overlap services provided by agencies currently receiving grant funding from the City of Aurora.
  - d) Agencies providing assistance to City departments by servicing referred clients shall be given priority consideration for funding.
  - e) The agency sponsors agree to submit periodic financially detailed expenditures, the number of clients served who are residents within the City, and a ratio of resources utilized per client according to municipal boundaries.
3. Agencies receiving grant funding from surcharges for the conviction of a municipal offense must demonstrate a commitment to Aurora law enforcement and were identified by ordinance and resolution in 2006.
    - a) Services provided by the organization should assist and/or enhance the mission of Aurora law enforcement to provide for public safety.
  4. Each year the City Council will review the basic decision to provide funding to the agency and/or the amount of an award.
  5. City Council discourages the submission of out-of-cycle budget requests for social service agencies. The only exception to this policy is requests for charitable contributions related to the purchase of tables at charitable social events. Such requests may be considered if:
    - a) The amount requested does not exceed funds set aside by Council or within a department budget for such purpose;
    - b) If an individual Council member recommends the request and it is approved by the full Council; and
    - c) The organization is a partner in assisting meeting community needs and there is a public expectation of a City presence at the event.

#### **IV. Capital Improvements Projects Funds Financial Policies**

The Capital Improvements Program (CIP) is a process that identifies City capital projects needed to maintain current capital assets and support new development and services.

##### **A. Revenue and Expenditure Policies**

1. A capital improvement project is defined as the construction, acquisition or improvement of infrastructure, facilities, or other qualifying asset that costs at least \$25,000 and which has a long-term benefit of five years or more, or extends the useful life of the improved asset by five years or more. Also included are:
  - a) Direct personnel costs associated with engineering, design, inspection, and project management. Direct supply, service, and support costs, such as those related to construction, financial services, or major procurement bidding costs may also be charged to CIP projects.

- b) Major street renovation.
  - c) Initial purchase or replacement of computer and communications hardware, as long as the hardware has a life of five or more years. Initial purchase or replacement of computer and communications software, will also apply, as long as the software equals or exceeds \$25,000 in any given year.
  - d) Multi-organization one-time purchases / replacements of a number of similar pieces of equipment costing at least \$200,000 in total.
2. The legal level of control for a capital improvement program will be the project as defined in Section H of the budget document.
  3. Any request to transfer budget from one project listed in the Capital Improvement Program Summary by Fund, Department, and/or Project, to another project similarly listed will require approval by City Council.
  4. Council authorization is not required to establish subordinate project codes that will be used to track revenues, expenditures, and budgets for components within an appropriated capital project as long as such transfers remain within a single fund and department. Council authorization is also not required for budget transfers among subordinate project codes established in this master-subsidary manner.
  5. A department may not enter into a contract without sufficient appropriation to cover the contract.

**V. Enterprise Funds Financial Policies**

The enterprise funds are used to establish, finance, and account for the acquisition, operation, and maintenance of City of Aurora programs which are entirely or predominantly self-supporting by user charges or dedicated revenues. In addition to policies applicable to all funds, the following policies shall apply specifically to the enterprise funds:

**A. Revenue and Expenditure Policies**

1. Enterprise fund revenue will be generated by the sale of goods and services or from other dedicated revenues to provide for effective operations.
2. License, permit, and user fees will be periodically reviewed to determine what fees should be charged to provide for sound financial policies.
3. Enterprise funds user fees shall be set at levels sufficient to cover operating expenditures, meet debt obligations, provide additional funding for capital improvements, and provide adequate levels of working capital.
4. Charges to enterprise funds for services provided by the General Fund will be based on a pro rata unit share of each enterprise fund's resource use, taking into account any offsetting no charge or reduced cost service provided by the enterprise fund to other City funds.

**VI. Internal Service Funds Financial Policies**

Internal service funds are used to finance and account for goods and services furnished by a designated organizational program to other organizational programs within the City of Aurora fund structure. In addition to policies applicable to all funds, the following policies shall apply specifically to internal service funds:

**A. Revenue and Expenditure Policies**

1. Internal service funds revenue will cover the cost of operations and will be generated by charging City of Aurora budget programs that use such services.
2. Standard rates will be reviewed periodically to determine if charges to other funds are reasonable.
3. The City will operate a risk management program to provide for protection against loss and a reduction in exposure to liability. Such program shall include an employee safety-training program to minimize financial losses to the City.

**VII. Debt Service Funds Financial Policies**

**A. Debt Policies**

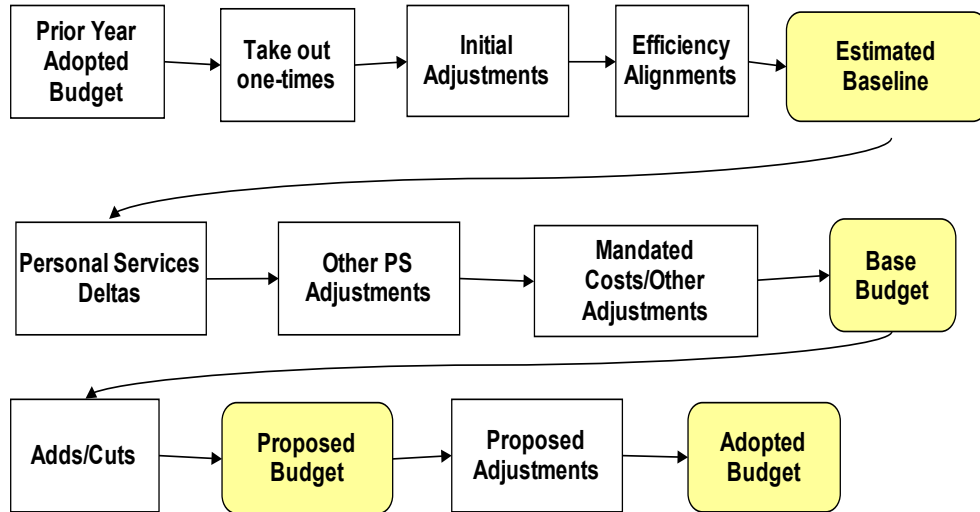
1. The City of Aurora will not use long-term debt to finance operations or for repair or renovation of existing assets unless the remaining useful life following such repair or renovation is extended.
2. Debt issuance decisions should include consideration of the impact of debt service costs and net increased operations and maintenance costs resulting from projects financed with debt.
3. Both capital projects and improvements financed with debt should have a useful life equal to or exceeding the term of the final maturity of the debt issued. Lease-purchase financing will be considered when the useful life of the item is equal to or greater than the length of the lease.
4. Debt should be self-supporting whenever possible, whereby debt service payments are funded from revenues specifically dedicated to retiring the bonds.
5. The total outstanding general obligation indebtedness of the City, less legally excludable outstanding debt, shall not exceed 3 percent of the assessed valuation of the taxable property within the City.

**Policies Related to Specific Events**

**I. Policies related to budget building**

- A. The **budget process** period is created each year, depending on the procedures that need to take place and the relative importance of these procedures.

B. Most budget processes will follow a flow similar to this:



C. The definitions and policies related to each individual phase of the budget process are as follows:

1. **Prior year adopted budget:** The prior year adopted budget is that budget that was approved by Council during the prior year. Carryforwards, transfers, lapses, or supplementals are not included in this amount.
2. **Take out one-times:** During the creation of the prior year budget, there were items that were added into the budget on a one-time basis. That is, the expenditure was not meant to carry into the next year’s budget. Those appropriations are removed during this phase. It is the responsibility of OBFP, with department input, to remove the budgets.
3. **Initial Adjustments:** There are several types of initial adjustments, including:
  - a) **Prior Year Fall Supplemental Ongoing:** This is the addition of ongoing items from the previous year’s supplemental. It is the responsibility of OBFP, with department input, to adjust the budgets.
  - b) **Program Updates:** This is the physical rearranging of orgs within a program. When an org moves from one program to another, the history of that org also moves.
  - c) **Current Year Spring Supplemental Ongoing:** This is the addition of ongoing items from the current year’s supplemental. It is the responsibility of OBFP, with department input, to adjust the budgets.
4. **Efficiency Alignments:** This is the movement of budget from one org and account to another that results in no bottom-line change. Specific policies pertain to what accounts are allowed to move in the net zero entry process. Because they will be fully updated at another point in the budget building process, budget cannot move into or out of:
  - a) Forecasted personal services accounts;
  - b) Accounts included in the Zero-Base Budget process;

- c) Interfund charge accounts;
  - d) Debt related accounts;
  - e) Transfer accounts;
  - f) Allocated admin accounts;
  - g) Utility accounts, and
  - h) One-time budget requirements.
5. The sum of the above four steps creates the **Estimated Baseline**.
  6. **Personal Services Deltas:** The personal services delta is the amount of difference between the Estimated Baseline and the amount the Personal Services forecasting system calculates for each position. Not every personal services account is forecasted. Changes in accounts not related to the forecast are placed in the next phase, Other Personal Services Adjustments. Policies specific to FTE budgeting are found in a later section.
  7. **Other Personal Service Adjustments:** Personal service cost changes not related to the Personal Services Delta phase are entered in this phase.
  8. **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.
  9. 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.
  10. **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.
  11. 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.
  12. **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.
  13. The **Proposed Budget** and the Proposed Adjustments create the **Adopted Budget**. This budget is approved by ordinance and entered into One Solution upon formal Council approval.

**II. Policies Related to Spring and Fall Supplementals (Amendments):**

- A. Supplementals are normally done twice a year, once in the spring, and once in the fall.
- B. The purpose of a supplemental is to give departments the ability to modify their current working budget to take into account things that were not known at the time of the creation of the approved budget.
- C. In the months prior to supplemental entry, OBFP will keep a file with details about possible amendments.
- D. Supplemental entry will be done in the Budget Management System (BMS).
- E. A supplemental must be requested if:
  - 1. The supplemental will increase the budget of a department within a fund.
  - 2. The supplemental is associated with an operating transfer of funds available from one fund to another.
  - 3. The supplemental moves budget authority between two departments, regardless of whether or not they are in the same fund, with the exception of Non-Departmental.
    - 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.





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# City of Aurora, Colorado

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2022 CITY OF AURORA  
ADOPTED BUDGET

## 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)

	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue</b>					
Property Tax	64,000	64,000	64,000	64,000	64,000
<b>Total Revenue</b>	<b>\$ 64,000</b>	<b>\$ 64,000</b>	<b>\$ 64,000</b>	<b>\$ 64,000</b>	<b>\$ 64,000</b>
<b>Expenditures</b>					
Debt Payment	60,000	60,000	60,000	60,000	60,000
Maintenance	4,000	4,000	4,000	4,000	4,000
<b>Total Expenditures</b>	<b>\$ 64,000</b>	<b>\$ 64,000</b>	<b>\$ 64,000</b>	<b>\$ 64,000</b>	<b>\$ 64,000</b>
<b>Ending Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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)

	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue</b>					
Property Tax	47,500	47,500	47,500	47,500	47,500
<b>Total Revenue</b>	<b>\$ 47,500</b>	<b>\$ 47,500</b>	<b>\$ 47,500</b>	<b>\$ 47,500</b>	<b>\$ 47,500</b>
<b>Expenditures</b>					
Debt Payment	41,000	41,000	41,000	41,000	41,000
Maintenance	6,500	6,500	6,500	6,500	6,500
<b>Total Expenditures</b>	<b>\$ 47,500</b>	<b>\$ 47,500</b>	<b>\$ 47,500</b>	<b>\$ 47,500</b>	<b>\$ 47,500</b>
<b>Ending Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The Meadow Hills Country Club General Improvement District (GID) was approved during the November 2008 election. The GID will generate approximately \$47,500 annually in revenue from property tax within the Meadow Hills district boundaries to fund the construction of a not-to-exceed \$685,000 masonry fence. Included in that amount is a provision that will bring in up to \$6,500 annually for maintenance purposes.

**Appendix 15 - General Improvement District Budgets**

**Peoria Park Subdivision General Improvement District (1-2008)**

	<b>2022</b>		<b>2023</b>		<b>2024</b>		<b>2025</b>		<b>2026</b>
	Adopted		Projected		Projected		Projected		Projected
<b>Beginning Funds Available</b>	\$ -		\$ -		\$ -		\$ -		\$ -
<b>Revenue</b>									
Property Tax	37,400		37,400		37,400		37,400		37,400
<b>Total Revenue</b>	\$ 37,400		\$ 37,400		\$ 37,400		\$ 37,400		\$ 37,400
<b>Expenditures</b>									
Debt Payment	30,400		30,400		30,400		30,400		30,400
Maintenance	7,000		7,000		7,000		7,000		7,000
<b>Total Expenditures</b>	\$ 37,400		\$ 37,400		\$ 37,400		\$ 37,400		\$ 37,400
<b>Ending Funds Available</b>	\$ -		\$ -		\$ -		\$ -		\$ -

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)**

	<b>2022</b>		<b>2023</b>		<b>2024</b>		<b>2025</b>		<b>2026</b>
	Adopted		Projected		Projected		Projected		Projected
<b>Beginning Funds Available</b>	\$ -		\$ -		\$ -		\$ -		\$ -
<b>Revenue</b>									
Property Tax	199,750		199,750		199,750		199,750		199,750
<b>Total Revenue</b>	\$ 199,750		\$ 199,750		\$ 199,750		\$ 199,750		\$ 199,750
<b>Expenditures</b>									
Debt Payment	199,750		199,750		199,750		199,750		199,750
<b>Total Expenditures</b>	\$ 199,750		\$ 199,750		\$ 199,750		\$ 199,750		\$ 199,750
<b>Ending Funds Available</b>	\$ -		\$ -		\$ -		\$ -		\$ -

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.

**Appendix 15 - General Improvement District Budgets**

**Aurora Conference Center General Improvement District (2-2011)**

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue</b>					
Property Tax	6,200,000	6,200,000	7,200,000	7,200,000	8,000,000
<b>Total Revenue</b>	\$ 6,200,000	\$ 6,200,000	\$ 7,200,000	\$ 7,200,000	\$ 8,000,000
<b>Expenditures</b>					
Capital Improvements	6,200,000	6,200,000	7,200,000	7,200,000	8,000,000
<b>Total Expenditures</b>	\$ 6,200,000	\$ 6,200,000	\$ 7,200,000	\$ 7,200,000	\$ 8,000,000
<b>Ending Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -

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)**

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
	<b>Adopted</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue</b>					
Property Tax	32,000	32,000	32,000	32,000	32,000
<b>Total Revenue</b>	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
<b>Expenditures</b>					
Debt Payment	32,000	32,000	32,000	32,000	32,000
<b>Total Expenditures</b>	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
<b>Ending Funds Available</b>	\$ -	\$ -	\$ -	\$ -	\$ -

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.







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# City of Aurora, Colorado

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2022 CITY OF AURORA  
ADOPTED BUDGET

## Appendix 16

# Aurora Urban Renewal Authority Budgets





**ALAMEDA CENTER URBAN RENEWAL AREA**

	<u>Inception Through 2019</u>	<u>2020 Actuals</u>	<u>2021 Projection</u>	<u>2022 Forecast</u>
<b>Beginning Funds Available</b>	<b>\$ 868,783</b>	<b>\$ 868,783</b>	<b>\$ 864,638</b>	<b>\$ 914,964</b>
<b><u>Revenues</u></b>				
Earnings on Invest	8,643	12,785	8,252	8,500
Property Taxes-Current	14,822	-	-	585,756
General Sales Taxes	36,222	(18,111)	13,302	99,732
Use Tx Rev-Building Materials	810,545	3,681	28,411	5,000
Occupational Privilege Taxes	620	-	361	1,832
<b>Total Revenues</b>	<b>\$ 870,852</b>	<b>\$ (1,645)</b>	<b>\$ 50,326</b>	<b>\$ 700,820</b>
<b><u>Expenses</u></b>				
Services-Professional	-	2,500	-	-
Advertising	184	-	-	-
Development Incentives	1,258	-	-	706,839
IGA Payments	627	-	-	315,345
<b>Total Expenditures</b>	<b>\$ 2,068</b>	<b>\$ 2,500</b>	<b>\$ -</b>	<b>\$ 1,022,184</b>
<b>Ending Funds Available</b>	<b>\$ 868,783</b>	<b>\$ 864,638</b>	<b>\$ 914,964</b>	<b>\$ 593,600</b>

In late 2015, the Aurora City Council approved the creation of a 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, was completed in 2021 and includes 216 market-rate apartments, 34,500 square feet of commercial space, and a new bank building. Lease-up of the apartments and commercial space is ongoing. AURA has agreements to return 25 percent of APS and 100 percent of Metro District and Business Improvement District property tax mills to the respective jurisdictions.

**AURORA CONFERENCE CENTER URBAN RENEWAL AREA**

	<u>Inception Through 2019</u>	<u>2020 Actuals</u>	<u>2021 Projection</u>	<u>2022 Forecast</u>
<b>Beginning Funds Available</b>	<b>\$ 405,625</b>	<b>\$ 21,771</b>	<b>\$ 2,790,788</b>	
<b><u>Revenues</u></b>				
Earnings on Invest	95,509	34,629	34,060	24,559
Property Taxes-Current	16,439,540	26,119,596	26,070,244	26,852,351
Specific Ownership Taxes	81	-	-	-
General Sales Taxes	4,579,041	2,136,081	1,477,375	1,806,728
State Sales Tax	3,222,171	1,999,379	1,325,417	1,662,398
Lodgers Tax	6,567,362	2,943,443	3,483,409	3,213,426
Use Tx Rev-Building Materials	7,212,776	27,954	37,625	32,790
Use Tx Rev-Equip & Other	1,887,757	-	-	-
Occupational Privilege Taxes	63,975	43,049	43,108	44,401
Internal Transfers	-	135	-	-
<b>Total Revenues</b>	<b>\$ 40,068,213</b>	<b>\$ 33,304,266</b>	<b>\$ 32,471,238</b>	<b>\$ 33,636,653</b>
<b><u>Expenses</u></b>				
Services-Professional	135	-	-	-
Development Incentives	39,662,266	33,088,120	29,702,221	31,395,170
Transfer to General Fund	-	600,000	-	-
Transfer to General Impr Distr	186	-	-	-
<b>Total Expenditures</b>	<b>\$ 39,662,587</b>	<b>\$ 33,688,120</b>	<b>\$ 29,702,221</b>	<b>\$ 31,395,170</b>
<b>Ending Funds Available</b>	<b>\$ 405,625</b>	<b>\$ 21,771</b>	<b>\$ 2,790,788</b>	<b>\$ 5,032,271</b>

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 SQUARE URBAN RENEWAL AREA**

	<u>Inception Through 2019</u>	<u>2020 Actuals</u>	<u>2021 Projection</u>	<u>2022 Forecast</u>
<b>Beginning Funds Available</b>	\$ 2,924,678	\$ 2,339,355	\$ 1,407,847	\$ 493,393
<b><u>Revenues</u></b>				
Fees-Other	10,000	-	-	-
Earnings on Invest-Pool	240,565	68,062	37,203	38,319
Property Taxes	15,178,604	2,321,476	2,405,438	2,477,601
General Sales Taxes	5,550,232	629,167	648,042	667,483
Use Tx Rev-Building Materials	627,956	-	-	-
Occupational Privilege Taxes	324,964	36,527	31,280	32,218
Internal Transfers	-	(1,160,000)	(1,500,000)	(1,500,000)
<b>Total Revenues</b>	<b>\$ 21,932,321</b>	<b>\$ 1,895,232</b>	<b>\$ 1,621,963</b>	<b>\$ 1,715,621</b>
<b><u>Expenses</u></b>				
Capital Related	816	-	-	-
Non-Capital Purchases	301,331	-	-	-
Services-Professional	4,839	-	-	-
Trnsp,Meals,Lodg-Trng/Conf/Mtg	150	-	-	-
Training & Conf-Registrations	235	-	-	-
Development Incentives	13,850,962	1,770,784	1,823,908	1,878,625
IGA Payments	4,451,338	709,771	729,563	751,450
Transfer to-General Fund	18,654	-	-	-
Transfer to Desig Revenue Fund	379,317	-	-	-
<b>Total Expenditures</b>	<b>19,007,643</b>	<b>2,480,555</b>	<b>\$ 2,553,471</b>	<b>\$ 2,630,075</b>
<b>Ending Funds Available</b>	<b>\$ 2,924,678</b>	<b>\$ 2,339,355</b>	<b>\$ 1,407,847</b>	<b>\$ 493,393</b>

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 with the goals of eliminating slum and blight, remediating environmental contamination and redeveloping the former Buckingham Square Mall into a designated activity center for the Havana Street Corridor. The urban renewal goals that were met include the redevelopment of an aging, mostly vacant mall into a thriving retail lifestyle center, the creation of some 700 jobs, the addition of a significant sales tax revenue generating project, and the implementation of a major activity node along the Havana corridor, among others.

The Buckingham URA consists of three Tax Increment Areas. TIF areas 1 and 2 have been established for the Gardens on Havana retail center (TIF 1) and the Centro Apartments (TIF 2). 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 into the 86 unit Bella Vita assisted/independent living project. 100 percent of property and use tax funds flow to AURA. The TIF funds are being used to repay AURA's cost of constructing the Ironton extension, a crucial connection road for the URA.

**CITY CENTER II URBAN RENEWAL AREA**

	<u>Inception Through 2019</u>	<u>2020 Actuals</u>	<u>2021 Projection</u>	<u>2022 Forecast</u>
<b>Beginning Funds Available</b>	\$ 12,242	\$ -	\$ 11,261	\$ 11,261
<b><u>Revenues</u></b>				
Earnings on Invest	1,112	222	11	11
Property Taxes-Current	11,131	11,357	11,250	11,588
Internal Transfers	-	(18,062)	-	-
<b>Total Revenues</b>	<b>\$ 12,242</b>	<b>\$ (6,483)</b>	<b>\$ 11,261</b>	<b>\$ 11,599</b>
<b><u>Expenses</u></b>				
Other Misc Expenditures	-	5,759	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 5,759</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Funds Available</b>	<b>\$ 12,242</b>	<b>\$ -</b>	<b>\$ 11,261</b>	<b>\$ 22,860</b>

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. A new owner purchased the property in December 2019 and received approval of a new master plan in 2021. Preliminary plans call for a range of uses including residential, retail, office, and hotel.

**COLORADO SCIENCE AND TECHNOLOGY PARK URBAN RENEWAL AREA**

	<u>Inception Through 2019</u>	<u>2020 Actuals</u>	<u>2021 Projection</u>	<u>2022 Forecast</u>
<b>Beginning Funds Available</b>	\$ 1,754,579	\$ 984,396	\$ 2,546,448	\$ 2,546,448
<b><u>Revenues</u></b>				
Earnings on Invest-Pool	102,970	45,264	29,399	29,987
Property Taxes	9,510,152	2,151,505	2,635,195	2,687,898
General Sales Taxes	443,161	38,793	78,080	79,642
Use Tx Rev-Building Materials	1,939,004	24,718	763,812	30,897
Occupational Privilege Taxes	106,412	20,630	20,720	21,134
<b>Total Revenues</b>	<b>\$ 12,101,700</b>	<b>\$ 2,280,911</b>	<b>\$ 3,527,206</b>	<b>\$ 2,849,558</b>
<b><u>Expenses</u></b>				
Services-Other and Fees	9,768	-	-	-
Collection Fees (County)	142,652	32,273	40,205	-
Development Incentives	10,177,841	3,017,581	1,924,949	1,963,448
Other Misc Expenditures	16,860	1,240	-	-
<b>Total Expenditures</b>	<b>\$10,347,121</b>	<b>\$3,051,093</b>	<b>\$1,965,154</b>	<b>\$1,963,448</b>
<b>Ending Funds Available</b>	<b>\$ 1,754,579</b>	<b>\$ 984,396</b>	<b>\$ 2,546,448</b>	<b>\$ 3,432,558</b>

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 the build out of 850 units of housing that are currently being planned. Fitzsimons 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. In 2020, Bioscience 3 was completed along with the Bioscience 3 parking garage. In 2021, groundbreaking occurred for Bioscience 5 and the Benson Hotel began construction.



**CORNERSTAR URBAN RENEWAL AREA**

	<b>Inception Through 2019</b>	<b>2020 Actuals</b>	<b>2021 Projection</b>	<b>2022 Forecast</b>
<b>Beginning Funds Available</b>	\$ 127	\$ 127	\$ 127	\$ 0
<b><u>Revenues</u></b>				
Earnings on Invest	5,276	-	-	-
General Sales Taxes	11,084,303	933,566	1,120,153	1,153,888
Use Tx Rev-Building Materials	826,507	-	-	-
<b>Total Revenues</b>	<b>\$ 11,916,086</b>	<b>\$ 933,566</b>	<b>\$ 1,120,153</b>	<b>\$ 1,153,888</b>
<b><u>Expenses</u></b>				
Development Incentives	11,915,959	933,566	1,120,280	1,153,888
<b>Total Expenses</b>	<b>\$ 11,915,959</b>	<b>\$ 933,566</b>	<b>\$ 1,120,280</b>	<b>\$ 1,153,888</b>
<b>Ending Funds Available</b>	<b>\$ 127</b>	<b>\$ 127</b>	<b>\$ 0</b>	<b>\$ 0</b>

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 was created in order to facilitate the redevelopment of a long-vacant site with severe drainage issues. The primary project within the URA is a 685,000 square foot retail lifestyle center with Target and Dick's Sporting Goods among the primary anchors. All incremental revenues generated are pledged to offset the drainage improvements at the site. The Public Finance and Redevelopment Agreement for a financial incentive of \$17.5 million (net present value), was approved in 2007. 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 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**

	<b>Inception Through 2019</b>	<b>2020 Actuals</b>	<b>2021 Projection</b>	<b>2022 Forecast</b>
<b>Beginning Funds Available</b>	<b>\$ 7,062,169</b>	<b>\$ 6,948,384</b>	<b>\$ 7,640,289</b>	<b>\$ 7,640,289</b>
<b><u>Revenues</u></b>				
Internal Transfers	(6,325,352)	(1,150,000)	(897,033)	(941,884)
Interest Income	(1,980)	-	-	-
Earnings on Investment	1,061,478	164,609	77,688	79,242
Interfund Loan Principal Rev	415,000	-	-	-
Property Taxes-Current	15,692,744	1,980,126	1,800,160	1,854,000
General Sales Taxes	6,966,236	664,326	625,113	687,625
Lodgers Tax	3,081,829	197,217	233,469	245,143
Use Tx Rev-Building Materials	864,465	6,683	834,334	834,334
Occupational Privilege Taxes	5,298,420	515,488	475,944	490,222
Transfer from-AURA	372,802	-	-	-
<b>Total Revenues</b>	<b>\$ 27,425,642</b>	<b>\$ 2,378,448</b>	<b>\$ 3,149,675</b>	<b>\$ 3,248,682</b>
<b><u>Expenses</u></b>				
Capital Projects and Related	13,421	-	-	-
Debt Interest-Interfund Loan	43,903	-	-	-
Supplies	792	-	-	-
Non-Capital Purchases	4,850	-	-	-
Services	1,617,946	356,686	374,520	385,755
Miscellaneous - Operating	17,850	15,000	15,000	15,450
Collection Fees	182,005	29,702	29,841	29,841
Development Incentives	13,502,877	1,066,395	1,098,386	1,131,338
IGA Payments	800,000	-	-	-
Other Misc Expenditures	275,690	254,594	156,667	161,367
Transfer to-General Fund	13,430	69,923	69,923	72,020
Transfer to-Gifts and Grants	11,875	-	-	-
Transfer to Desig Revenue Fund	2,931,031	449,935	463,433	477,336
Transfer to-Capital Projects	500,000	-	-	-
Transfer to-AURA	447,802	250,000	250,000	250,000
<b>Total Expenditures</b>	<b>\$20,363,473</b>	<b>\$2,492,233</b>	<b>\$2,457,770</b>	<b>\$2,523,107</b>
<b>Ending Funds Available</b>	<b>\$ 7,062,169</b>	<b>\$ 6,948,384</b>	<b>\$ 7,640,289</b>	<b>\$ 8,365,864</b>

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. In 2019, \$6.45 million was taken from Fitzsimons URA revenues to be reimbursed by a future loan, allocated 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. In May of 2019 AURA authorized to set aside \$1.0 million for affordable housing investments within the Fitzsimons area. We also anticipate future projects such as refinancing or other campus capital projects in future years.

**FITZSIMONS II URBAN RENEWAL AREA**

	<b>Inception Through 2019</b>	<b>2020 Actuals</b>	<b>2021 Projection</b>	<b>2022 Forecast</b>
<b>Beginning Funds Available</b>	<b>\$ 2,460,570</b>	<b>\$ 1,577,680</b>	<b>\$ 1,924,079</b>	
<b>Revenues</b>				
Internal Transfers In (out)	282,500	150,000	400,000	320,000
Earnings on Invest	118,046	42,948	26,012	25,202
Parking Fees	1,347,982	145,054	269,617	304,901
Conference Center Fees	2,365,103	184,021	225,392	499,631
Property Taxes	2,642,900	1,597,641	1,659,790	2,209,584
General Sales Taxes	705,603	212,794	286,541	295,138
Lodgers Tax	2,060,371	229,006	252,879	260,465
Use Tx Rev-Building Materials	2,536,537	6,620	993	900,000
Occupational Privilege Taxes	32,603	6,771	5,047	5,198
Other Revenues	79,519	6,607	15,294	22,338
Transfer from-AURA	2,881,568	250,000	250,000	-
<b>Total Revenues</b>	<b>\$ 15,052,732</b>	<b>\$ 2,831,462</b>	<b>\$ 3,391,565</b>	<b>\$ 4,842,457</b>
<b>Expenses</b>				
Debt - All	4,582,665	1,491,548	1,224,712	1,266,047
Purch-New Equipment	10,310	-	-	-
Non-Capital Purchases	110,572	-	-	-
Services-All	4,579,868	645,190	683,702	910,161
Credit Card Fees	9,178	250	-	-
R&M-Facilities / Buildings	211,639	229	7,000	10,000
Claims-Parking	12,649	-	-	-
Conference Center Insurance	64,783	18,291	10,873	22,864
Utilities	483,544	99,351	111,956	118,079
Development Incentives	1,637,926	723,890	781,923	1,705,381
IGA Payments	12,940	-	-	-
Other Misc Expenditures	354,224	-	-	-
Allocated Admin-Other Costs	(859,811)	510,602	-	-
Transfer to-General Fund	66,862	-	-	-
Transfer to-AURA	1,314,814	225,000	225,000	-
<b>Total Expenditures</b>	<b>\$ 12,592,162</b>	<b>\$ 3,714,352</b>	<b>\$ 3,045,166</b>	<b>\$ 4,032,532</b>
<b>Ending Funds Available</b>	<b>\$ 2,460,570</b>	<b>\$ 1,577,680</b>	<b>\$ 1,924,079</b>	<b>\$ 2,734,004</b>

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, Fitzsimons Boundary Area II, was created in February 2014. Fitzsimons Boundary Area II URA comprises approximately 74 acres located south of Colfax Avenue and across from the campus. Four separate TIF areas were created with the approval of the urban renewal plan. TIF area 1, Boundary II includes the Hyatt Hotel project, co-located with the Aurora Conference Center, and includes a stand-alone public parking facility. All incremental revenue sources are pledged towards the repayment of the City's debt, issued for the construction of the AURA owned conference center and parking garage. TIF area 2 does not have a redevelopment agreement in place. Approved plans for the eastern portion of the area call for 370 units of multifamily residential with 9,000 square feet of ground-floor retail. 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 development is currently under construction. TIF area 4 is the Forum at Fitzsimons project. A 2014 redevelopment agreement provided for 397 multifamily rental units and 27,000 square feet of first floor retail/commercial space. The project was completed in 2019 and the redevelopment agreement dedicates 100 percent of building use taxes, 80 percent of property taxes and 70 percent of sales taxes to the developer.

**FITZSIMONS GATEWAY A URBAN RENEWAL AREA**

	<b>Inception Through 2019</b>	<b>2020 Actuals</b>	<b>2021 Projection</b>	<b>2022 Forecast</b>
<b>Beginning Funds Available</b>	<b>\$ 5,891,361</b>	<b>\$ 1,395,394</b>	<b>\$ 572,848</b>	
<b>Revenues</b>				
Internal Transfers	6,450,000	-	-	-
Earnings on Invest-Pool	-	58,808	9,509	9,699
Property Taxes	-	-	23,988	250,000
Lodger's Tax	-	-	53,030	74,242
General Sales Tax	-	-	5,080	6,350
Use Tx Rev-Building Materials	-	435,312	6,298	-
Occupational Privilege Taxes	-	-	300	450
<b>Total Revenues</b>	<b>\$ 6,450,000</b>	<b>\$ 494,121</b>	<b>\$ 98,205</b>	<b>\$ 340,741</b>
<b>Expenses</b>				
Development Incentives	558,639	4,990,088	901,274	-
Debt Service Related	-	-	19,477	19,477
<b>Total Expenses</b>	<b>\$ 558,639</b>	<b>\$ 4,990,088</b>	<b>\$ 920,751</b>	<b>\$ 19,477</b>
<b>Ending Funds Available</b>	<b>\$ 5,891,361</b>	<b>\$ 1,395,394</b>	<b>\$ 572,848</b>	<b>\$ 894,112</b>

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. This amount was paid out in full. The funds for the reimbursement were allocated 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. The extended stay hotel opened in April 2021. An Environmental Protection Agency (EPA) funded loan, administered by AURA, was used to remediate this and the Fitzsimons Gateway B site, and revenue generated from the projects is being used to pay the annual debt service on that EPA loan.

**FLETCHER PLAZA URBAN RENEWAL AREA**

	<u>Inception Through 2019</u>	<u>2020 Actuals</u>	<u>2021 Projection</u>	<u>2022 Forecast</u>
<b>Beginning Funds Available</b>	<b>\$ 49,493</b>	<b>\$ 56,834</b>	<b>\$ 51,825</b>	<b>\$ 45,495</b>
<b><u>Revenues</u></b>				
Earnings on Investments	2,207	661	499	499
General Sales Taxes	72,846	16,756	23,884	23,884
Use Tx Rev-Building Materials	4,871	121	500	-
Internal Transfers	-	15,189	-	-
<b>Total Revenues</b>	<b>\$ 79,923</b>	<b>\$ 32,726</b>	<b>\$ 24,883</b>	<b>\$ 24,383</b>
<b><u>Expenses</u></b>				
Services	14,204	1,566	2,500	2,500
Miscellaneous - Operating	16,227	23,819	27,392	28,213
<b>Total Expenses</b>	<b>\$ 30,431</b>	<b>\$ 25,385</b>	<b>\$ 29,892</b>	<b>\$ 30,713</b>
<b>Ending Funds Available</b>	<b>\$ 49,493</b>	<b>\$ 56,834</b>	<b>\$ 51,825</b>	<b>\$ 45,495</b>

The Fletcher Plaza URA was adopted on January 27, 2003. The Colfax Avenue area around Fletcher Plaza is the historic center of Original Aurora, and based on an extensive planning effort that started in 1992, has become a focal point for acknowledgement of Aurora's historic beginnings. The plan area as adopted roughly approximates the boundaries of the Aurora Cultural Arts District and is considered a "key place" in Aurora Places, Aurora's new comprehensive plan, adopted September 2018. Public investment in the area including the Aurora Fox Arts Center, Martin Luther King, Jr. Library/Municipal Services Center, public art, alleyway paving, Fletcher Plaza, and more recently, the People's Building have contributed to the area's redevelopment and prevented continued deterioration of property.

The city amended the Fletcher Plaza urban renewal plan in June 2014 to confirm the conditions of blight as required under State law and delineate a TIF area covering the equivalent of approximately one square block. This area contains a brewery, as well as neighboring parcels targeted for reinvestment, including two new food 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, and compliment the offerings of the Aurora Cultural Arts District.

**HAVANA NORTH URBAN RENEWAL AREA**

	<b>Inception Through 2019</b>	<b>2020 Actuals</b>	<b>2021 Projection</b>	<b>2022 Forecast</b>		
<b>Beginning Funds Available</b>	\$	<b>106,816</b>	\$	<b>136,441</b>	\$	<b>427,700</b>
<b>Revenues</b>						
Earnings on Investment	2,949	1,456	1,553	-		
Insurance Recoveries	495	-	-	-		
Other Revenues	566,106	-	-	-		
Property Taxes-Current	9,388	55,218	204,258	379,611		
General Sales Taxes	364,664	82,960	85,448	88,012		
Use Tx Rev-Building Materials	8,110	-	-	322,517		
Proceeds-LT Interfund Loan	1,291,315	-	-	-		
Transfer from-General Fund	247,222	-	-	-		
Transfer from-AURA	258,784	56,806	-	-		
Internal Transfers	-	(60,000)	-	-		
<b>Total Revenues</b>	<b>\$ 2,749,032</b>	<b>\$ 136,441</b>	<b>\$ 291,259</b>	<b>\$ 790,140</b>		
<b>Expenses</b>						
Debt Interest-Interfund Loan	565,882	-	-	-		
Non-Capital Purchases	227	-	-	-		
Services & Other Purchases	36,065	-	-	-		
Other Misc Expenditures	1,301,309	-	-	-		
Development Incentives	-	-	-	430,576		
IGA Payments	-	-	-	19,874		
Transfer to-General Fund	202,099	50,009	-	-		
Transfer to-AURA	536,635	56,806	-	-		
<b>Total Expenditures</b>	<b>\$ 2,642,217</b>	<b>\$ 106,816</b>	<b>\$ -</b>	<b>\$ -</b>		
<b>Ending Funds Available</b>	<b>\$ 106,816</b>	<b>\$ 136,441</b>	<b>\$ 427,700</b>	<b>\$ 1,217,840</b>		

In 2011, the Aurora City Council adopted the Havana North Urban Renewal Plan. In 2012, the AURA board approved an amendment to the Havana North Urban Renewal Plan and creation of TIF Area 1, serving to pledge 100 percent of the incremental sales and use tax to AURA for a 25 year period, to be utilized towards future public improvements to the area. AURA purchased the Fan Fare property, identified as the Plan's catalyst site, in February of 2014, for \$4.0 million dollars, and later, through an RFP process, selected a Development team and concept for redevelopment of the blighted site.

In order to assist with the financial gap in facilitating the redevelopment, the AURA board approved a Public Finance and Redevelopment Agreement for a \$12.0 million incentive in August, 2019, in addition to the purchase and sale agreement to sell the 10.3 acre AURA owned site to Developer for \$4.0 million dollars, plus accrued interest through the closing date. The budget figures reflect the TIF projections from the Argenta proforma. AURA's loan to the city Water Department was paid off in full with the transfer of property to the developer. The mixed-use Argenta project will include 86 for-sale townhomes, 150 condominiums, approximately 19,000 square feet of commercial/retail space, surrounding a 20,000 square foot central park. Project infrastructure work is underway with construction on the townhome phase that started in the first quarter of 2020.

**HORIZON UPTOWN URBAN RENEWAL AREA**

	<u>Inception Through 2019</u>	<u>2020 Actuals</u>	<u>2021 Projection</u>	<u>2022 Forecast</u>
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ 368,654	\$ 1,466,791
<b><u>Revenues</u></b>				
Earnings on Invest	-	2,617	12,551	12,927
Property Taxes-Current	-	155,333	769,957	793,056
Use Tx Rev-Building Materials	-	210,704	1,092,555	1,125,331
<b>Total Revenues</b>	\$ -	\$ 368,654	\$ 1,875,063	\$ 1,931,314
<b><u>Expenses</u></b>				
IGA Payments	-	-	776,926	400,117
<b>Total Expenditures</b>	\$ -	\$ -	\$ 776,926	\$ 400,117
<b>Ending Funds Available</b>	\$ -	\$ 368,654	\$ 1,466,791	\$ 2,997,988

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. In 2010 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 include incremental use and property taxes only. Since 2020, some residential developments have been completed in the southwest portion of the property. None of the promised commercial development has yet occurred.

In 2021, due to non-performance and change of vision by the developer, the 2010 public finance and redevelopment agreement was terminated by the AURA, the developer, and metropolitan districts. Also in 2021, AURA entered into separate cooperation agreements with the metropolitan districts and Aurora Public Schools in order to pass through the respective entities' mill levies.

**ILIFF STATION URBAN RENEWAL AREA**

	<b>Inception Through 2019</b>	<b>2020 Actuals</b>	<b>2021 Projection</b>	<b>2022 Forecast</b>
<b>Beginning Funds Available</b>	<b>\$ 2,182,826</b>	<b>\$ 1,986,030</b>	<b>\$ 1,986,030</b>	<b>\$ 3,035,935</b>
<b><u>Revenues</u></b>				
Earnings on Invest	86,591	43,143	28,119	28,963
Property Taxes-Current	346,551	960,103	1,393,677	1,730,979
General Sales Taxes	-	51	15,890	19,863
Lodgers Tax	-	6,523	55,827	61,410
Use Tx Rev-Building Materials	1,974,199	18,580	2,901	2,988
Occupational Privilege Taxes	-	24	342	376
<b>Total Revenues</b>	<b>\$ 2,407,341</b>	<b>\$ 1,028,424</b>	<b>\$ 1,496,756</b>	<b>\$ 1,844,579</b>
<b><u>Expenses</u></b>				
Development Incentives	-	1,034,151	411,875	464,763
IGA Payments	80,638	191,069	34,976	28,531
Transfer to-Cultural Services	143,877	-	-	-
<b>Total Expenditures</b>	<b>\$ 224,515</b>	<b>\$ 1,225,220</b>	<b>\$ 446,851</b>	<b>\$ 493,294</b>
<b>Ending Funds Available</b>	<b>\$ 2,182,826</b>	<b>\$ 1,986,030</b>	<b>\$ 3,035,935</b>	<b>\$ 4,387,220</b>

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 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 which allocate incremental property, sales, use, lodger's and occupational privilege taxes to AURA to support urban renewal projects. TIF area 1 covers the portion of the URA north of East Harvard Avenue and has been developed as a 315 unit 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 recently-completed 110-room Hampden Inn and Suites. Development in TIF area 2 has been market-driven and no related incentive agreements are in place.



**PLAZA 1-4 URBAN RENEWAL AREA**

	<b>Inception Through 2019</b>	<b>2020 Actuals</b>	<b>2021 Projection</b>	<b>2022 Forecast</b>
<b>Beginning Funds Available</b>	<b>\$ (167,029)</b>	<b>\$ (676,281)</b>	<b>\$ (477,274)</b>	<b>\$ (477,274)</b>
<b>Revenues</b>				
Earnings on Invest-Pool	127,067	38,963	7,387	-
NonBudgetary Transfer In	5,511,000	-	-	-
Other Revenues	76,954	1,561	1,229,871	1,200,000
Property Taxes-Current	36,256	149,613	578,993	590,573
General Sales Taxes	88,028	437,653	484,641	494,334
Use Tx Rev-Building Materials	71,785	35,841	162,390	649,560
Occupational Privilege Taxes	2,422	5,517	6,026	6,147
Transfer from Capital Projects	500,000	-	-	-
Transfer from AURA	84,654	27,404	-	-
<b>Total Revenues</b>	<b>\$ 6,498,166</b>	<b>\$ 696,551</b>	<b>\$ 2,469,308</b>	<b>\$ 2,940,614</b>
<b>Expenses</b>				
Debt Interest-Interfund Loan	1,128,750	376,250	1,187,638	1,187,638
Non-Capital Purchases	-	4,500	-	-
Services-Professional	5,511,000	-	-	-
Postage Shipping	-	17	-	-
Advertising	-	2,143	-	-
IGA Payments	-	30,862	-	-
Other Misc Expenditures	25,446	8,097	-	-
Developer Incentives	-	783,934	1,082,663	1,104,316
<b>Total Expenses</b>	<b>\$ 6,665,196</b>	<b>\$ 1,205,803</b>	<b>\$ 2,270,301</b>	<b>\$ 2,291,954</b>
<b>Ending Funds Available</b>	<b>\$ (167,029)</b>	<b>\$ (676,281)</b>	<b>\$ (477,274)</b>	<b>\$ 171,386</b>

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. AURA entered into a master developer agreement to help redevelop the Plazas into a mixed-use center now know as the Point at Nine Mile Station. A Public Finance & Redevelopment Agreement for Plaza 1 TIF was executed in 2017 and since that time the former King Soopers store and fuel station structures have been demolished and relocated to within the TIF 1 boundary. In addition to the new, larger King Soopers building, approximately 22,000 square feet of new retail has been constructed. In 2021, a redevelopment agreement was executed for the construction of an affordable, multi-family housing project within Plaza 3 which broke ground in late summer 2021. A market-rate housing project is expected to break ground in 2022. A bridge connecting the Point at Nine Mile Station will begin construction in late 2022. The four Plazas are effectively a single project with interconnected costs and responsibilities between AURA and the master developer. Thus, the Plaza URAs are being reported as if it was a single URA (i.e. a single URA with four seprate TIFs).

**WESTERLY CREEK URBAN RENEWAL AREA**

	<u>Inception Through 2019</u>	<u>2020 Actuals</u>	<u>2021 Projection</u>	<u>2022 Forecast</u>
<b>Beginning Funds Available</b>	<b>\$ 2,042,443</b>	<b>\$ 2,228,312</b>	<b>\$ 2,228,312</b>	<b>\$ 3,586,893</b>
<b>Revenues</b>				
Earnings on Invest	70,303	51,212	35,928	36,646
Property Taxes-Current	982,880	2,186,540	2,627,126	2,679,669
General Sales Taxes	2,122,805	684,660	1,002,190	1,022,234
Lodgers Tax	-	98	-	-
Use Tx Rev-Building Materials	2,018,147	10,473	7,940	150,000
Occupational Privilege Taxes	-	1,522	1,560	1,591
Internal Transfers	-	(500,000)	-	-
<b>Total Revenues</b>	<b>\$ 5,194,135</b>	<b>\$ 2,434,504</b>	<b>\$ 3,674,744</b>	<b>\$ 3,890,140</b>
<b>Expenses</b>				
Sponsored Conference Expenses	1,000	-	-	-
Services-Professional	194,999	7,375	-	-
Services-Legal	-	7,655	-	-
Services-Technical	-	965	-	-
Rental-Other	-	-	73,562	75,033
Development Incentives	2,837,661	1,908,924	2,023,365	2,063,832
IGA Payments	68,017	212,502	212,502	216,752
Other Misc Expenditures	50,016	109,271	3,250	-
Utilities	-	1,942	3,484	3,553
<b>Total Expenditures</b>	<b>\$ 3,151,692</b>	<b>\$ 2,248,635</b>	<b>\$ 2,316,163</b>	<b>\$ 2,359,170</b>
<b>Ending Funds Available</b>	<b>\$ 2,042,443</b>	<b>\$ 2,228,312</b>	<b>\$ 3,586,893</b>	<b>\$ 5,117,863</b>

The Westerly Creek Urban Renewal Area was created in 2013 and is located in northwest Aurora. It is geographically comprised of an area bounded by Montview Boulevard, East 26th Avenue, Dayton Street, Westerly Creek, and north of 25th Avenue between Dayton and Peoria Street. In 2015, AURA amended the urban renewal plan. The WCV URP now includes four Tax Increment Areas. These 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 and stabilized, is the renovation of the former Stanley Aviation manufacturing facility into a 96,000 SF unique, destination urban retail marketplace. Stanley Residential is an approved, but not yet constructed, 200 unit market rate multifamily project on the southern edge of the Stanley property. Stapleton-Aurora Residential is a 322 unit single family and attached residential development located between E. 25th Avenue and E. 26th Avenue from Fulton to Peoria. Stapleton-Aurora Phase II, TIF Area 4, extends from Moline to Peoria, and includes a 265 unit market-rate multifamily project, in addition to a planned dual branded hotel. AURA has financial incentive agreements in place to share tax revenues with the developers of projects in TIF Areas 1 and 3. Any incremental TIF revenues generated within TIF Areas 2 and 4, currently flows to and remains with AURA. In December of 2020, AURA acquired approximately 2.5 acres of land at the NW corner of E. 25th Avenue and Peoria Street. Plans include issuing a future RFP to attract a mixed-use, commercial development. The adjacent 3.4 acre site within TIF Area 4 is planned for a 148,000 SF dual branded, limited service/extended stay hotel.





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# City of Aurora, Colorado

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2022 CITY OF AURORA  
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

	2019	2020	2021	2021	2022
	Actual	Actual	Original	Projection	Adopted
<b>Beginning Cash &amp; Cash Equivalents</b>	<b>\$ 81,838</b>	<b>\$ 121,470</b>	<b>\$ 190,519</b>	<b>\$ 167,626</b>	<b>\$ 178,486</b>
<b>Revenue</b>					
Transmission Service Charge	100,000	200,000	310,000	310,000	800,000
Other	4,398	84	114	59	60
	<b>\$ 104,398</b>	<b>\$ 200,084</b>	<b>\$ 310,114</b>	<b>\$ 310,059</b>	<b>\$ 800,060</b>
<b>Expenditures</b>					
Operating	64,766	77,160	275,318	88,333	542,348
Capital	-	76,768	-	210,866	-
	<b>\$ 64,766</b>	<b>\$ 153,928</b>	<b>\$ 275,318</b>	<b>\$ 299,199</b>	<b>\$ 542,348</b>
<b>Ending Cash &amp; Cash Equivalents</b>	<b>\$ 121,470</b>	<b>\$ 167,626</b>	<b>\$ 225,315</b>	<b>\$ 178,486</b>	<b>\$ 436,198</b>

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). The increase in the transmission service charge for 2022 is to cover the costs for the replacement of the Twin Lakes redundant main line valve.

### Busk-Ivanhoe Water System Authority

	2019	2020	2021	2021	2022
	Actual	Actual	Original	Projection	Adopted
<b>Beginning Cash</b>	<b>\$ 505,573</b>	<b>\$ 436,365</b>	<b>\$ 605,332</b>	<b>\$ 597,103</b>	<b>\$ 686,983</b>
<b>Revenue</b>					
Operating assessments	450,000	450,000	550,000	550,000	575,000
Other	32,518	42,967	25,050	30,731	2,625,050
	<b>\$ 482,518</b>	<b>\$ 492,967</b>	<b>\$ 575,050</b>	<b>\$ 580,731</b>	<b>\$ 3,200,050</b>
<b>Expenditures</b>					
Operating	332,094	329,593	368,406	337,954	411,772
Capital	219,632	2,636	390,500	152,897	2,740,650
	<b>\$ 551,726</b>	<b>\$ 332,229</b>	<b>\$ 758,906</b>	<b>\$ 490,851</b>	<b>\$ 3,152,422</b>
<b>Ending Cash</b>	<b>\$ 436,365</b>	<b>\$ 597,103</b>	<b>\$ 421,476</b>	<b>\$ 686,983</b>	<b>\$ 734,611</b>

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. A special assessment in the amount of \$2.6 million was added in 2022 (\$1.3 million each for Aurora Water and Pueblo Water) for tunnel repairs.





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# City of Aurora, Colorado

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2022 CITY OF AURORA  
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.

### **American Rescue Plan Act of 2021 (ARPA)**

On March 11, 2021, the American Rescue Plan Act (ARPA) was signed into law by the President. The intent of the legislation is to provide state, local and Tribal governments with significant resources to respond to the COVID-19 public health emergency and its economic impacts. As part of this legislation, the City of Aurora will receive a total of \$65.4 million which will be divided into two payments. The city has already received the first payment and will receive the second in May 2022. These funds must be expended or legally obligated by December 31, 2024. Funds that have been legally obligated can be expended until December 31, 2026.

### **Annual Comprehensive Financial Report (ACFR)**

The ACFR 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.

### **Appropriation**

An appropriation is the amount of spending for a department, fund, or capital project legally authorized 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.

**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 all budget classes for personal services—Regular Salary, Salary Driven Benefits, Non-Salary Driven Benefits, Temporary Compensation, Overtime and Special Pay.

**Budget Class**

The budget class is the ‘parent’ budget level of a related group of budget sub-objects. The total of the related sub-objects represents the budget class. For example, the budget class ‘Salary Driven Benefits’ is made up of several pension sub-objects, two Federal Insurance Contributions Act Tax (FICA) sub-objects, Medicare and various insurance-related sub-objects.

**Budget Coordinator (DBC or BC)**

The Department Budget Coordinator (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.

**CARES Act**

The CARES Act is the federal Coronavirus Aid, Relief, and Economic Security Act passed by Congress in March 2020. The CARES Act established the Coronavirus Relief Fund through which it provides payments to state, local, and tribal governments navigating the impact of the COVID-19 pandemic.

**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.

**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 that includes 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 and housing projects, 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.

**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.

**Proforma**

The proforma 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, and expenditures. 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 provides the number of 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.

**Taxpayer Bill of Rights (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**

<b>ACAD</b>	Aurora Cultural Arts District	<b>CATPA</b>	Colorado Auto Theft Prevention Authority
<b>ACED</b>	Adams County Economic Development	<b>CBI</b>	Colorado Bureau of Investigation
<b>ACLC</b>	Aurora Capital Leasing Corporation	<b>CCIC</b>	Colorado Crime Information Center
<b>ACFR</b>	Annual Comprehensive Financial Report	<b>CCSD</b>	Cherry Creek School District
<b>ACOF</b>	Aurora Community of Faith	<b>CDBG</b>	Community Development Block Grant
<b>AdCo</b>	Adams County Open Space Fund	<b>CDOT</b>	Colorado Department of Transportation
<b>ADA</b>	Americans with Disabilities Act	<b>CHCD</b>	Citizens' Advisory Committee on Housing, Community Development
<b>AEDC</b>	Aurora Economic Development Council	<b>CHDO</b>	Community Housing Development Organizations
<b>AFB</b>	Air Force Base	<b>CIP</b>	Capital Improvement Program
<b>AFR</b>	Aurora Fire Rescue	<b>CLG</b>	Certified Local Government
<b>AFY</b>	Aurora For Youth	<b>CMATT</b>	CATPA Metropolitan Auto Theft Team
<b>A-GRIP</b>	Aurora Youth Development and Gang Reduction Implementation Plan	<b>CML</b>	Colorado Municipal League
<b>AIPP</b>	Art In Public Places	<b>COP</b>	Certificate of Participation
<b>AKCRT</b>	Aurora Key Community Response Team	<b>COOP</b>	Continuity of Operations Plan
<b>AMC</b>	Aurora Municipal Center	<b>CPF</b>	Capital Projects Fund
<b>APA</b>	Aurora Police Association	<b>CPI</b>	Consumer Price Index
<b>APAC</b>	Aurora Police Activities Club	<b>CSI</b>	Crime Scene Investigation
<b>APD</b>	Aurora Police Department	<b>CTF</b>	Conservation Trust Fund
<b>ARPA</b>	American Rescue Plan Act of 2021	<b>CWAC</b>	Citizens' Water Advisory Committee
<b>ArCo</b>	Arapahoe County Open Space Fund	<b>DBC</b>	Department Budget Coordinator
<b>AURA</b>	Aurora Urban Renewal Authority	<b>DCM</b>	Deputy City Manager
<b>BID</b>	Business Improvement District	<b>DIA</b>	Denver International Airport
<b>BMUT</b>	Building Materials Use Tax	<b>DMIF</b>	Destination Marketing Improvement Fee
<b>BRD</b>	Building Repaid Fund	<b>DR</b>	Disaster Recovery
<b>CABC</b>	Citizens' Advisory Budget Committee	<b>DRCOG</b>	Denver Regional Council of Governments
<b>CAD</b>	Computer Aided Dispatch	<b>DRF</b>	Development Review Fund
<b>CAPSTC</b>	City of Aurora Public Safety Training Center	<b>DUI</b>	Driving Under the Influence
<b>CARES</b>	Coronavirus Aid, Relief, and Economic Security Act	<b>EA</b>	Environmental Assessment

## Appendix 18 – Glossary

<b>EEOC</b>	Equal Employment Opportunity Commission	<b>HUTF</b>	Highway Users Taxes and Fees
<b>EMS</b>	Emergency Medical Services	<b>HVAC</b>	Heating Ventilation Air Conditioning
<b>EOEP</b>	Elected Officials and Executive Personnel’s Defined Benefit Plan	<b>IAFF</b>	International Association of Fire Fighters
<b>ERP</b>	Enterprise Resource Planning	<b>ICMA</b>	International City/County Management Association
<b>ESG</b>	Emergency Solutions Grant	<b>IGA</b>	Intergovernmental Agreement
<b>ESWU</b>	Employee Support and Wellness Unit	<b>IRS</b>	Internal Revenue Service
<b>FAST</b>	Fugitive Apprehension and Surveillance Team	<b>IT</b>	Information Technology
<b>FRA</b>	Fitzsimons Redevelopment Authority	<b>IWMP</b>	Integrated Water Master Plan
<b>FRB</b>	Force Review Board	<b>IVR</b>	Interactive Voice Recognition
<b>FTE</b>	Full-Time Equivalent	<b>JAG</b>	Justice Assistance Grant
<b>G &amp; G</b>	Gift and Grants Fund	<b>MDC</b>	Mobile Data Computer
<b>GDP</b>	Gross Domestic Product	<b>MET</b>	Motorcycle Enforcement Team
<b>GERP</b>	General Employees Retirement Plan	<b>MGD</b>	Millions of Gallons per Day
<b>GFOA</b>	Government Finance Officers Association	<b>MHz</b>	Megahertz
<b>GID</b>	General Improvements District	<b>MSU</b>	Medical Service Unit
<b>GIS</b>	Geographic Information System	<b>NCIC</b>	National Crime Information Center
<b>GO</b>	General Obligation	<b>NFPA</b>	National Fire Protection Association
<b>GOCO</b>	Great Outdoors Colorado Trust Fund	<b>NIBRS</b>	National Incident-Based Reporting System
<b>GON</b>	Graffiti Off Neighborhoods	<b>NLC</b>	National League of Cities
<b>GRASP</b>	Gang Rescue and Support Project	<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>GREAT</b>	Gang Resistance Education and Training	<b>NSP</b>	Neighborhood Stabilization Program
<b>HCS</b>	Housing and Community Services	<b>O&amp;M</b>	Operations and Maintenance
<b>HIDTA</b>	High Intensity Drug Trafficking Area	<b>OAR</b>	Original Aurora Renewal
<b>HOAP</b>	Home Ownership Assistance Program	<b>OBFP</b>	Office of Budget and Financial Planning
<b>HOME</b>	Home Investment Partnership	<b>ODA</b>	Office of Development Assistance
<b>HR</b>	Human Resources	<b>OEM</b>	Office of Emergency Management
<b>HRC</b>	Human Relations Commission	<b>OIIA</b>	Office of International and Immigrant Affairs
<b>HUD</b>	United States Department of Housing and Urban Development	<b>OPT</b>	Occupational Privilege Tax

## Appendix 18 – Glossary

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<b>OSF</b>	Open Space Fund	<b>VA</b>	Veterans Affairs
<b>OSNR</b>	Open Space and Natural Resources	<b>VoIP</b>	Voice over Internet Protocol
<b>PAR</b>	Police Area Representative	<b>VPN</b>	Virtual Private Network
<b>PCIDSS</b>	Payment Card Industry’s Digital Security Standard	<b>WPF</b>	Water Purification Facility
<b>PDF</b>	Parks Development Fund		
<b>PEG</b>	Public, Educational, and Government Franchise Fee		
<b>PPE</b>	Personal Protective Equipment		
<b>PRL</b>	Photo Red Light		
<b>PROS</b>	Parks, Recreation, and Open Space		
<b>PS Comm</b>	Public Safety Communications		
<b>PSS</b>	Professional Standards Section		
<b>PUC</b>	Public Utilities Commission		
<b>PWP</b>	Prairie Waters Project		
<b>RAQC</b>	Regional Air Quality Council		
<b>RFID</b>	Radio Frequency Identification		
<b>RTD</b>	Regional Transportation District		
<b>SAFER</b>	Staffing for Adequate Fire and Emergency Response		
<b>SCADA</b>	Supervisory Control and Data Acquisition		
<b>SCBA</b>	Self-Contained Breathing Apparatus		
<b>SCFD</b>	Scientific and Cultural Facilities District		
<b>SEAM</b>	Southeast Area Maintenance Facility		
<b>SID</b>	Special Improvement District		
<b>SRO</b>	School Resource Officer		
<b>SWAT</b>	Special Weapons and Tactics Team		
<b>SWMP</b>	Storm Water Master Plan		
<b>T &amp; D</b>	Transmission and Distribution		
<b>TABOR</b>	Taxpayer Bill of Rights		
<b>TEMS</b>	Tactical Emergency Medical Support		
<b>TIF</b>	Tax Increment Finance		
<b>TIP</b>	Transportation Improvement Program		
<b>TOD</b>	Transit-Oriented Development		
<b>UPS</b>	Uninterruptible Power Supply		
<b>USPS</b>	United States Postal Service		
<b>WISE</b>	Water Infrastructure and Supply Efficiency		



