"Ascentiate" by Douwe Blumberg, 2018

2023

City Manager's **Proposed Budget**

Prepared by the Office of
Budget and Financial Planning

City of Aurora

AURORA

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City of Aurora, Colorado

2023 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
Ruben Medina ..... Ward III
Juan Marcano ..... Ward IV
Alison Coombs ..... Ward V
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You can also access an electronic version of the 2023 Operating and Capital Improvement Budget by visiting the URL below:

https://www.auroragov.org/budget

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January 01, 2022

Executive Director

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Special Recognition

The following individuals and groups played a key role in the development of the 2023 budget for the City of Aurora. They are recognized here for their hard work and valuable contributions.

Council Appointees

Candice Atkinson, Court Administrator

Dan Brotzman, City Attorney

Shawn Day, Presiding Judge

Commission Appointees

Matt Cain, Civil Service Administrator

Douglas Wilson, Chief Public Defender

Deputy City Managers

Jason Batchelor

Laura Perry

Roberto Venegas

Department Directors and Managers

Aurora Water – Marshall Brown

Aurora911 – Tina Buneta

Communications – Kim Stuart

Finance – Terri Velasquez

Fire – Fernando Gray (Outgoing), Allen Robnett (Interim)

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 – Jeannine Rustad

Police – Dan Oates (Interim)

Public Works – Cindy Colip

Department Budget Staff

Aurora Water – Fernando Arando Perozo, Jo Ann Giddings, Gail Thrasher, 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 – Terrance Taylor

Fire – Mathew Wasserburger

General Management – Greg Hays and Jackie Ehmann

Housing and Community Services – Jeffrey Hancock, Jackie Ehmann, and Kerstin Claspell

Human Resources – Bill Levine

Information Technology – Liz Rehwalt

Judicial – Andrea Paquette

Library & Cultural Services – Matthew Kipp

Parks, Recreation & Open Space – Tom Tully and Sarah Maier

Planning & Development Services – Marvina Redding

Police – John Schneebeck and Mara Nelson

Public Defender – Reyna Lopez

Public Works – Elly Watson

Council-Appointed Citizen Committees

Citizens' Advisory Budget Committee

Citizens' Advisory Committee on Housing and Community Development

Citizens' Water Advisory Committee

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City of Aurora, Colorado

2023 CITY MANAGER'S
PROPOSED BUDGET

BUDGET MESSAGE

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MEMORANDUM

City of Aurora

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

FROM: Jim Twombly, City Manager

DATE: August 31, 2022

SUBJECT: 2023 Proposed Budget

I am pleased to transmit to you the City Manager's Proposed Budget for 2023. By City Charter, the City Manager is required to submit the proposed budget to Council no later than September 1. This budget message provides a brief overview of the approach used to develop the budget.

The 2023 Proposed Budget continues the City of Aurora's strong recovery from the impacts of COVID-19, but with a more muted revenue projection than seen in recent years. The 2023 budget is balanced, and 2024 is balanced to within 0.6 percent, with much of the variance being one-time in nature. Despite these positive outcomes, the city still has some financial challenges ahead as reflected by projected revenue shortfalls in the out-years.

The 2023 Proposed 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. The 2023 Proposed Budget lays the groundwork for addressing many of the issues. The 2023 Proposed Budget includes a total of $1.1 billion in appropriations for all funds. This is $157.0 million more than the 2022 Original Budget of $983.3 million, with $65.2 million coming from increased operating spending and $91.8 million coming from increased capital spending. Most of the operating increase is in the General Fund, which is increasing $49.1 million. The majority of the capital increase is accounted for in the Water Fund with an increase of $52.8 million.

Table 1. All Funds 2022-2023 Growth

	2022 Original	2023 Proposed	Dollar Change	Percent Change
Operating (all funds)	$ 745,448,440	$ 810,643,523	$ 65,195,083	8.7%
Capital (all funds)	237,882,389	329,676,601	91,794,212	38.6%
Total (all funds)	**$ 983,330,829**	**$ 1,140,320,124**	**$ 156,989,295**	**16.0%**

Table 2. Operating Budget General Fund/Other Funds 2022-2023 Growth

	2022 Original	2023 Proposed	Dollar Change	Percent Change
General Fund	$ 426,148,586	$ 475,286,105	$ 49,137,519	11.5%
Others Funds	319,299,854	335,357,418	16,057,564	5.0%
Operating total (all funds)	**$ 745,448,440**	**$ 810,643,523**	**$ 65,195,083**	**8.7%**

The 2023 Proposed Budget for the General Fund is $475.3 million, which is $49.1 million (11.5 percent) more than the 2022 Original Budget of $426.1 million. A significant portion of this variance is based on the following changes:

- $24.9 million is required for personal services related adjustments, $20.7 million for salary, salary and health/dental – related adjustments with a $2.2 million set-aside for a compensation sustainability fund and $2.0 million for the final year of Police pension seed funds;
- $20.1 million 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 contractual-related increases;
- $8.8 million is required for ongoing amendments primarily associated with public safety, and the addition of 44.5 FTE in the General Fund;
- $4.7 million is required for one-time amendments across several departments; and
- A decrease of $9.3 million is included as base budget adjustments, primarily to remove 2022 one-time appropriations.

Attachment 8 in the Executive Summary and the Department Budgets sections 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 2023 budget is completely balanced, and 2024 is balanced to within $3.1 million. This equates to 0.6 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 2023 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). 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, optimistic, and pessimistic scenario. These different forecasts provide sensitivity analysis around more favorable and unfavorable economic conditions.

Looking forward, there are concerns about inflation and the associated federal efforts to address inflation using monetary policy, which has the potential to cause an economic recession.

Furthermore, worker shortages, supply chain disruptions, COVID-19 variants, and the war in Ukraine all have the potential to create additional inflationary pressures. Given these concerns, city management decided to use a modified version of the BRD baseline forecast called the adjusted baseline scenario. Adjustments include using a more conservative forecast of auto use tax collections, slightly moderating the levels of growth in sales and capital-related use tax collections, and reflecting the impact of the Taxpayer's Bill of Rights (TABOR) on property tax revenues.

National Gross Domestic Product (GDP) grew by an impressive 5.7 percent in 2021. This strong economic recovery also saw growth in employment, income, and consumption. Consumer demand remained extraordinarily strong in 2021 and into early 2022. A combination of strong consumer demand and supply shortages caused the United States to record the highest inflation in nearly four decades. Over recent months, the Federal Reserve has been aggressively raising interest rates in an attempt to slow inflation. Most economists are now lowering their projections for economic growth in 2022, with a growing concern that a recession in the near term is increasingly possible. Under the adjusted baseline scenario, GDP growth is projected to slow to 2.3 percent in 2022 and 1.4 percent in 2023. Increasing consumption and growth in prices will continue to drive growth in sales, use, and property tax collections in 2022 and 2023 even when overall economic growth is slowing. From 2024 through 2027, GDP growth will average 2.7 percent.

Through a combination of econometric modeling, historical trends, current knowledge, and an assessment of expected trends and events that will affect future revenues, the Budget Office, staff has prepared a revised 2022 projection that is $42.8 million (10.2 percent) higher than the 2022 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 $37.1 million (9.9 percent) above the 2022 Original Budget. Inflation, rising interest rates, and various supply-side issues are projected to cause slower economic growth going into 2023. Under the baseline scenario used to develop the 2023 Proposed Budget, GDP growth in 2023 is a modest 1.4 percent, the unemployment rate rises slightly, and growth in national retail sales slows to 2.9 percent in 2023. Consequently, General Fund sources are projected to grow by only 2.7 percent or $12.5 million in 2023. 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 2023 PROPOSED BUDGET

Plans for Employee Retention, Engagement, Recruitment

Much like other municipalities and the private sector, Aurora has been adversely impacted by significant employee turnover. Recent projections show annual turnover exceeding 18 percent in 2022, much higher than previous years. Few departments are immune to this reality. As an example, turnover in Housing and Community Services is projected to hit 44 percent by year end. Abatements and animal care services are also being adversely affected. Human Resources, which saw 14 percent turnover in 2021, is projected to hit 45 percent by year-end. This is exacerbated by employees facing rising costs of goods, services, housing and energy, compelling them to seek employment at a higher wage.

To combat this, the city will be implementing an equitable, multi-pronged plan which balances both one-time and ongoing strategies to retain and attract talent. The plan consists of improving business processes, enhancing city culture and employee engagement, and monetary incentives. One-time monetary strategies include recognizing and rewarding employees that have demonstrated excellence in their work and service to the city and community through/with high-performance bonuses, an inflation stipend, an earlier start for the 2023 raise, and implementing a strategic compensation program which includes signing and referral bonuses, sick leave payouts, and offering free Recreation Center memberships. Ongoing monetary strategies include a greater pay increase than originally projected and setting aside an additional amount of compensation market adjustment funds for targeted job classifications.

Public Safety Investments

Public Safety is an important component of city services. The criticality of public safety is reflected in the annual budget as public safety comprises the majority of our General Fund budget. The vast majority of the 2023 ongoing amendments are related to Public Safety, including:

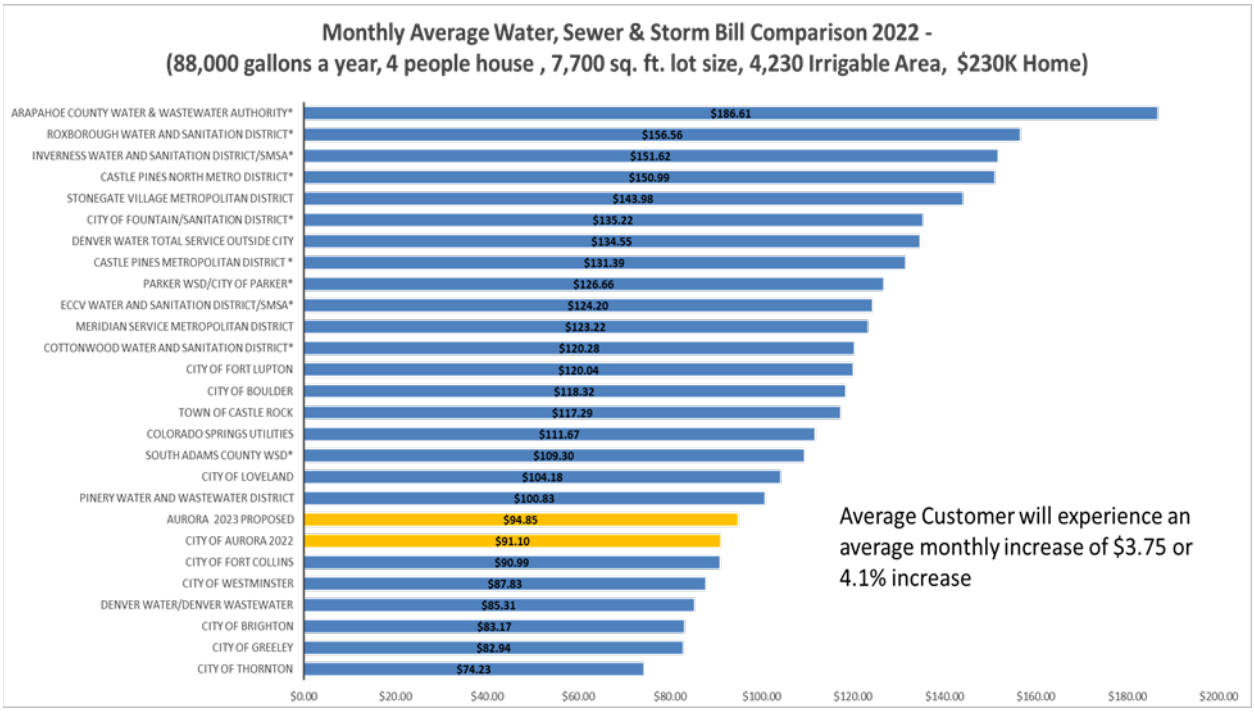
- Police - 12.0 FTE Police Officers, consisting of 4.0 FTE funded for the whole year and 8.0 FTE funded for ¼ of the year, 15.0 FTE Police Officers are included in the 2024 proforma;
- Police - 6.0 FTE civilian Community Services Representatives for a total of 12.0 FTE to address traffic and cold burglary investigations;
- Fire - 4.0 FTE Firefighters for 24-hour logistics, equipment, and fleet support. A 17.0 FTE fire company and truck are included in the 2024 proforma;
- Parks, Recreation and Open Space – appropriation added in several funds for Park Rangers for daytime patrol in parks, as well as funds for the nighttime patrol of parks;
- Court system - appropriation added for a weekend court, to account for a new state issued mandate requiring municipal courts to hold a bond hearing within 48 hours for a person jailed;
- Housing and Community Services - an additional Aurora Mobile Response Team (AMRT);
- Information Technology - an updated Axon body worn camera contract which has been executed in 2022; and
- The equivalent of 15.0 FTE public safety personnel have been added in each year of the proforma 2025-2027.

City Inflation and Its Effect on Water Rates and Fees

Inflationary pressures are affecting city budgets in fairly dramatic ways. Strategies that prioritize employee retention, engagement, and recruitment ideas are money well spent, but limits the city's capacity to fund new services. Fleet-related costs, risk charge backs, and utility costs are all increasing significantly. One example is the 70 percent increase in fuel prices, up an estimated $2.1 million versus the 2022 Original Budget. In addition, nearly every city contracted service has increased to cover inflation, which has increased budgets. Due to this inflation, 2023 amendments beyond public safety and mandates are minimized.

Inflation has hit Water and Wastewater services as well. Costs of many critical commodities required to provide water services have increased significantly. For example, chemical and utility cost increases of 50-100% have been the rule rather than the exception. For 2023, sewer rates need to increase 5.0 percent and stormwater rates need to increase 3.5 percent (consistent with prior forecasts). Water rates were originally proposed to increase by 5.0 percent, but after further consideration, the increase has been changed to 4.0 percent. To minimize the needed rate increase, two FTE requests were removed and the subsidization for credit card payments is proposed to be eliminated starting July 1, 2023. Eliminating the credit card subsidization will remove almost $2 million in ongoing costs from the Water operating budget (roughly $460,000 in the prior year budgets plus the additional of $1.44 million that had been proposed as an addition to the 2023 budget as an ongoing expense). Water is planning a robust communication effort through June 2023 to educate customers on the costs associated with credit card payments along with the lower costs associated with numerous other payment options. Beginning July 1, 2023, following the communication effort, customers choosing to pay with credit cards will be responsible for payment of the associated fees.

Even with the 4 percent water, 5 percent sewer, and 3.5 percent stormwater increases, the monthly average bill for Aurora residents will rank in the bottom third of area providers.



Water connection fees also need to increase. Adjustments will vary by type of development, dependent upon how much water is "consumed" as compared to the potential amount of water able to be recaptured and reused through the Prairie Waters system. Developments with more outdoor irrigation (consumable demands) will see larger water connection fee increases while indoor "recoverable" uses will see smaller increases, or in some cases, decreases in water connection fees. The water connection fee adjustments are designed to produce approximately an 11.0 percent increase in revenue. Sewer connection fees need to increase 6.4 percent and stormwater connection fees do not require an increase this year.

Costs associated with providing water service that affect rates and fees are anticipated to continue increasing in future years. All the "easy" water supplies have been acquired and remaining acquisitions required to support future growth will be further away, more complicated, and more expensive, resulting in significant cost impacts on water connection fees. New "unfunded mandates" continue to drive higher costs associated with federal and state regulations; the new Lead and Copper rule, changes to the Waters of the United States regulations, and polyfluoroalkyl substances (PFAS) health-based guidance levels are driving higher costs of permitting, treatment, and operations, which adversely impact water rates. Higher materials, chemical, utility, and fuel costs are also impacting rates and fees.

Water Conservation

With the increased costs of providing water service, water conservation will become more and more critical. From future sustainability and system resiliency perspectives, the wise use of arguably our most precious limited resource is vital. Additionally, from an affordability perspective, water conservation will become more important in keeping water rates and fees manageable. Aurora was one of the first water systems to adopt a volumetrically based water connection fee structure, which allows connectors to keep their water connection fees lower by applying strong water conservation practices within their developments. Aurora also has a volumetric tiered (inverted block) rate structure that affords customers the opportunity to manage their monthly water bills by implementing strong water conservation practices.

Aurora has long been a leader in water conservation and water re-use. Council just approved a new water conservation/non-functional turf ordinance to continue this leadership. The new ordinance establishes a strong ethic of water efficient landscapes for future growth within Aurora. In addition to the forward-looking, newly adopted water conservation ordinance, Council challenged staff to create plans and/or programs to help our existing community become more water efficient with outdoor landscapes. As a result, Water is working on enhancements to the 2023 water-wise landscape rebates using a $300,000 budget. Parks, Recreation and Open Space (PROS) started converting non-functional turf a few years ago (including a current project adjacent to the Central Library) and has money programmed to continue these efforts within their projected 5-year budget. In 2023, PROS budget includes $1.3 million for water conservation projects focused on turf conversion and irrigation system related replacements. These funds may also be used as matching funds to leverage related water conservation grants. Water and PROS staff are also working collaboratively to create a 10-year plan targeting outdoor water efficiencies including non-functional turf conversions.

Homelessness

The 2023 budget contains resources dedicated to addressing homelessness in Aurora. In the short term, camp abatement and sheltering are current costs that will continue in 2023. The budget contains $250,000 to abate property. There is funding for a dedicated FTE to post, attend, and generally assist in administering the abatement process. Additionally, approximately $400,000 is included for camp abatement outreach efforts. For longer term budget items focused on homelessness, approximately $1.5 million is committed to the purchase and operation of 30 additional pallet shelters at the existing Salvation Army and Restoration Christian Ministry locations. Given limited shelter/housing options, the city will focus on a new facility to replace the

existing Day Resource Center with a site devoted to a navigation/day area, emergency shelter, and transitional housing. This facility will be complemented by future projects, including the state operated Ridgeview facility, Mile High Behavioral Healthcare Montview Emergency Family Shelter, the Aurora Mental Health Safety Net campus, and additional permanent supportive housing from the Aurora Housing Authority.

Development Review

In 2022, the city has undertaken a concerted effort to improve the development review process and respond to current demands. In the Development Review Fund, several amendments are included to support departments in the face of an extremely high continuous workload. The most significant is the activation of 8.0 FTE in 2022 to support workload and organizational capacity, a move approved by the Planning and Economic Development Committee in July 2022. The FTE will be fully budgeted in 2023.

Another amendment is the addition of 1.0 FTE Engineering Supervisor added as part of a reorganization in Public Works. The reorganization will result in enhanced service delivery in the organization with the goal of delivering quality, on-time, and customer-focused services. Third-party contractors for development review will continue to augment city FTE.

Transportation

Roadway maintenance continues to be a priority for the city. This year, the Public Works Department shifted the city's pavement management strategy to an objective pavement condition approach focused on maintaining a sufficient Pavement Condition Index (PCI). The approved target PCI for the City is 73. In order to meet the target PCI, a $35 million Certificate of Participation (COP) financing was approved in 2022. The COP financing will be focused on paving prioritized neighborhood streets in the worst condition. As a result, the city's network PCI is projected to increase from 69 to 74. The current transportation spending plan will be sufficient to keep the PCI at the target level through the five-year plan. In addition, a new Transportation Maintenance Fund (TMF) was created from the five most significant ongoing transportation-related capital lines in order to create transparency for the city's annual transportation maintenance investments.

The 2023 budget also includes investments in multimodal transportation capital projects such as the Colfax Bus Rapid Transit (BRT) project. The five-year plan also includes $22.5 million in matching funds to leverage state and federal transportation grant funding including Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP) funding.

LONGER TERM OUTLOOK

Despite strong revenue growth in 2023, and being close to balanced in 2024, the outlook for the General Fund from 2025 to 2027 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 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

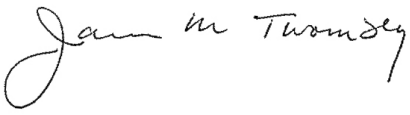
I would like to thank the citizens of Aurora for their participation and input in the budget process. The city benefited from thousands of volunteer hours provided by citizens in a variety of functions during the year. In addition, Council and staff received invaluable input from citizens as they participated 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 to the Mayor and City Council for their work 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,



Jim Twombly
City Manager

City of Aurora, Colorado

2023 CITY MANAGER'S
PROPOSED BUDGET

EXECUTIVE SUMMARY

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2023 Proposed Budget Executive Summary

The Executive Summary provides an overview of the 2023 Proposed Budget and the various factors that have influenced its creation. The intent is to help the reader more easily understand the city's 2023 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 2023 PROPOSED BUDGET

A number of factors have contributed to the formulation of the 2023 Proposed 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

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. However, in a strong economic recovery, real GDP reached new peak levels in 2021. Consensus forecasts from March 2022, averaging the forecasts from 24 entities, project U.S. real GDP growth of 3.3 percent in 2022 and 2.4 percent in 2023. The adjusted baseline scenario used in the 2023 Proposed Budget assumes that U.S. real GDP will increase by 2.3 percent in 2022 and will slow to 1.4 percent growth in 2023. Under the University of Colorado Boulder Business Research Division (BRD) pessimistic forecast, real GDP growth would increase by 0.9 percent in 2022 before falling 0.4 percent in 2023.

The recovery from the COVID-induced recession has been notable for strong growth in GDP, employment, income, and consumption. In the first quarter of 2022, consumer spending increased by 3.1 percent. Detailed results saw demand decrease for non-durable goods such as food and gasoline, while spending for services (a sector that saw large decreases in demand during the early stages of the COVID-19 pandemic) increased by 4.8 percent. A combination of strong consumer demand and supply shortages caused the United States to record the highest level of inflation in nearly four decades. Over recent months, the Federal Reserve has been aggressively raising interest rates in an attempt to slow inflation. As a result, there is now growing concern that a recession in the near term is increasingly possible. For 2022, retail trade is projected to increase between 4.5 percent (in the BRD pessimistic scenario) and 8.0 percent (in the BRD optimistic scenario). As the economy slows going into 2023, retail trade under the BRD baseline scenario will grow by 2.9 percent. In the pessimistic scenario, retail trade would decline by 1.1 percent.

The national unemployment rate reached 14.4 percent in April 2020 and generally declined in the second half of 2020 and throughout 2021. Despite inflation and some of the other economic concerns, the labor market has remained strong in the first half of 2022. As of May 2022, the unemployment rate in the United States stood at 3.3 percent. The baseline scenario assumes that employment will grow by 1.6 percent in 2022 and 1.2 percent in 2023. However, it is worth noting that under the pessimistic scenario, in 2023 the United States would enter a mild recession and U.S. employment would decrease by 1.6 percent.

Colorado and Aurora

Prior to the pandemic-induced recession, Colorado enjoyed more than a decade of strong economic growth that generally outpaced most other states in the nation across a number of key economic indicators such as employment, personal income, and GDP growth. 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, the City of Aurora's sales tax growth rate interestingly exceeded the State of Colorado sales tax growth rate and outperformed many jurisdictions within Colorado's metropolitan areas. However, by the end of 2021, a BRD analysis of sales tax collections in the 30 largest tax jurisdictions in Colorado found that Aurora's sales tax revenue growth from 2019 to 2021 exceeded only one-third of the jurisdictions and lagged in the remaining two-thirds.

Employment in Colorado was significantly impacted by the COVID-19 pandemic. Notably, Colorado unemployment was generally higher than that of the United States in 2021. One of the factors behind this trend appears to be the higher relative proportion of jobs in Colorado that are in service-related industries. Unfortunately, service-related businesses were hit harder in the early months of the COVID-19 pandemic due to lockdowns and general uncertainty surrounding the virus. Travel and tourism were especially impacted within the leisure and hospitality service sector. However, in the first half of 2022, service-related industries experienced stronger consumer demand. Various travel and tourism related metrics, such as the number of passengers flying into Denver International Airport, showed strong growth compared to 2021. Given these trends, as of April 2022, Colorado was one of only fourteen states to have completely recovered all of the jobs it lost during the COVID-19 pandemic. As of May 2022, the unemployment rate in both the State of Colorado and the Metro Denver area stood at a low 3.0 percent.

In June 2022, the Leeds Business Confidence Index, a local measure of business expectations, recorded the fifth lowest score in the 20-year history of the index. Looking ahead to the third quarter of 2022, all six of the components were negative, with the national economy registering the lowest score at 27.7 points (a score of 50.0 is neutral). Panelists listed inflation, interest rates, and supply chain issues as their primary concerns.

The City of Aurora's cautious growth revenue forecast for the 2023 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. Forecasts of national indicators from Moody's Analytics serve as the fundamental drivers to the revenue estimates. There may be more

downside risk than potential upside to the baseline forecast. The Federal Reserve is expected to enact a series of interest rate increases in an attempt to bring inflation under control. These increases have the potential to cause an economic recession. Additionally, worker shortages, supply chain disruptions, COVID-19 variants, and war in the Ukraine all have the potential to worsen the supply of goods and services, create additional inflationary pressures, and diminish economic growth. Nevertheless, consumer demand remains relatively strong and unemployment in the United States, Colorado, and Metro Denver continues to decline. Some sectors, like travel and tourism, continued to show strong growth in early 2022 compared to the same period in 2021. Other service industries, including restaurants, bars, and movie theaters, are also seeing strong recoveries in 2022. Coming out of the first two years of the COVID-19 pandemic, there still appears to be growing consumer demand, even if that growth is starting to slow. As such, if inflation and supply-side challenges can be quickly brought under control, there is the potential to exceed economic expectations.

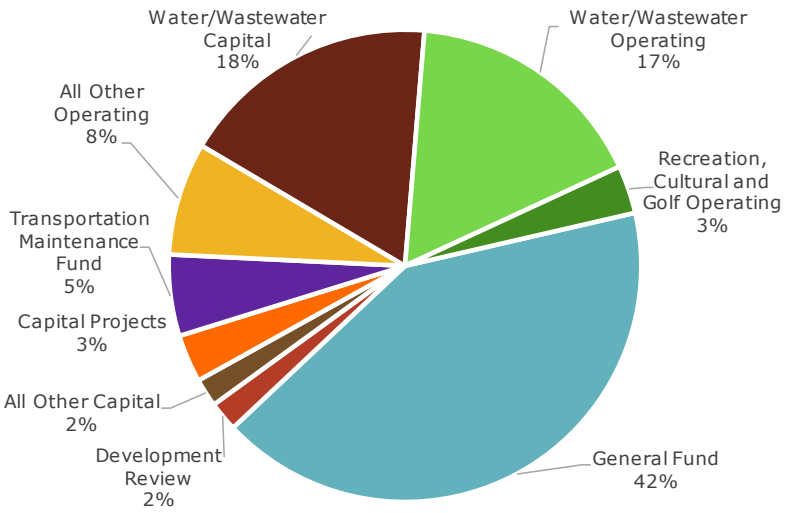
BUDGET OVERVIEW – ALL FUNDS

The city's budgeted funds include the General Fund, Capital Projects Fund, Water and Wastewater funds, Recreation and Golf Courses funds, 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, demonstrate compliance with finance-related legal requirements, and aid financial management by segregating transactions related to certain city functions or activities. Attachments 1 through 3 beginning on page B-15 summarize appropriations and past (actual) spending for the city's funds.

The 2023 Proposed Budget includes a total of $1.1 billion in appropriations for all funds. This is $157.0 million more than the 2022 Original Budget of $983.3 million, with $65.2 million coming from increased operating spending and a $91.8 million increase in capital spending. Most of the operating increase is in the General Fund, which increases $49.1 million. The majority of the capital increase is accounted for in the Water Fund with an increase of $52.8 million.

Personal services (salary and benefits) accounts for $38.2 million of the increase in operating costs. This increase includes civil pay and benefit increases in accordance with the Police and Fire collective bargaining agreements. In 2023, career service pay and benefit increases maintain financial parity with the Police and Fire collective bargaining contracts with a 5.0 percent wage increase and a smaller increase in the

Figure 1. 2023 Total Appropriations by Fund



city's contribution for health and dental insurance. Additionally, 71.0 FTE were added to the budget, including 2022 Spring Supplemental amendments. Most are in the General Fund, which is increasing by 53.5 FTE, the majority of which are in public safety.

Figure 1 illustrates the distribution of total appropriations in 2023. The General Fund accounts for approximately 42 percent of total appropriations, while another 28 percent of the 2023 budget is dedicated to capital projects in several funds. Operating costs for Aurora Water (both the Water and Wastewater funds) make up 17 percent of the city's total budget. The remaining 13 percent is for operations of all other city funds.

GENERAL FUND SUMMARY

The General Fund is the primary source of funding for most city operations, including public safety, transportation, parks, libraries and other services. In addition, annual transfers from the General Fund to the Capital Projects Fund pay for many of the city's infrastructure projects. Table 1 provides a summary of the most significant adjustments in the 2023 General Fund budget.

Table 1. 2023 Expenditure and Budget Summary - General Fund

Sources	Amount	Comment
Revenue and Transfers	**$472,984,346**	Moderate growth in sales and use tax collections are anticipated in 2023.
Total Sources	**$472,984,346**	**Total 2023 Proposed Sources**
2022 Original Budget	$426,148,586	The 2022 Original Budget is the starting point for the 2023 Proposed Budget.
Base Budget Adjustments	(9,347,301)	Amount includes $10.4 million in reductions to remove 2022 one-time appropriation, $1.0 million Spring Supplemental.
Cost Drivers	44,980,240	$24.9 million in personal services adjustments, including $22.9 million in salary, salary-related and health/dental adjustments and $2.0 million in for the second year of Police pension seed funding; $20.1 million in other adjustments, including the Capital Projects Fund transfer adjustment, subsidy transfer adjustments, Risk and Fleet fund charges, utility increases, and department-specific contractual increases.
Amendments	13,504,580	$8.8 million ongoing amendments primarily associated with the addition of 44.5 FTE across all departments, but primarily in public safety. Also includes $4.7 million one-time amendments across several departments, with the largest being a $3.0 million City Council set aside. Additional details can be found in the department pages.
Total Uses	**$475,286,105**	**Total 2023 Proposed General Fund Budget**

General Fund Revenue

Figure 2 illustrates the sources of revenue within the General Fund. Sales tax revenue remains the backbone of Aurora's General Fund, accounting for 57 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. 2023 General Fund Sources

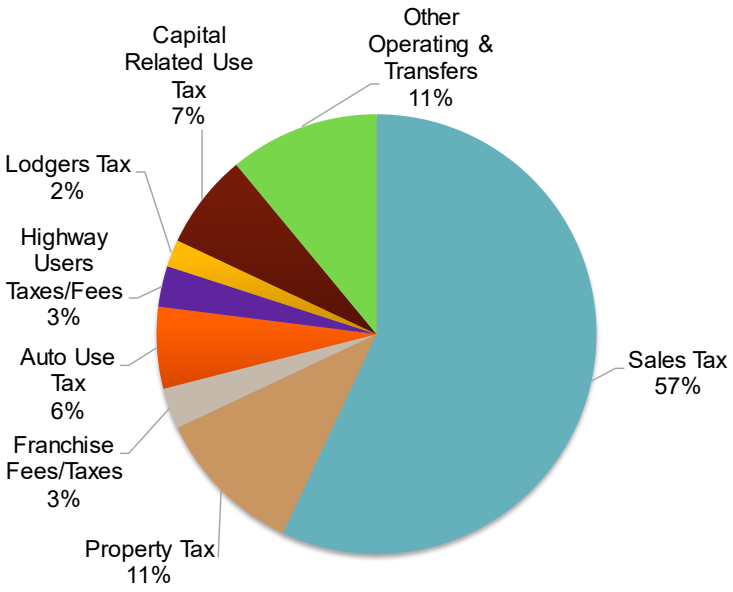


Table 2 provides a summary of General Fund sources of revenue and the anticipated growth in key categories. General Fund revenue in 2023, excluding transfers, is estimated to grow at a rate of 2.7 percent or $12.5 million over the 2022 year-end projection. The major component of revenue growth in 2023 is a $7.9 million increase in sales tax collections. Property tax revenues are projected to increase by $3.6 million, which reflects allowable growth in Aurora's property tax revenue limitation under the Taxpayer's Bill of Rights (TABOR). Capital-related use tax is expected to increase $1.4 million. Audit revenue, a component of all other operating revenue, is experiencing its highest year

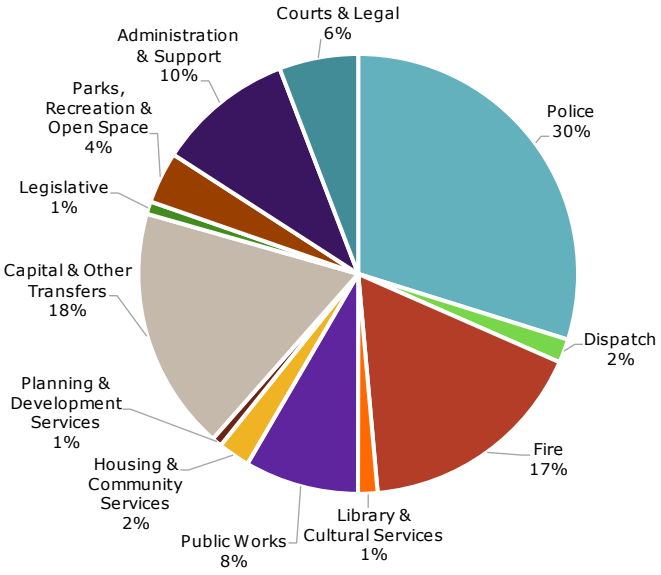
Table 2. Summary of Key General Fund Revenue Sources

Sources of Funds	2021 Actual	2022 Projection	2023 Proposed	2021-2022 Change	2022-2023 Change
General Sales Tax	$ 245,602,264	$ 263,229,402	$ 271,173,019	7.2%	3.0%
Property Tax	40,887,181	46,161,109	49,745,107	12.9%	7.8%
Capital-Related Use Tax	35,644,615	33,502,888	34,920,187	(6.0%)	4.2%
Auto Use Tax	28,336,062	27,120,445	27,120,445	(4.3%)	0.0%
Franchise Fees/Taxes	15,654,893	17,381,079	16,251,309	11.0%	(6.5%)
Highway Users Fees/Taxes	12,136,145	11,837,703	12,890,630	(2.5%)	8.9%
Lodger's Tax	6,790,737	7,982,459	8,273,021	17.5%	3.6%
All Other Operating Revenue	49,129,198	53,304,879	52,610,628	8.5%	(1.3%)
General Fund Revenue	**$ 434,181,094**	**$ 460,519,964**	**$ 472,984,346**	**6.1%**	**2.7%**
Transfers In from Other Funds	2,834,550	-	-	(100.0%)	0.0%
Total General Fund Sources (including transfers in)	**$ 437,015,643**	**$ 460,519,964**	**$ 472,984,346**	**5.4%**	**2.7%**
Transfer Out of Capital-Related Revenue	48,422,101	47,519,402	49,262,540	**(1.9%)**	**3.7%**
General Fund Operating Revenue (excludes capital transfer)	**$ 388,593,542**	**$ 413,000,562**	**$ 423,721,806**	**6.3%**	**2.6%**

ever, but is expected to drop to more historical levels in 2023. Other streams are remaining relatively stable. For General Fund operating revenue, the projected 2.6 percent increase in 2023 represents the weakest growth in recent history.

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

Figure 3. General Fund Appropriations



General Fund Appropriations

For 2023, General Fund total appropriations, including transfers, is $475.3 million, an 11.5 percent increase from the 2022 Original Budget of $426.1 million. The majority of the increase is due to pay increases and the inclusion of a net 53.5 FTE across all departments, including 9.0 FTE added during the 2022 Spring Supplemental and 44.5 added as part of the 2023 Proposed Budget. Public Safety related departments make up the largest share of the General Fund budget, reflecting the high city priority for maintaining public safety, as Figure 3 illustrates.

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

STAFFING – ALL FUNDS

The 2023 Proposed Budget includes an additional 71.0 FTE versus the 2022 Original Budget, with 61.5 FTE added as part of the 2023 budget process and another 9.5 FTE added in the 2022 Spring Supplemental. Table 3 breaks out all net position changes by fund for 2023.

Table 3. 2023 FTE Adds by Fund

Fund	2022 Original FTE Count	2022 Supp Adj	2023 Adds / Reductions	2023 Transfers and Technical	Net Change	2023 Proposed FTE Count
Comm Development	18.50	-	-	-	-	18.50
Conservation Trust	14.22	-	-	-	-	14.22
Cultural Services	19.00	(0.50)	-	-	(0.50)	18.50
Designated Revenues	23.96	-	-	(1.96)	(1.96)	22.00
Development Review	155.00	-	1.00	-	1.00	156.00
Enhanced E-911	80.00	-	1.00	-	1.00	81.00
Fleet Management	48.00	-	2.00	-	2.00	50.00
General	2,313.24	9.00	44.50	-	53.50	2,366.74
Gifts and Grants	8.10	-	(1.00)	-	(1.00)	7.10
Golf Courses	33.00	-	-	-	-	33.00
Marijuana Tax Revenue	6.00	1.00	-	-	1.00	7.00
Open Space	38.48	-	5.00	1.96	6.96	45.44
Parking and Mobility	3.00	-	-	-	-	3.00
Parks Development	-	-	1.00	-	1.00	1.00
Recreation	110.00	-	(2.00)	-	(2.00)	108.00
Risk Management	11.00	-	-	-	-	11.00
Wastewater	160.03	0.45	2.70	1.20	4.35	164.38
Water	326.97	(0.45)	7.30	(1.20)	5.65	332.62
Totals	**3,368.50**	**9.50**	**61.50**	**-**	**71.00**	**3,439.50**

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 with the 2023 amendments to the budget.

Table 4. 2023 FTE Staffing Net Change - General Fund

Department	2022 Supplemental Adjustments	Adds / Reductions	2022 - 2023 Net Change
Aurora Water	4.00	3.00	7.00
Aurora911	-	-	-
City Attorney	-	1.00	1.00
Communications	(4.00)	1.00	(3.00)
Court Administration	-	1.00	1.00
Finance	1.00	3.00	4.00
Fire	-	4.00	4.00
General Management	-	-	-
Housing and Community Services	0.50	3.00	3.50
Human Resources	2.00	3.00	5.00
Information Technology	1.00	-	1.00
Judicial	-	0.50	0.50
Library and Cultural Svcs	1.50	-	1.50
Parks, Recreation and Open Space	-	-	-
Planning and Dev. Svcs	-	1.00	1.00
Police	2.00	18.00	20.00
Public Defender	-	3.00	3.00
Public Works	1.00	3.00	4.00
Totals	**9.00**	**44.50**	**53.50**

The General Fund increases by a net 53.5 FTE. This is a result of the addition of 44.5 new FTE as part of the 2023 budget and a net 9.0 FTE added as part of the 2022 Spring Supplemental.

Table 5 shows the details of the staffing level by fund over time. The total General Fund FTE count is 319.5 greater than 2003, but the ratio of civil service to career service has changed considerably. Police Civil Service has grown 30.0 percent (173.9 FTE) and Fire Civil Service has grown 47.1 percent (142.5 FTE) while Career Service FTE has remained flat increasing only 0.3 percent (3.1 FTE). The majority of the Fire Civil Service increase has been in the past five years while Police Civil Service increases have been more consistent. A portion of the career service decrease is explained by the movement of 63.0 FTE dispatchers to the E-911 Fund in 2015. Excluding that adjustment, career service FTE would have grown 5.7 percent.

The growth in other funds has been mixed. In the Water and Wastewater funds, FTE counts are up 74.4 percent (212.0 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. The increase in the Development Review Fund has been fairly recent, due to extremely high workload. Increases in the Open Space Fund and the Designated Revenues Fund are the primary drivers in the 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)

	FTE Count					FTE Change 2003-2023	
Category/Fund	**2003**	**2007**	**2011**	**2015**	**2023**	**Count**	**%**
General Fund							
Police, Civil Service	580.0	635.0	649.3	666.9	753.9	**173.9**	30.0%
Fire, Civil Service	302.5	311.0	308.0	329.0	445.0	**142.5**	47.1%
Career Service	1,164.7	1,091.5	948.9	934.2	1,167.8	**3.1**	0.3%
Subtotal, General Fund	**2,047.2**	**2,037.5**	**1,906.2**	**1,930.0**	**2,366.7**	**319.5**	**15.6%**
Non-General Funds							
Police Civil (Non-GF)	2.5	2.0	8.8	10.2	1.1	**(1.4)**	-56.0%
Wastewater/ Water Fund	285.0	403.0	422.0	429.0	497.0	**212.0**	74.4%
Development Review Fund	112.0	119.3	70.8	82.8	156.0	**44.0**	39.3%
E-911 Fund	-	5.0	5.0	68.0	81.0	**81.0**	N/A
Golf Courses Fund	57.0	52.0	45.0	38.0	33.0	**(24.0)**	-42.1%
Rec & Cultural Svcs Funds	90.8	86.0	79.2	94.8	126.5	**35.7**	39.3%
All Other FTE	108.5	132.9	145.6	154.6	178.2	**69.7**	64.2%
Subtotal, Non-General Funds	**655.8**	**800.1**	**776.3**	**877.3**	**1,072.8**	**417.0**	**63.6%**
Total	**2,703.0**	**2,837.7**	**2,682.4**	**2,807.3**	**3,439.5**	**736.5**	**27.2%**

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 Capital Improvement Program section.

Conservation Trust Fund

Operating expenditures for 2023 in the Conservation Trust Fund are $45,300 (3.1 percent) lower than the 2022 Original Budget. Personal services costs are increasing $54,800 (4.3 percent) due to the citywide pay and benefit increases but is offset by one-time capital related budget in 2022 not recurring. There are no amendments in the Conservation Trust Fund.

Development Review Fund

Operating expenditures in 2023 will increase by $2.4 million (11.2 percent) compared to the 2022 Original Budget, with most of the increase in personal services. The majority of the increase is due to the $1.1 million in amendments, including activating and funding 8.0 FTE and adding a 1.0 FTE Engineering Supervisor, the details of which can be found in the department pages.

Enhanced E-911 Fund

Operating expenditures in 2023 will increase by $1.9 million (21.2 percent) compared to the 2022 Original Budget, with most of the increase in personal services and supplies. This budget variance is predominately associated with increases in pay and benefits in accordance with city policy and a $403,400 ongoing cybersecurity amendment.

Fleet Fund

In 2023, operating expenditures will increase by $2.4 million (19.8 percent) compared to the 2022 Original Budget primarily due to a $2.1 million increase in fuel costs. The Fleet Fund is gaining 2.0 FTE, a Fire Fleet Technician and the conversion of a contingent Financial Support Technician to an FTE.

Gifts and Grants Fund

For 2023, total budget in the Gifts and Grants Fund is expected to decrease $12.9 million (55.1 percent) due almost solely to federal grant spending not recurring, including American Rescue Plan Act, Emergency Solutions Grant, and Treasury Emergency Rental. A 1.0 grant-funded FTE will be eliminated with the transfer of the Crisis Response Team to the General Fund.

Open Space Fund

The 2023 operating budget is $1.2 million higher than the 2022 original operating budget, due to pay and benefit increases, significant inflation-related mandated costs, and addition of 6.96 FTE, including 4.0 FTE Park Rangers and 1.0 FTE Park Ranger Supervisor for daytime patrols in Parks and a transfer of 1.96 FTE from the Designated Revenues Fund related to Dove Valley Maintenance.

Recreation Fund

For 2023, expenditures are expected to be $1.2 million (7.3 percent) higher than the 2022 Original Budget. Personal services, up $841,000 (7.0 percent), drive most of that increase. There are several causes for this, including the full-year-funding of 16.0 FTE Southeast Recreation Center staff added for only a partial year in 2022, as well annual wage increases in accordance with city policy, offset by the elimination of 2.0 FTE associated with the Morning Star Adult Day Program. Inflationary pressures are also driving up utility spending $317,600 (29.4 percent), with electricity, natural gas, and water/sewer costs increasing. The largest increase is in electricity costs, up $210,500 (31.6 percent).

Risk Fund

In 2023, expenditures are budgeted to be $1.5 million (10.1 percent) higher than the 2022 Original Budget. The largest increases are in insurance premiums, up $653,200 (18.2 percent), and the appropriation for IBNR claims, up $500,000 (50.0 percent).

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 $14.9 million (8.5 percent) from the 2022 Original Budget. Significant budgetary factors addressed include the following:

- In the Water Fund, operating expenses for 2023 will increase $12.1 million (11.6 percent) compared to the 2022 Original Budget, primarily to account for increases in supplies and services including the Lead Replacement Program ($3.0 million), utilities, capital related equipment, and funding of 6.1 FTE and other salary related benefits.

- In the Wastewater Fund, the 2023 operating budget is $2.8 million (4.0%) higher than the 2022 Original Budget, due to increases in supplies and services, utilities, capital related equipment, funding of 3.9 new FTE and other salary related benefits.

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 2023 budget contains a list of funded programs.

The CIP budget is balanced; the budget identifies funding sources of all recommended projects for all five years of the plan. Annual capital appropriations from all city funds will reach $287.7 million in 2022, and $329.7 million in 2023. A total of $1.6 billion in capital projects is budgeted or planned between 2023 and 2027 in all funds.

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

- The Capital Projects Fund (CPF) - $168.0 million;

- Transportation Maintenance Fund (TMF) - $194.1 million;

- The Open Space Fund (OSF) - $25.5 million;

- The Conservation Trust Fund (CTF) - $16.0 million;

- Enhanced E-911 Fund (E-911) - $9.3 million;

- Parks Development Fund (PDF) - $8.2 million; and
- The Water and Wastewater Funds - $1.2 billion.

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 police officer staffing program.

The 2023-2027 five-year plan totals $168.0 million. This is $140.9 million lower than the $308.9 million that was in the 2022-2026 five-year plan. The reason for the significant decrease is due to the creation of the Transportation Maintenance Fund (TMF) noted previously and the movement of ongoing transportation budget to that new fund. If not for the move, the CPF would have risen to $362.1 million. The TMF will be discussed in more detail later.

Even though the roadway maintenance projects in Public Works were moved to the TMF, they still have the largest budget in the fund. In 2023, the $17.6 million Public Works appropriation includes building repair projects, more variable transportation projects, traffic signal construction, and a traffic management system project. After Public Works, the next largest user of funds is Non-Departmental, with $14.8 million in 2023. The largest project is $6 million for a Bus Rapid Transit (BRT) project. In total, $14.0 million will be spent in the project, including $8.0 million projected in 2022. Additionally, $3.0 million has been added as the annual debt payment for a $35 million transportation-related Certificate of Participation (COP). The COP proceeds will be spent on projects out of the TMF.

The CIP section of the 2023 Proposed Budget book contains detail concerning the Capital Projects Fund.

Transportation Maintenance Fund

The Transportation Maintenance Fund (TMF) was created for the 2023 budget, separating the five ongoing transportation maintenance programs into a separate fund, in order to create a clearer vision for such maintenance. These programs include Concrete Repair, Street Asphalt Overlay, Chip Seal / Crack Seal, and Street Reconstruction. Over the five-year plan, $194.1 million is projected to be spent, including orgs previously housed in the CPF and $35.0 million for the proceeds of a transportation-related Certificate of Participation.

Water and Wastewater Capital Projects

The Aurora Water Capital Improvement Program, which includes projects in the Water Fund and the Wastewater Fund, represents 74 percent of the city's planned five-year capital spending. The 2023 budget includes updates to the plan which incorporates needs identified through master planning, recent development trends, and updated engineering estimates. Planned capital spending for Aurora Water amounts to $1.2 billion for the 2023-2027 period.

In the Water Fund, major capital projects include: Wild Horse Reservoir ($262.2 million), Water Rights Acquisition ($150.0 million), Rampart Water Delivery System ($104.0 million), Griswold Water Purification Facility ($81.5 million), Wemlinger Water Purification Facility Improvements ($62.3 million), and Prairie Waters North Campus Expansion ($58.0 million).

In the Wastewater Fund, major capital projects include: New Sewer Line Construction, ($31.3 million), First Creek Interceptor ($25.9 million), Miscellaneous Sewer Replacement ($10.9 million), and Stormwater Development Projects ($10.0 million).

The Aurora Water five-year project detail can be found in Appendix 2.

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 $25.5 million over the five-year plan, which is 1.6 percent of total capital spending. The Conservation Trust Fund, funded through lottery proceeds, has projects totaling $16.0 million in the five-year plan (1.0 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 and Maintenance ($6.5 million), Turf Conversion (4.2 million), Central Community Park ($2.9 million), Dome Park, ($2.7 million), Triple Creek Improvements ($2.7 million), a Parks Equity implementation project ($2.5 million), and Highline Canal Trail ($2.1 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 replacement, and funding for erecting a new radio tower to provide more reliable communications for public safety in Southeast Aurora account for the majority of E-911 spending. During the 2023-2027 period, $9.3 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 2020 through 2023;
- Attachment 4 - Comparison of the 2022 Original Budget to the 2022 projection. The 2022 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 2022 and 2023;
- 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 from amendments;
- Attachment 11 - Five-year Capital Improvement Plan (2023-2027) along with information on appropriations for 2020 through 2022; and
- Attachment 12 - Capital amendments by department and fund.

Attachment 1

Budget in Brief

Department	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Revenues by Source:					
Taxes	357,336,347	408,912,223	386,666,547	428,066,922	435,345,882
Other Revenues	86,402,119	108,353,794	76,917,638	82,451,882	85,119,963
License and Permits	21,094,565	24,235,155	22,139,540	22,033,448	21,256,765
Intergovernmental	95,865,209	165,658,984	79,330,398	57,876,123	52,422,668
Charges for Services	275,203,594	298,557,858	307,977,632	313,395,920	333,081,709
Fines and Forfeitures	4,127,994	4,573,025	5,661,167	3,288,802	3,690,693
Operating Transfers	52,310,775	113,934,448	66,349,196	97,798,912	75,683,527
Sale of Assets	363,691	1,102,859	224,000	175,144	31,000
Proceeds From Borrowing	0	448,273,084	0	0	80,000,000
Total Revenues	**$892,704,294**	**$1,573,601,430**	**$945,266,118**	**$1,005,087,153**	**$1,086,632,207**
Operating Expenditures by Category:					
Salaries and Benefits	337,958,429	343,674,561	383,684,780	381,055,544	421,869,234
Supplies and Services	182,416,489	202,796,396	201,944,955	260,921,405	220,189,128
Interfund Charges	21,749,007	22,719,662	25,862,321	25,214,626	29,602,666
Debt Related	25,122,372	312,379,097	38,027,738	38,019,397	37,616,804
Capital Related	9,359,664	7,878,263	13,828,241	21,007,316	9,595,391
Transfers Out	67,086,477	131,864,218	82,100,405	125,947,488	91,770,300
Total Operating Expenditures	**$643,692,438**	**$1,021,312,197**	**$745,448,440**	**$852,165,776**	**$810,643,523**
Operating Expenditures by Function:					
Administrative Services	40,390,879	51,277,602	50,579,971	51,819,795	58,715,208
Community Services	229,571,440	249,469,925	258,486,707	256,327,949	280,493,731
Council/Appointees	23,852,185	25,624,781	26,609,336	27,311,961	32,990,900
General Management	8,272,441	9,445,099	11,938,917	10,683,596	12,319,127
Non-Departmental (Transfers)	98,899,025	142,918,118	103,408,288	212,441,588	103,013,001
Operations	242,706,468	542,576,672	294,425,221	293,580,887	323,111,556
Total Operating Expenditures	**$643,692,438**	**$1,021,312,197**	**$745,448,440**	**$852,165,776**	**$810,643,523**
Capital Improvement Program	**$228,943,143**	**$357,284,629**	**$237,882,389**	**$287,671,867**	**$329,676,601**
Total Expenditures	**$872,635,581**	**$1,378,596,826**	**$983,330,829**	**$1,139,837,643**	**$1,140,320,124**
FTE by Function:					
Administrative Services	158.5	161.5	186.5	190.5	197.5
Community Services	1,600.0	1,604.0	1,642.5	1,647.0	1,671.0
Council/Appointees	226.0	225.0	231.0	231.0	237.5
General Management	66.5	66.5	77.5	73.5	74.5
Non-Departmental (Transfers)	5.0	1.0	14.0	14.0	6.0
Operations	1,158.0	1,151.0	1,217.0	1,222.0	1,253.0
Total FTE	**3,214.0**	**3,209.0**	**3,368.5**	**3,378.0**	**3,439.5**

Attachment 2

2023 Summary of Total Ending Funds (Budgetary Basis)

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

Fund Name	2023 Beg Funds	Revenues	Transfers In	Total Uses *	Net	2023 End Funds
Capital Projects Fund	89,833,691	24,728,212	27,761,684	37,998,982	14,490,914	104,324,605
Community Development Fund	-	4,367,502	280,445	4,647,947	-	-
Conservation Trust Fund	3,042,522	5,266,000	-	6,040,767	(774,767)	2,267,755
Cultural Services Fund	1,924,565	1,326,530	2,164,642	3,506,416	(15,244)	1,909,321
Designated Revenues Fund	8,467,047	5,232,645	935,502	7,275,371	(1,107,224)	7,359,823
Development Review Fund	13,619,940	22,792,756	-	23,486,529	(693,773)	12,926,167
Enhanced E-911 Fund	4,859,394	7,176,681	5,738,560	16,029,366	(3,114,125)	1,745,269
Fleet Management Fund	126,936	14,280,765	-	14,279,908	857	127,793
General Fund	79,746,398	472,984,346	-	475,286,105	(2,301,759)	77,444,639
Gifts & Grants Fund	11,162,460	5,233,642	-	10,518,187	(5,284,545)	5,877,915
Golf Courses Fund	6,051,857	9,861,700	250,000	10,155,498	(43,798)	6,008,059
Marijuana Tax Revenue Fund	11,225,572	14,926,918	-	16,454,399	(1,527,481)	9,698,091
Open Space Fund	7,023,955	14,155,690	-	15,494,478	(1,338,788)	5,685,167
Parking and Mobility Fund	-	564,551	779,956	1,344,507	-	-
Parks Development Fund	18,724,191	3,380,000	-	5,196,082	(1,816,082)	16,908,109
Recreation Fund	4,035,846	7,433,300	8,349,782	17,101,201	(1,318,119)	2,717,727
Risk Management Fund	3,002,717	15,789,711	563,000	16,321,402	31,309	3,034,026
Transportation Maintenance Fund	-	35,000,000	28,859,956	63,859,956	-	-
Wastewater Fund	5,528,946	139,251,211	-	119,951,766	19,299,445	24,828,391
Water Fund	68,710,450	207,196,520	-	275,371,257	(68,174,737)	535,713
Total	**$337,086,487**	**$1,010,948,680**	**$75,683,527**	**$1,140,320,124**	**($53,687,917)**	**$283,398,570**

* Total Uses include transfers out.

Attachment 3

Expenditure Summary: All Funds

Fund Name	2020 Operating	2020 Capital	2020 Actual	2021 Operating	2021 Capital	2021 Actual
Non-General Fund						
Capital Projects Fund	-	49,876,652	49,876,652	-	87,982,516	87,982,516
Community Development Fund	7,248,147	-	7,248,147	7,972,864	-	7,972,864
Conservation Trust Fund	1,234,027	1,328,887	2,562,914	1,435,736	2,347,542	3,783,278
Cultural Services Fund	2,707,196	-	2,707,196	2,857,712	-	2,857,712
Debt Service (SID) Fund	97,713	-	97,713	90,387	-	90,387
Designated Revenues Fund	5,408,668	-	5,408,668	5,533,252	-	5,533,252
Development Review Fund	19,187,916	-	19,187,916	22,326,895	-	22,326,895
Enhanced E-911 Fund	7,896,211	5,813,000	13,709,211	8,729,158	3,482,000	12,211,158
Fleet Management Fund	10,131,540	-	10,131,540	10,042,002	-	10,042,002
Gifts & Grants Fund	40,671,662	2,741,356	43,413,018	23,901,980	1,570,226	25,472,206
Golf Courses Fund	7,781,867	850,000	8,631,867	8,162,514	700,000	8,862,514
Marijuana Tax Revenue Fund	11,205,331	-	11,205,331	11,523,343	-	11,523,343
Open Space Fund	5,059,092	489,489	5,548,581	5,439,904	2,118,517	7,558,421
Parking and Mobility Fund	882,184	-	882,184	893,102	-	893,102
Parks Development Fund	24,805	212,200	237,005	-	1,002,128	1,002,128
Recreation Fund	9,286,813	-	9,286,813	10,079,933	-	10,079,933
Risk Management Fund	12,221,053	-	12,221,053	21,647,810	-	21,647,810
Transportation Maint Fund	-	-	-	-	-	-
Wastewater Fund	55,983,900	19,995,615	75,979,515	79,750,700	79,648,848	159,399,548
Water Fund	85,107,215	147,635,944	232,743,159	359,323,271	178,432,852	537,756,123
Total Non-General Fund	**$282,135,340**	**$228,943,143**	**$511,078,483**	**$579,710,563**	**$357,284,629**	**$936,995,192**
General Fund	361,557,098	-	361,557,098	441,601,634	-	441,601,634
Total Budget	**$643,692,438**	**$228,943,143**	**$872,635,581**	**$1,021,312,197**	**$357,284,629**	**$1,378,596,826**

Attachment 3

Expenditure Summary: All Funds

Fund Name	2022 Operating	2022 Capital	2022 Projection	2023 Operating	2023 Capital	2023 Proposed
Non-General Fund						
Capital Projects Fund	-	111,708,965	111,708,965	-	37,998,982	37,998,982
Community Development Fund	4,647,947	-	4,647,947	4,647,947	-	4,647,947
Conservation Trust Fund	1,553,382	4,965,000	6,518,382	1,675,767	4,365,000	6,040,767
Cultural Services Fund	3,383,328	-	3,383,328	3,506,416	-	3,506,416
Debt Service (SID) Fund	106,721	-	106,721	-	-	-
Designated Revenues Fund	11,265,601	-	11,265,601	7,275,371	-	7,275,371
Development Review Fund	27,252,291	-	27,252,291	23,486,529	-	23,486,529
Enhanced E-911 Fund	9,863,651	2,442,250	12,305,901	11,034,366	4,995,000	16,029,366
Fleet Management Fund	11,782,325	-	11,782,325	14,279,908	-	14,279,908
Gifts & Grants Fund	69,472,565	300,000	69,772,565	10,518,187	-	10,518,187
Golf Courses Fund	9,101,564	600,000	9,701,564	9,580,498	575,000	10,155,498
Marijuana Tax Revenue Fund	13,388,847	-	13,388,847	16,454,399	-	16,454,399
Open Space Fund	5,140,310	12,245,583	17,385,893	7,159,330	8,335,148	15,494,478
Parking and Mobility Fund	1,117,781	-	1,117,781	1,344,507	-	1,344,507
Parks Development Fund	-	1,636,560	1,636,560	97,258	5,098,824	5,196,082
Recreation Fund	11,589,916	-	11,589,916	17,101,201	-	17,101,201
Risk Management Fund	15,560,919	-	15,560,919	16,321,402	-	16,321,402
Transportation Maint Fund	-	-	-	-	63,859,956	63,859,956
Wastewater Fund	67,913,609	47,815,000	115,728,609	74,227,028	45,724,738	119,951,766
Water Fund	105,860,896	105,958,509	211,819,405	116,647,304	158,723,953	275,371,257
Total Non-General Fund	**$369,001,653**	**$287,671,867**	**$656,673,520**	**$335,357,418**	**$329,676,601**	**$665,034,019**
General Fund	483,164,123	-	483,164,123	475,286,105	-	475,286,105
Total Budget	**$852,165,776**	**$287,671,867**	**$1,139,837,643**	**$810,643,523**	**$329,676,601**	**$1,140,320,124**

Attachment 4

2022 Original To Projection Variance

Fund Name	2022 Original		2022 Original	2022 Projection		2022 Projection	Project/Orig Variance
	Operating	Capital		Operating	Capital		
Non-General Fund							
Capital Projects Fund	-	62,344,487	62,344,487	-	111,708,965	111,708,965	49,364,478
Community Development Fund	4,731,457	-	4,731,457	4,647,947	-	4,647,947	(83,510)
Conservation Trust Fund	1,721,074	4,965,000	6,686,074	1,553,382	4,965,000	6,518,382	(167,692)
Cultural Services Fund	3,515,634	-	3,515,634	3,383,328	-	3,383,328	(132,306)
Debt Service (SID) Fund	106,721	-	106,721	106,721	-	106,721	-
Designated Revenues Fund	6,968,084	-	6,968,084	11,265,601	-	11,265,601	4,297,517
Development Review Fund	21,114,212	-	21,114,212	27,252,291	-	27,252,291	6,138,079
Enhanced E-911 Fund	9,104,952	2,317,250	11,422,202	9,863,651	2,442,250	12,305,901	883,699
Fleet Management Fund	11,922,660	-	11,922,660	11,782,325	-	11,782,325	(140,335)
Gifts & Grants Fund	23,450,823	-	23,450,823	69,472,565	300,000	69,772,565	46,321,742
Golf Courses Fund	8,305,120	600,000	8,905,120	9,101,564	600,000	9,701,564	796,444
Marijuana Tax Revenue Fund	14,562,346	-	14,562,346	13,388,847	-	13,388,847	(1,173,499)
Open Space Fund	5,960,142	12,245,583	18,205,725	5,140,310	12,245,583	17,385,893	(819,832)
Parking and Mobility Fund	1,165,932	-	1,165,932	1,117,781	-	1,117,781	(48,151)
Parks Development Fund	-	1,636,560	1,636,560	-	1,636,560	1,636,560	-
Recreation Fund	15,936,662	-	15,936,662	11,589,916	-	11,589,916	(4,346,746)
Risk Management Fund	14,830,840	-	14,830,840	15,560,919	-	15,560,919	730,079
Wastewater Fund	71,402,760	47,815,000	119,217,760	67,913,609	47,815,000	115,728,609	(3,489,151)
Water Fund	104,500,435	105,958,509	210,458,944	105,860,896	105,958,509	211,819,405	1,360,461
Total Non-General Fund	**$319,299,854**	**$237,882,389**	**$557,182,243**	**$369,001,653**	**$287,671,867**	**$656,673,520**	**$99,491,277**
General Fund	426,148,586	-	426,148,586	483,164,123	-	483,164,123	57,015,537
Total Budget	**$745,448,440**	**$237,882,389**	**$983,330,829**	**$852,165,776**	**$287,671,867**	**$1,139,837,643**	**$156,506,814**

Attachment 5

General Fund Expenditures

Department	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Aurora Water	0	0	0	518,276	637,894
Aurora911	6,861,527	6,782,061	7,331,734	8,078,692	8,339,115
City Attorney	7,023,694	7,086,640	7,974,613	8,125,147	8,869,590
City Council	1,239,327	1,194,484	1,422,800	1,420,969	4,426,257
Civil Service Commission	1,091,501	1,147,495	1,228,968	1,226,659	1,010,420
Communications	3,179,692	3,497,441	4,183,873	3,999,891	4,305,456
Court Administration	9,946,307	9,940,562	11,289,030	11,590,807	12,230,080
Finance	7,667,087	8,127,523	9,789,993	9,665,675	10,082,281
Fire	62,019,521	64,721,613	72,329,087	72,511,093	81,121,358
General Management	3,903,502	4,711,285	5,797,675	5,308,686	6,011,007
Housing and Community Services	5,373,683	6,677,263	7,118,171	9,246,347	10,542,899
Human Resources	2,564,368	2,894,878	3,575,987	3,679,521	4,210,347
Information Technology	13,744,296	14,047,789	18,480,575	17,903,174	22,964,543
Judicial	2,905,087	3,145,243	3,183,889	3,257,304	3,453,908
Library & Cultural Services	5,701,637	5,615,511	6,734,923	6,554,151	6,824,341
Non-Departmental	51,292,731	126,678,155	74,938,048	131,131,010	83,553,891
Parks, Recreation & Open Space	14,170,133	14,821,218	17,237,501	16,204,629	18,259,266
Planning & Development Services	2,840,828	2,777,907	3,541,868	3,245,235	3,535,211
Police	123,718,068	123,511,760	130,265,718	130,355,128	142,301,734
Public Defender	1,737,944	1,655,412	1,919,628	2,031,253	2,558,528
Public Works	34,576,165	32,567,394	37,804,505	37,110,476	40,047,979
Total General Fund Expenditures	**$361,557,098**	**$441,601,634**	**$426,148,586**	**$483,164,123**	**$475,286,105**

Attachment 6

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

Significant Decreases in 2022 Funds Available			
Fund	**Decrease**		**Comments**
Capital Projects	$	(1,208,356)	Spend-down of I-70/Picadilly project funds received in 2021
Conservation Trust	$	(1,833,247)	Spending of funds available on capital projects
Designated Revenues	$	(4,370,125)	Spending of funds available on job-related incentive
Development Review	$	(2,258,264)	Primarily due to increased personal services costs and contracted labor to keep up with high-level development activity.
General Fund	$	(22,644,159)	Primarily due to increase in transfers to the Capital Project Fund for the I-70/Picadilly Interchange and capital project inflation
Gifts and Grants	$	(62,104,859)	Expenditure of significant American Rescue Plan Act (ARPA) relief funds received in 2021
Open Space	$	(4,692,754)	Spending of funds available on capital projects
Wastewater	$	(24,744,069)	Spending of funds available on capital projects
Water	$	(14,953,055)	Spending of funds available on capital projects

Significant Increases in 2022 Funds Available			
Fund	**Increase**		**Comments**
Marijuana Tax Revenue	$	1,156,284	Accumulating fund balance in the Youth Violence Prevention Program
Parks Development	$	1,563,440	Additional developer contributions held as funds build for large projects
Recreation	$	1,256,037	Significant vacancy savings caused by turnover and hiring issues

Significant Planned Drawdowns of Funds Available in 2023			
Fund	**Drawdown**		**Comments**
Designated Revenues	$	(1,107,224)	Draw down of funds designated for the program to include Community Trees, Court Technology Surcharge, and Wellness Court Surcharge.
Enhanced E-911	$	(3,114,125)	Spending of funds available on capital projects
General Fund	$	(2,301,759)	Primarily one-time amendments in City Council and Police
Gifts and Grants	$	(5,284,545)	Primarily due to the spend down of relief grants received in prior fiscal years.
Marijuana Tax Revenue	$	(1,527,481)	Spending accumulated fund balance in the Youth Violence Prevention Program
Open Space	$	(1,338,788)	Spending of funds available on capital projects
Parks Development	$	(1,816,082)	Spending of funds available on capital projects
Recreation	$	(1,318,119)	Assumption of fully-funded positions and revenues still weak following COVID
Water	$	(68,174,737)	Spending of funds available on capital projects

Significant Planned Increases in Funds Available in 2023			
Fund	**Increase**		**Comments**
Capital Projects	$	14,490,914	Additional unspent capital impact fees
Wastewater	$	19,299,445	Proceeds of borrowing in 2023 to be spend in subsequent years

Attachment 7

Significant Base Budget Adjustments, Non-General Fund

Fund	Item	Amount	Description
Community Development	Personal Services Adjustments	$ 137,082	Primarily due to citywide compensation adjustments
Conservation Trust	One-Time Expenditures	$ (101,450)	Removal of 2022 funding for PROS 811 Utility Location expenses as well as trail snow removal equipment
Debt Service (SID)	Other Adjustments	$ (106,721)	For 2023, budget assumes there are no active Special Improvement Districts
Designated Revenues	One-Time Expenditures	$ (110,000)	Removal funding for contracted vault toilet cleaning services throughout city parks
	Other Adjustments	$ 451,273	Primarily due to Court Technology Fee and Competency Initiative Extension through 2023
	Personal Services Adjustments	$ 101,513	Primarily due to citywide compensation adjustments
Development Review	2022 Spring Supplemental	$ 268,320	Primarily due to ERP overhead and additional Business Solution Architect for Accela software system support
	One-Time Expenditures	$ (129,700)	Primarily due to removal of 2022 funding for interdepartmental growth and forecasting modeling tool in Planning
	Other Adjustments	$ 389,211	This is primarily due to the increase in General Fund overhead allocation to the fund. It is ialso due to increases in fleet charges
	Personal Services Adjustments	$ 690,119	Primarily due to citywide compensation adjustments
Enhanced E-911	Other Adjustments	$ 492,683	Primarily due to IT mandated costs.
	Personal Services Adjustments	$ 957,868	Primarily due to citywide compensation adjustments as well as progression steps in Aurora911
Fleet Management	One-Time Expenditures	$ (121,000)	Removal of 2022 funding for the replacement of a Fleet utility truck
	Other Adjustments	$ 2,128,559	Primarily due to mandated cost adjustments for citywide Fleet fuel
	Personal Services Adjustments	$ 195,520	Primarily due to citywide compensation adjustments
Gifts & Grants	One-Time Expenditures	$ (7,650,265)	Removal of 2022 funding for city set aside for Affordable Housing Gap Financing, Courtroom and Detention Center upgrades, Disparity Study, and Fire SAFER grants
	Other Adjustments	$ (5,223,768)	Primarily a reduction of various Housing and Community Services grants, most notably for Treasury Emergency Rental
Golf Course	2022 Spring Supplemental	$ 512,922	Seasonal golf worker wage increases
	Other Adjustments	$ 480,096	Mandated costs for Parks, Recreation, & Open Space, primarily increased commodities necessary for turf maintenance
	Personal Services Adjustments	$ 282,360	Primarily due to citywide compensation adjustments as well as temp, overtime and other cost of living increases
Marijuana Tax Revenue	2022 Spring Supplemental	$ 151,342	Additional staffing for Homelessness Compliance
	Other Adjustments	$ 1,712,451	Primarily due to marijuana sales tax revenue transfer to support homelessness and programs directly related to youth violence prevention
Open Space Fund	Personal Services Adjustments	$ 107,749	Primarily due to changes in salaries and benefits

Attachment 7

Significant Base Budget Adjustments, Non-General Fund

Fund	Item	Amount	Description
Recreation	Other Adjustments	$ (156,358)	Associated mandated costs for Parks, Recreation, & Open Space utilities offset with a PROS vacancy savings target
	Personal Services Adjustments	$ 1,484,093	Primarily due to citywide compensation adjustments, including full-year adjustment for the Southeast Rec Center personnel
Risk Management	Other Adjustments	$ 1,466,740	Primarily due to adjustments for expected increased insurance premiums and claims paid
Wastewater	One-Time Expenditures	$ (156,027)	Removal of 2022 funding associated with new budgeted positions as well temporary wage budgets
	Other Adjustments	$ 1,248,421	Primarily adjustments for debt payments, allocated admin adjustments, and other contractual obligations
	Personal Services Adjustments	$ 607,613	Primarily due to citywide compensation adjustments
Water	One-Time Expenditures	$ (222,758)	Removal of 2022 funding associated with new budgeted positions as well temporary wage budgets
	Other Adjustments	$ 4,945,728	Primarily adjustments for debt payments, allocated admin adjustments, and other contractural obligations
	Personal Services Adjustments	$ 1,367,275	Primarily due to citywide compensation adjustments.

Attachment 8

General Fund

Fund	Department	Strategic Outcome	Title	Ongoing	One Time	FTE	Revenue
General Fund							
	Aurora Water	Planned and Maintained	Add 3.0 FTE Customer Service Representatives	$ 95,028	$ -	3.00	$ -
	Aurora911	Healthy and Safe	Online Training, Resources and Clinical Tools	6,296	-	-	-
	City Attorney	Healthy and Safe	Add 1.0 FTE Criminal City Attorney for US Attorney's Office IGA (two years)	140,012	1,980	1.00	
	City Attorney	Healthy and Safe	Weekend Court	166,396	-	-	-
	City Attorney	Healthy and Safe	Add 1.0 FTE Paralegal II	1,000	-	-	-
	City Council	N/A	One-Time Council Set Aside	-	3,000,000	-	-
	Communications	Diverse	Add 1.0 FTE Website and Digital Accessibility Coordinator	130,310	2,000	1.00	-
	Court Administration	Healthy and Safe	Weekend Court	89,330	-	-	-
	Court Administration	Healthy and Safe	Add 1.0 FTE Deputy Court Administrator	-	6,000	1.00	-
	Finance	Planned and Maintained	Add 3.0 FTE - Enterprise Resource Planning Implementation	127,571	-	3.00	-
	Fire	Healthy and Safe	Increase Medical Director Hours	-	63,750	-	-
	Fire	Healthy and Safe	Emergency Medical Services Supplies	63,738	-	-	-
	Fire	Healthy and Safe	Self-Contained Breathing Apparatus Regulators	60,790	-	-	-
	Fire	Healthy and Safe	Add 4.0 FTE Firefighters for 24-Hour Logistics, Equipment, and Fleet Support	436,975	70,757	4.00	-
	General Management	Planned and Maintained	Campaign Finance and Lobbyist Reporting Software	108,000	60,000	-	-
	General Management	Diverse	Add 1.0 FTE ADA Project Manager, Offset with 1.0 FTE Lapse of Oil and Gas Position	67,479	2,000	-	-
	Housing and Community Services	Healthy and Safe	Aurora Mobile Response Team Expansion	536,636	-	1.00	-
	Housing and Community Services	Healthy and Safe	Camping Ordinance Implementation	2,100,000	-	2.00	-

Attachment 8

General Fund

Fund	Department	Strategic Outcome	Title	Ongoing	One Time	FTE	Revenue
	Housing and Community Services	Healthy and Safe	Animal Services Vehicle	4,000	75,000	-	-
	Housing and Community Services	Diverse	City Hall to Go	3,000	20,000	-	-
	Human Resources	Planned and Maintained	Add 1.0 FTE Compensation Analyst	117,986	2,000	1.00	-
	Human Resources	Planned and Maintained	Add 1.0 FTE Employee Relations Specialist	112,549	2,000	1.00	-
	Human Resources	Planned and Maintained	Add 1.0 FTE Talent Acquisition Specialist	96,206	2,000	1.00	-
	Information Technology	Healthy and Safe	Axon Technology and Equipment	1,071,896	-	-	-
	Information Technology	Planned and Maintained	Court Records Consultant	-	100,000	-	-
	Judicial	Healthy and Safe	Weekend Court	57,990	-	-	-
	Judicial	Healthy and Safe	Add 0.5 FTE - Convert Variable Hour Courtroom Assistant	-	-	0.50	-
	Library & Cultural Services	Thriving	One-Time Funds for Library Programming and Associated Marketing	-	50,000	-	-
	Non-Departmental	Thriving	Anticipated CDBG and HOME Grant Adjustments	22,827	-	-	-
	Parks, Recreation & Open Space	Planned and Maintained	Purchase Trash Truck	-	165,000	-	-
	Parks, Recreation & Open Space	Healthy and Safe	Add Security to Recreation Centers and Del Mar Pool During Peak Hours.	291,200	-	-	-
	Planning & Development Services	Thriving	Add 1.0 FTE Associate Director-SBDC and Technical Transfer of 1.0 FTE Small Business Specialist	-	-	1.00	-
	Police	Healthy and Safe	Crisis Response Team - Transition to General Fund and Eliminate Grant Funded Position	526,500	128,000	-	-

Attachment 8

General Fund

Fund	Department	Strategic Outcome	Title	Ongoing	One Time	FTE	Revenue
	Police	Healthy and Safe	Add 4.0 FTE Officers Full-Year and 8.0 FTE Officers 1/4 Year	678,832	540,084	12.00	-
	Police	Healthy and Safe	Increase to the Police Training Budget	200,000	-	-	-
	Police	Healthy and Safe	Add 6.0 FTE Community Services Representatives for Traffic and Cold Burglary Investigations	540,176	445,260	6.00	-
	Police	Healthy and Safe	Ongoing Funding for Already Leased BearCat Vehicles and Budget for SWAT and K9 Needs	215,000	-	-	-
	Public Defender	Healthy and Safe	Add 2.0 FTE Public Defenders to Address Workload	211,035	3,960	2.00	
	Public Defender	Healthy and Safe	Weekend Court	105,780	1,980	1.00	-
	Public Works	Planned and Maintained	Add 3.0 FTE - Restore 2020 Position Cuts	372,271	6,000	3.00	-
			Total General Fund	**$ 8,756,809**	**$ 4,747,771**	**44.50**	**$ -**

Attachment 8

Other Funds

Fund	Department	Strategic Outcome	Title	Ongoing	One Time	FTE	Revenue
Community Development Fund							
	Housing and Community Services	Thriving	Anticipated CDBG and HOME Grant Adjustments	$ (224,823)	$ -	-	$ -
			Total Community Development Fund	**$ (224,823)**	**$ -**	**-**	**$ -**
Designated Revenues Fund							
	Parks, Recreation & Open Space	Planned and Maintained	Transfer 1.96 FTEs from Designated Revenues Fund into Open Space Fund.	$ (136,499)	$ -	(1.96)	$ -
			Total Designated Revenues Fund	**$ (136,499)**	**$ -**	**(1.96)**	**$ -**
Development Review Fund							
	Aurora Water	Planned and Maintained	Activate and Fund 8.0 FTE Across Various Departments in the Development Review Fund	$ 328,289	$ 6,000	3.00	$ -
	Non-Departmental	Planned and Maintained	Activate and Fund 8.0 FTE Across Various Departments in the Development Review Fund	-	-	(8.00)	-
	Planning & Development Services	Planned and Maintained	Activate and Fund 8.0 FTE Across Various Departments in the Development Review Fund	224,671	4,000	2.00	-
	Public Works	Planned and Maintained	Activate and Fund 8.0 FTE Across Various Departments in the Development Review Fund	410,238	6,000	3.00	-
	Public Works	Planned and Maintained	Add 1.0 FTE Traffic Engineering Supervisor	173,169	2,000	1.00	-
			Total Development Review Fund	**$ 1,136,367**	**$ 18,000**	**1.00**	**$ -**

Attachment 8

Other Funds

Fund	Department	Strategic Outcome	Title	Ongoing	One Time	FTE	Revenue
Enhanced E-911 Fund							
	Information Technology	Planned and Maintained	911 Quality Assurance Tracking Application	$ 8,000	$ -	-	$ -
	Information Technology	Resilient	Add 1.0 FTE Senior Security Analyst - 911 Cybersecurity Program	403,353	-	1.00	-
	Information Technology	Planned and Maintained	911 Screen Capture Application	7,510	60,000	-	-
			Total E-911 Fund	**$ 418,863**	**$ 60,000**	**1.00**	**$ -**
Fleet Management Fund							
	Public Works	Healthy and Safe	Add 2.0 Fleet FTE	$ 154,169	$ -	2.00	$ -
			Total Fleet Management Fund	**$ 154,169**	**$ -**	**2.00**	**$ -**
Gifts & Grants Fund							
	Planning & Development Services	Thriving	Add 1.0 FTE Associate Director-SBDC and Technical Transfer of 1.0 FTE Small Business Specialist	$ 31,345	$ 1,500	-	$ -
	Police	Healthy and Safe	Crisis Response Team - Transition to General Fund and Eliminate Grant Funded Position	(104,869)	-	(1.00)	-
			Total Gifts and Grants Fund	**$ (73,524)**	**$ 1,500**	**(1.00)**	**$ -**
Open Space Fund							
	Parks, Recreation & Open Space	Planned and Maintained	Transfer 1.96 FTEs from Designated Revenues Fund into Open Space Fund.	$ 136,499	$ -	1.96	$ -
	Parks, Recreation & Open Space	Healthy and Safe	Add 5.0 FTE - Adding Four Park Rangers and One Park Ranger Supervisor for Daytime Patrols in Parks.	432,872	138,500	5.00	-
	Parks, Recreation & Open Space	Healthy and Safe	Add Nighttime Security to Parks	408,800	-	-	-
			Total Open Space Fund	**$ 978,171**	**$ 138,500**	**6.96**	**$ -**

Attachment 8

Other Funds

Fund	Department	Strategic Outcome	Title	Ongoing	One Time	FTE	Revenue
Parking and Mobility Fund							
	Public Works	Planned and Maintained	Increase Professional Services for Two Parking Enforcement Officers	$ 112,500	$ 100,000	-	$ 174,000
			Total Parking and Mobility Fund	**$ 112,500**	**$ 100,000**	**-**	**$ 174,000**
Parks Development Fund							
	Parks, Recreation & Open Space	Planned and Maintained	Add 1.0 FTE Senior Planner - Restore 2020 Cut	$ 97,258	$ -	1.00	$ -
			Total Parks Development Fund	**$ 97,258**	**$ -**	**1.00**	**$ -**
Recreation Fund							
	Parks, Recreation & Open Space	Planned and Maintained	Cut 2.0 FTE - Eliminate Morning Star Adult Day Program	$ (163,196)	$ -	(2.00)	$ (290,000)
			Total Recreation Fund	**$ (163,196)**	**$ -**	**(2.00)**	**$ (290,000)**
Water / Wastewater Funds							
	Aurora Water	Planned and Maintained	Add 1.0 FTE - Convert Variable Hour GIS Specialist	$ 97,738	$ -	1.00	$ -
	Aurora Water	Planned and Maintained	Add 1.0 FTE - Convert Variable Hour Project Engineer (SCADA)	126,638	-	1.00	-
	Aurora Water	Planned and Maintained	Add 1.0 FTE AW Technology Administrator	154,044	2,000	1.00	-
	Aurora Water	Planned and Maintained	Add 1.0 FTE Customer Billing Representative	78,412	-	1.00	-
	Aurora Water	Planned and Maintained	Add 1.0 FTE Project Coordinator	87,026	2,000	1.00	-
	Aurora Water	Thriving	Add 1.0 FTE Water Conservation Manager	197,417	2,500	1.00	-

Attachment 8

Other Funds

Fund	Department	Strategic Outcome	Title	Ongoing	One Time	FTE	Revenue
	Aurora Water	Planned and Maintained	Add 1.0 FTE Water Resources Project Manager	139,303	4,000	1.00	-
	Aurora Water	Planned and Maintained	Add 2.0 FTE - Convert Variable Hour Water Utility Inspectors	187,688	-	2.00	-
	Aurora Water	Planned and Maintained	Add Appropriation for the Construction and Repair Program	390,000	-	-	-
	Aurora Water	Planned and Maintained	Add Appropriation for Pump and Motor Maintenance	125,000	-	-	-
	Aurora Water	Planned and Maintained	Hydro Excavation Vacuum Truck	-	590,000	-	-
	Aurora Water	Planned and Maintained	Replace Laboratory Equipment Used to Sample Drinking Water	-	250,000	-	-
	Aurora Water	Planned and Maintained	Lead Replacement Program	3,000,000	-	-	-
	Aurora Water	Planned and Maintained	Power BI Software Purchase	70,000	-	-	-
	Aurora Water	Planned and Maintained	Pump Casing for Large PW Conveyance Pumps	-	579,000	-	-
	Aurora Water	Planned and Maintained	Rocky Ford II Revegetation Efforts & Land Management	50,000	150,000	-	-
	Aurora Water	Planned and Maintained	Southeast Area Maintenance Facility (SEAM)	115,000	100,000	-	-
	Aurora Water	Planned and Maintained	Strontia Springs Watershed Management Program	78,650	110,110	-	-
	Aurora Water	Planned and Maintained	Technical Adjustment: FTE Allocations Between Funds - Administrative	-	-	-	
	Aurora Water	Planned and Maintained	Technical Adjustment: FTE Allocations Between Funds - Environmental	-	-	-	
	Aurora Water	Planned and Maintained	Increase Appropriation for Variable Hour Staffing	150,000	-	-	-

Attachment 8

Other Funds

Fund	Department	Strategic Outcome	Title	Ongoing	One Time	FTE	Revenue
	Aurora Water	Planned and Maintained	Vehicles to Support New Staff	-	150,000	-	-
	Aurora Water	Healthy and Safe	Watershed Health	100,000	-	-	-
	Aurora Water	Planned and Maintained	WTO Training and New Employee Certification Incentive Program	94,359	-	-	-
	Aurora Water	Planned and Maintained	Add 1.0 FTE Paralegal II and Reduce Outside Legal Services	(99,098)	-	-	-
	City Attorney	Planned and Maintained	Add 1.0 FTE Paralegal II and Reduce Outside Legal Services	97,478	1,620	1.00	-
			Total Water/WW	**$ 5,239,655**	**$ 1,941,230**	**10.00**	**$ -**
			Grand Total	**$ 16,295,750**	**$ 7,007,001**	**61.50**	**$ (116,000)**

Attachment 9

Staffing Summary by Fund

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Community Development Fund	18.20	18.50	18.50	18.50	18.50
Conservation Trust Fund	13.22	13.22	14.22	14.22	14.22
Cultural Services Fund	19.00	19.00	19.00	18.50	18.50
Designated Revenues Fund	29.21	27.46	23.96	23.96	22.00
Development Review Fund	128.00	128.00	155.00	155.00	156.00
Enhanced E-911 Fund	80.00	80.00	80.00	80.00	81.00
Fleet Management Fund	48.00	48.00	48.00	48.00	50.00
General Fund	2,224.54	2,214.24	2,313.24	2,322.24	2,366.74
Gifts & Grants Fund	8.10	6.10	8.10	8.10	7.10
Golf Courses Fund	33.00	33.00	33.00	33.00	33.00
Marijuana Tax Revenue Fund	0.00	6.00	6.00	7.00	7.00
Open Space Fund	34.98	34.48	38.48	38.48	45.44
Parking and Mobility Fund	3.00	3.00	3.00	3.00	3.00
Parks Development Fund	0.75	0.00	0.00	0.00	1.00
Recreation Fund	94.00	94.00	110.00	110.00	108.00
Risk Management Fund	10.00	10.00	11.00	11.00	11.00
Wastewater Fund	156.08	155.83	160.03	160.48	164.38
Water Fund	313.92	318.17	326.97	326.52	332.62
Grand Total	**3,214.00**	**3,209.00**	**3,368.50**	**3,378.00**	**3,439.50**

Attachment 10

Amendment Position Details by Fund

General Fund

Department	FTE Change	Position Description
Aurora Water	3.00	Add 3.0 FTE Customer Service Representatives
City Attorney	1.00	Add 1.0 FTE Criminal City Attorney for US Attorney's Office IGA (two years)
Communications	1.00	Add 1.0 FTE Website and Digital Accessibility Coordinator
Court Administration	1.00	Add 1.0 FTE Deputy Court Administrator
Finance	3.00	Add 3.0 FTE - Enterprise Resource Planning Implementation
Fire	4.00	Add 4.0 FTE Firefighters for 24-Hour Logistics, Equipment, and Fleet Support
General Management	0.00	Add 1.0 FTE ADA Project Manager, Offset with 1.0 FTE Lapse of Oil and Gas Position
Housing and Community Services	1.00	Aurora Mobile Reponse Team Expansion
	2.00	Camping Ordinance Implementation
Human Resources	1.00	Add 1.0 FTE Compensation Analyst
	1.00	Add 1.0 FTE Employee Relations Specialist
	1.00	Add 1.0 FTE Talent Acquisition Specialist
Judicial	0.50	Add 0.5 FTE - Convert Variable Hour Courtroom Assistant
Police	12.00	Add 4.0 FTE Officers and Equipment for Full-Year and 8.0 FTE Officers and Equipment for 1/4 Year
	6.00	Add 6.0 FTE Community Services Representatives for Traffic and Cold Burglary Investigations
Planning & Development Services	1.00	Add 1.0 FTE Associate Director-SBDC and Technical Transfer of 1.0 FTE Small Business Specialist
Public Defender	1.00	Weekend Court
	2.00	Add 2.0 FTE Public Defenders to Address Workload
Public Works	3.00	Add 3.0 FTE - Restore 2020 Position Cuts
Net FTE Additions, General Fund	**44.50**	

Non-General Fund

Department	FTE Change	Position Description
Designated Revenues Fund - PROS	-1.96	Transfer 1.96 FTE from Designated Revenue Fund into Open Space Fund
Development Review Fund - Aurora Water	3.00	Activate and Fund 8.0 FTE Across Various Departments in the Development Review Fund
Development Review Fund - Non-Departmental	-8.00	Activate and Fund 8.0 FTE Across Various Departments in the Development Review Fund
Development Review Fund - Planning & Development Services	2.00	Activate and Fund 8.0 FTE Across Various Departments in the Development Review Fund
Development Review Fund - Public Works	3.00	Activate and Fund 8.0 FTE Across Various Departments in the Development Review Fund
	1.00	Add 1.0 FTE Traffic Engineering Supervisor
Enhanced E-911 Fund - Information Technology	1.00	Add 1.0 FTE Senior Security Analyst - 911 Cybersecurity Program

Attachment 10

Amendment Position Details by Fund

Non-General Fund

Department	FTE Change	Position Description
Fleet Management Fund - Public Works	2.00	Add 2.0 Fleet FTE
Gifts & Grants Fund - Planning & Development Services	0.00	Add 1.0 FTE Associate Director-SBDC and Technical Transfer of 1.0 FTE Small Business Specialist
Gifts & Grants Fund - Police	-1.00	Crisis Response Team - Transition to General Fund and Eliminate Grant Funded Position
Open Space Fund - PROS	5.00	Add 5.0 FTE - Adding Four Park Rangers and One Park Ranger Supervisor for Daytime Patrols in Parks
	1.96	Transfer 1.96 FTE from Designated Revenue Fund into Open Space Fund
Parks Development Fund - PROS	1.00	Add 1.0 FTE Senior Planner - Restore 2020 Cut
Recreation Fund - PROS	-2.00	Cut 2.0 FTE - Eliminate Morning Star Adult Day Program
Wastewater Fund - Aurora Water	0.40	Add 1.0 FTE - Convert Variable Hour GIS Specialist
	0.40	Add 1.0 FTE - Convert Variable Hour Project Engineer (SCADA)
	0.40	Add 1.0 FTE - AW Technology Administrator
	0.30	Add 1.0 FTE - Customer Billing Representative
	0.40	Add 1.0 FTE - Project Coordinator
	0.80	Add 2.0 FTE - Convert Variable Hour Water Utility Inspectors
	1.10	Technical Adjustment: FTE Allocations Between Funds - Administrative
	0.10	Technical Adjustment: FTE Allocations Between Funds - Environmental
Water Fund - Aurora Water	0.60	Add 1.0 FTE - Convert Variable Hour GIS Specialist
	0.60	Add 1.0 FTE - Convert Variable Hour Project Engineer (SCADA)
	0.60	Add 1.0 FTE AW Technology Administrator
	0.70	Add 1.0 FTE Customer Billing Representative
	0.60	Add 1.0 FTE Project Coordinator
	1.00	Add 1.0 FTE Water Conservation Manager
	1.00	Add 1.0 FTE Water Resources Project Manager
	1.20	Add 2.0 FTE - Convert Variable Hour Water Utility Inspectors
	-1.10	Technical Adjustment: FTE Allocations Between Funds - Administrative
	-0.10	Technical Adjustment: FTE Allocations Between Funds - Environmental
Water Fund - City Attorney	1.00	Add 1.0 FTE Paralegal II
Net FTE Additions, Non-General Fund	**17.00**	

Attachment 11

2020-2027 Capital Improvement Program Summary

Fund\Department	2020 Actual	2021 Actual	2022 Projected Budget	Five-Year Plan					Total Cost 2023 - 2027
				2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	
Capital Projects Fund									
Finance	612,984	55,883	631,355	702,445	723,519	745,225	767,582	790,609	3,729,380
Fire	1,542,955	1,998,119	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Information Technology	486,622	12,426,000	426,000	426,000	426,000	426,000	426,000	426,000	2,130,000
Non-Departmental	2,352,208	4,062,285	13,106,956	14,801,414	10,429,634	12,887,267	10,457,277	10,524,060	59,099,652
Parks, Recreation & Open Space	2,260,302	646,425	951,890	2,502,974	1,314,790	1,314,790	1,314,790	1,314,790	7,762,134
Planning & Development Services	1,037,260	703,285	24,000	0	0	0	0	0	0
Public Works	41,584,321	68,090,519	94,568,764	17,566,149	18,820,782	14,141,752	20,960,855	13,763,210	85,252,748
Total Capital Projects Fund	**49,876,652**	**87,982,516**	**111,708,965**	**37,998,982**	**33,714,725**	**31,515,034**	**35,926,504**	**28,818,669**	**167,973,914**
Conservation Trust Fund									
Parks, Recreation & Open Space	1,328,887	2,347,542	4,965,000	4,365,000	3,182,500	3,465,000	2,530,000	2,470,000	16,012,500
Total Conservation Trust Fund	**1,328,887**	**2,347,542**	**4,965,000**	**4,365,000**	**3,182,500**	**3,465,000**	**2,530,000**	**2,470,000**	**16,012,500**
Enhanced E-911 Fund									
Information Technology	5,813,000	3,482,000	2,442,250	4,995,000	1,816,500	726,185	1,757,813	0	9,295,498
Total Enhanced E-911 Fund	**5,813,000**	**3,482,000**	**2,442,250**	**4,995,000**	**1,816,500**	**726,185**	**1,757,813**	**0**	**9,295,498**
Gifts & Grants Fund									
Information Technology	205,356	0	0	0	0	0	0	0	0
Parks, Recreation & Open Space	2,536,000	1,575,706	300,000	0	0	0	0	0	0
Public Works	0	-5,480	0	0	0	0	0	0	0
Total Gifts & Grants Fund	**2,741,356**	**1,570,226**	**300,000**	**0**	**0**	**0**	**0**	**0**	**0**
Golf Courses Fund									
Parks, Recreation & Open Space	850,000	700,000	600,000	575,000	350,000	400,000	675,000	250,000	2,250,000
Total Golf Courses Fund	**850,000**	**700,000**	**600,000**	**575,000**	**350,000**	**400,000**	**675,000**	**250,000**	**2,250,000**
Open Space Fund									
Parks, Recreation & Open Space	489,489	2,118,517	12,245,583	8,335,148	5,867,500	3,945,000	4,495,000	2,860,000	25,502,648

Return to TOC

Attachment 11

2020-2027 Capital Improvement Program Summary

Fund\Department	2020 Actual	2021 Actual	2022 Projected Budget	Five-Year Plan					Total Cost 2023 - 2027
				2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	
Open Space Fund									
Total Open Space Fund	**489,489**	**2,118,517**	**12,245,583**	**8,335,148**	**5,867,500**	**3,945,000**	**4,495,000**	**2,860,000**	**25,502,648**
Parks Development Fund									
Parks, Recreation & Open Space	212,200	1,002,128	1,636,560	5,098,824	1,721,096	1,355,805	56,486	0	8,232,211
Total Parks Development Fund	**212,200**	**1,002,128**	**1,636,560**	**5,098,824**	**1,721,096**	**1,355,805**	**56,486**	**0**	**8,232,211**
Transportation Maint Fund									
Public Works	0	0	0	63,859,956	30,645,684	31,289,713	33,819,992	34,496,392	194,111,737
Total Transportation Maint Fund	**0**	**0**	**0**	**63,859,956**	**30,645,684**	**31,289,713**	**33,819,992**	**34,496,392**	**194,111,737**
Wastewater Fund									
Aurora Water	19,995,615	79,648,848	47,815,000	45,724,738	41,214,767	19,369,720	26,447,659	25,843,472	158,600,356
Total Wastewater Fund	**19,995,615**	**79,648,848**	**47,815,000**	**45,724,738**	**41,214,767**	**19,369,720**	**26,447,659**	**25,843,472**	**158,600,356**
Water Fund									
Aurora Water	147,635,944	178,432,852	105,958,509	158,723,953	212,504,318	196,650,317	256,151,183	215,333,650	1,039,363,421
Total Water Fund	**147,635,944**	**178,432,852**	**105,958,509**	**158,723,953**	**212,504,318**	**196,650,317**	**256,151,183**	**215,333,650**	**1,039,363,421**
Total Capital Improvement Program	**228,943,143**	**357,284,629**	**287,671,867**	**329,676,601**	**331,017,090**	**288,716,774**	**361,859,637**	**310,072,183**	**1,621,342,285**

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	2022 Projected Budget	Five-Year Plan					Total Cost 2023 - 2027
		2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	
Capital Projects Fund							
Finance	0	52,150	53,715	55,327	56,987	58,696	276,875
Non-Departmental	6,866,006	7,855,417	2,589,961	2,522,442	2,560,456	2,627,239	18,155,515
Parks, Recreation & Open Space	0	1,208,184	20,000	20,000	20,000	20,000	1,288,184
Public Works	6,363,208	-28,805,834	-30,589,938	-31,232,295	-33,760,851	-34,405,089	-158,794,007
Total Capital Projects Fund	**$13,229,214**	**($19,690,083)**	**($27,926,262)**	**($28,634,526)**	**($31,123,408)**	**($31,699,154)**	**($139,073,433)**
Conservation Trust Fund							
Parks, Recreation & Open Space	0	947,500	805,000	-250,000	-175,000	2,470,000	3,797,500
Total Conservation Trust Fund	**$0**	**$947,500**	**$805,000**	**($250,000)**	**($175,000)**	**$2,470,000**	**$3,797,500**
Enhanced E-911 Fund							
Information Technology	0	1,775,000	0	726,185	1,757,813	0	4,258,998
Total Enhanced E-911 Fund	**$0**	**$1,775,000**	**$0**	**$726,185**	**$1,757,813**	**$0**	**$4,258,998**
Golf Courses Fund							
Parks, Recreation & Open Space	0	0	0	0	50,000	250,000	300,000
Total Golf Courses Fund	**$0**	**$0**	**$0**	**$0**	**$50,000**	**$250,000**	**$300,000**
Open Space Fund							
Parks, Recreation & Open Space	0	-2,002,500	-985,000	-2,790,000	-1,795,000	2,860,000	-4,712,500
Total Open Space Fund	**$0**	**($2,002,500)**	**($985,000)**	**($2,790,000)**	**($1,795,000)**	**$2,860,000**	**($4,712,500)**
Parks Development Fund							
Parks, Recreation & Open Space	0	2,450,689	-92,783	0	-657,906	0	1,700,000
Total Parks Development Fund	**$0**	**$2,450,689**	**($92,783)**	**$0**	**($657,906)**	**$0**	**$1,700,000**
Transportation Maint Fund							
Public Works	0	63,859,956	30,645,684	31,289,713	33,819,992	34,496,392	194,111,737
Total Transportation Maint Fund	**$0**	**$63,859,956**	**$30,645,684**	**$31,289,713**	**$33,819,992**	**$34,496,392**	**$194,111,737**

Attachment 12

Capital Amendment Summary by Fund and Department

Fund\Department	2022 Projected Budget	Five-Year Plan					Total Cost 2023 - 2027
		2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	
Wastewater Fund							
Aurora Water	0	-3,100,262	29,442,201	2,458,233	-39,211,897	25,843,472	15,431,747
Total Wastewater Fund	**$0**	**($3,100,262)**	**$29,442,201**	**$2,458,233**	**($39,211,897)**	**$25,843,472**	**$15,431,747**
Water Fund							
Aurora Water	0	59,771,668	15,503,215	90,255,230	74,996,818	215,333,650	455,860,581
Total Water Fund	**$0**	**$59,771,668**	**$15,503,215**	**$90,255,230**	**$74,996,818**	**$215,333,650**	**$455,860,581**
Total Funding Changes	**$13,229,214**	**$104,011,968**	**$47,392,055**	**$93,054,835**	**$37,661,412**	**$249,554,360**	**$531,674,630**

City of Aurora, Colorado

2023 CITY MANAGER'S PROPOSED BUDGET

GENERAL FUND REVENUES

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2023 General Fund Revenue Overview

The City of Aurora General Fund revenue estimates for the 2023 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 forecasts of tax collections calculated by the BRD are used for the five-year horizon ending in 2027 for sales, automobile use, building use, other use, and property taxes which together constitute 81 percent of the total General Fund revenues. The remaining sources of revenue are forecasted by the OBFP. 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 between Aurora and other taxing districts 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
- Local tourism base
- Mix of primary and secondary employers

Forecasts of national indicators that are needed to derive the state and local forecasts are from Moody's Analytics. BRD chose to model three forecasts including an optimistic, baseline, and pessimistic scenario. The Moody's S2 scenario was used to develop the baseline revenue scenario. Under this scenario, U.S. real gross domestic product (GDP) is projected to grow by 2.3 percent in 2022 and 1.4 percent in 2023. Although this was labeled a downside scenario when it was created, Leeds staff believed it was the most appropriate set of assumptions given rising economic

concerns, including high inflation, when the model was created in March and April 2022. An optimistic scenario and a pessimistic scenario were also created. In the baseline forecast there are roughly equal chances of the economy over-performing and under-performing the scenario. Despite increasing concerns about the United States' economy, total revenues from the five revenue sources are expected to increase by 7.1 percent in 2022 in the baseline scenario. Based on strong year-to-date revenue receipts and inflation-driven growth in certain revenue sources, none of the scenarios projected revenues to decline in 2022. However, under the pessimistic scenario, revenues in 2023 would decline by 1.9 percent. Under the baseline scenario, the five revenue streams will grow by 3.5 percent compared to projected 2022 revenue. These different forecasts provide sensitivity analysis around relatively favorable and unfavorable economic conditions.

The economy has strongly rebounded from the COVID-induced recession. Real GDP reached new peak levels in 2021 and employment is projected to rebound to record levels in 2022. Consumer demand remained extraordinarily strong in 2021 and early 2022. A combination of strong consumer demand and supply shortages caused the United States to record the highest level of inflation in nearly four decades. Over recent months, the Federal Reserve has been aggressively raising interest rates in an attempt to slow inflation. Most economists are now lowering their projections for economic growth in 2022, with a growing concern that a recession in the near term is increasingly possible. Given these concerns, city management decided to use an adjusted version of the BRD baseline forecast. Adjustments were made to reflect the most current revenue data, reflect two Aurora-specific circumstances, and use a slightly moderated level of growth for most revenue sources that was ten percent lower than the baseline scenario.

The first Aurora-specific modification is increasing the sales tax projection over the BRD baseline scenario starting in 2023 to reflect the expiration of the Cornerstar Urban Renewal Area (URA). This expiration was not considered in the BRD forecast but will increase sales tax collections by over $1.3 million annually starting in 2024. In the second modification, 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 TABOR. Due to high levels of inflation in 2022, the revenue forecast assumes the TABOR revenue limit will grow by 9.0 percent in 2023. As a result, it is projected that the $49.7 million in property tax collections in 2023 will be $565,400 under the projected TABOR limit. In the baseline scenario, property tax revenue will again exceed the TABOR limit in 2024 (after properties values are re-assessed) before falling below the TABOR limit again in 2025. In the optimistic scenario, property tax revenues remain above the TABOR limit in every single year in the five-year forecast. Conversely, in the pessimistic scenario, property tax revenue dips below the TABOR revenue limit starting in 2023 and remains there through the end of the forecast period in 2027. All scenarios in this revenue overview have been adjusted and use the calculated TABOR limit as the effective revenue estimate if projected revenue is above the limit.

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. However, in a strong economic recovery, GDP reached new peak levels in 2021. The BRD pessimistic forecast assumes that GDP will increase by 0.9 percent in 2022 before decreasing by 0.4 percent in 2023. The mild recession inherent in this scenario will see retail trade in 2023 fall by 1.1 percent and employment will drop by 1.6 percent. Under this scenario, the total of all five revenue streams projected by Leeds would decline by 1.9 percent in

2023 before growing by 6.5 percent in 2024.

In the baseline scenario, the GDP in the United States grows by 2.3 percent and slows to 1.4 percent in 2023. After this point, GDP is projected to grow between 2.4 percent to 3.0 percent per year through 2027. Under the baseline scenario, employment is projected to rebound to new record levels in 2022 and will continue to grow each year through 2027.

Table 1 displays growth rates for the total of the five top revenue sources for the BRD optimistic, BRD pessimistic, and OBFP adjusted baseline projections. The table also contains the growth rates published in the 2022 Original Budget as a final point of comparison. For 2022 through 2027, the adjusted baseline 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 adjusted baseline revenue forecast and the Adopted 2022 Budget Book.

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

Dollar values in millions

Percent Change from Prior Year	2021	2022	2023	2024	2025	2026	2027
2022 Budget Book	13.3%	(4.9%)	4.5%	4.7%	4.7%	4.7%	4.7%
Adjusted Baseline	13.3%	6.9%	4.4%	6.8%	4.2%	4.3%	4.1%
Pessimistic	13.3%	5.5%	(1.1%)	6.5%	6.4%	7.1%	4.7%
Optimistic	13.3%	8.8%	6.9%	4.6%	3.8%	4.1%	4.0%
New Revenue Compared to 2022 Budget	**$0.0**	**$36.7**	**$34.8**	**$40.5**	**$39.2**	**$38.1**	**$35.9**

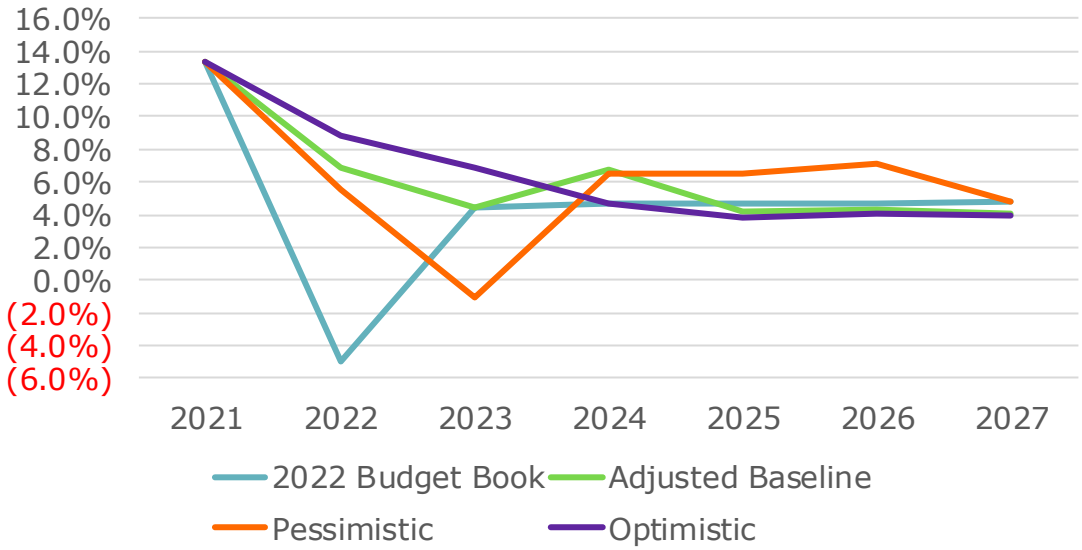
Note: 2021 growth rates represent actual growth in revenues between 2021 and 2020.

In the 2022 budget, it was assumed that the top five revenue sources would increase by 5.4 percent in 2021. With a stronger-than-projected economic recovery, these five revenue sources actually grew by 13.3 percent in 2021. Given this strong growth, revenues in 2022 would actually have to decline by 4.9 percent to meet the 2022 budget plan. As of June 2022, year-to-date revenues for sales tax, building materials use tax, auto use tax, and property tax are all up double-digit percentages. This revenue growth reflects strong consumer demand as well as inflation-driven growth. As such, it is not realistic to predict negative growth for these revenue streams in 2022. Instead, the last three scenarios project growth in the current year ranging from 5.5 percent in the pessimistic scenario to 8.8 percent in the optimistic scenario. Growth slows down in 2023 under all of the scenarios. In the pessimistic scenario, the country experiences a mild recession and revenues decline by 1.1 percent in 2023. The difference between the adjusted baseline scenario used in the 2023 budget and the assumptions contained in the Adopted 2022 Budget is shown in the "New Revenue Compared to 2022 Budget" line at the bottom of Table 1. Essentially this last line shows that the revenue projections contained in the 2022 budget did not foresee either the full strength of the economic recovery from the COVID-19 pandemic or how inflation would drive certain revenues streams to experience strong growth. It is not surprising that expectations for these revenue streams would need to be reset accordingly.

Figure 1 displays the growth rates graphically which helps to highlight some important observations. One observation relates to how significantly the 2022 revenue forecast has changed in one year. The 2022 Budget Book assumed that Aurora would collect $325.9 million from the five major revenue sources in 2021 and that these revenue sources would grow to $333.3 million in 2022. With a stronger-than-expected economic recovery and high inflation, Aurora actually

collected $350.5 million from these revenue streams in 2021. As a result, 2022 collections would have to decline by 4.9 percent to arrive at the original revenue forecast in the 2021 Budget Book. With strong year-to-date revenues in early 2022, all of the current scenarios now show revenues growing in 2022. Interestingly, all three of the new scenarios have similar levels of growth for 2024 and beyond, ranging from 3.8 percent to 7.1 percent.

Figure 1: Percent Change to Prior Year



In Figure 1, revenues under the pessimistic scenario decline slightly in 2023 as the country enters a mild recession. However, growth rates for the pessimistic scenario in 2024 and beyond are a bit higher, such that annual collections under the pessimistic scenario are roughly the same as in the adjusted baseline forecast in both 2026 and 2027. For 2025 and beyond, the 2022 budget, the adjusted baseline forecast, and the optimistic forecast all have very similar annual growth rates ranging from 3.9 percent to 4.6 percent.

Current Economic Conditions

National gross domestic product (GDP) grew by an impressive 5.7 percent in 2021. This strong economic recovery also saw growth in employment, income, and consumption. Consumer demand remained extraordinarily strong in 2021 and into early 2022, which was a significant contributor to inflation. In 2022, the U.S. recorded the highest inflation in nearly four decades. As the country grapples with inflation, economists have been lowering their projections of growth looking forward. Under the adjusted baseline scenario, GDP growth is projected to slow to 2.3 percent in 2022 and 1.4 percent in 2023. From 2024 through 2027, GDP growth projections average 2.7 percent. Increasing consumption and growth in prices helps to drive nominal growth in sales, use, and property tax collections in 2022 and 2023 even when overall economic growth is slowing.

Total General Fund revenues are now projected to grow by 6.1 percent in 2022 and 2.7 percent in 2023. Sales tax revenue is the primary driver behind the revenue performance as this source represents about 57 percent of total General Fund revenues. Under the adjusted baseline scenario, the City of Aurora will see sales tax revenue increase by 7.2 percent in 2022 and 3.0 percent in 2023. This forecast reflects slowing economic growth. For example, under the baseline scenario,

2022 personal income growth is projected to slow to 2.5 percent in Colorado. In 2022, job growth in Colorado is also projected to slow to 0.3 percent in 2022. The slowing economic growth, in combination with high inflation, will cause retail trade in Colorado to increase by only 1.1 percent in 2022 and 3.3 percent in 2023. The economy is projected to improve in 2024 and beyond, with sales tax revenue projections growing by 3.9 percent to 5.6 percent per year from 2024 to 2027.

There may be more downside risk than potential upside to the baseline forecast. By April 2022, inflation in the United States reached 8.3 percent. The Federal Reserve is expected to enact a series of interest rate increases in an attempt to bring inflation under control. While interest rate hikes should reduce consumer demand, these increases also have the potential to cause an economic recession. A shortage of workers, supply chain disruptions, COVID-19 variants, and war in the Ukraine all have the potential to impact the supply of goods and services, create additional inflationary pressures, and diminish economic growth. That stated, consumer demand remains relatively strong and unemployment in the United States, Colorado, and Metro Denver continues to decline. Some sectors, like travel and tourism, continue to show strong growth in early 2022 compared to the same period in 2021. Other service industries, including restaurants, bars, and movie theaters, are recovering strongly in 2022. Looking ahead to the third quarter of 2022, business leaders have turned sharply negative in their outlook, citing concerns about inflation, interest rates, and supply chain issues as primary concerns. Consumer confidence was strong, actually showing modest gains in the YTD index score through May 2022. However, a close look at the monthly numbers shows that confidence has started to cool over recent months, likely reflecting rising interest rates and a softening of anticipated spending for big ticket items like cars, homes, and major appliances. Coming out of the first two years of the COVID-19 pandemic, there still appears to be growing consumer demand, even if that growth is starting to slow. As such, if inflation and supply-side challenges can be quickly brought under control, there is the potential to exceed economic expectations.

The following discussion provides an overview of General Fund revenue, including an updated 2022 projection and the revenue estimate for the 2023 budget. The 2023 revenue estimate is based on the adjusted baseline scenario and is not adjusted by any amendments (there are no changes to General Fund revenue related to amendments in 2023). See Revenue Attachment A for June year-to-date actuals and the 2022 full-year projected gains and shortfalls by revenue source. A complete list of General Fund actuals and projected revenue from 2019 through 2027 can be found in Revenue Attachment B.

2022 Full-Year Projection Update

Although there is a growing concern about inflation and a possible recession, in the first half of 2022 the economy saw low unemployment and growth in consumer demand. Some revenue streams, such as sales and use tax collections, have also seen increases related to rising prices. Total General Fund sources through the first half of 2022 have increased $28.4 million (13.2 percent) over 2021. Year-to-date (YTD) sales tax revenue has grown by $12.6 million (10.7 percent), accounting for 44.5 percent of the growth in total General Fund sources. The second biggest source of variance is in property tax collections, although this amount is misleading. YTD property tax revenue is $7.3 million higher than in 2021, although current year revenues include $3.2 million in deferred 2021 tax revenues. Property tax revenues last year did not contain any deferred revenues. This $3.2 million reflects property tax revenues in 2020 and 2021 which were collected above the Taxpayer's Bill of Rights (TABOR) revenue limit and will be rebated to

property taxpayers in 2022 through a temporary mill levy reduction.

One of the first steps in the budget process is to prepare an updated projection for current year revenues. This new projection updates the revenues that were included in the 2022 Original Budget. Over the first six months of 2022, a little over half of the city's General Fund revenue sources have over-performed the original expectation. Total General Fund sources are $29.6 million (13.8 percent) over the 2022 Original Budget through the end of June. More than 75 percent of this positive variance is driven by strong YTD sales and use tax collections. The only other substantial variance from the budget plan is audit revenue, which is $6.2 million (252.4 percent) above the 2022 budget plan. Of the $8.6 million in YTD audit recoveries, $6.2 million relates specifically to three large, multi-year audits that were completed in the first half of 2022.

Construction activity does not appear to have been affected by the pandemic. Capital-related use tax collections grew by 13.8 percent in 2020 and by another 22.4 percent in 2021. Because capital use taxes are volatile and periods of strong growth are usually followed by corrections, the 2022 Original Budget assumed a decline in capital-related use tax collections in 2022 that has not yet materialized. Year-to-date collections in 2022 are actually up 4.5 percent. As a result, capital-related use taxes through the first six months of 2022 are $3.3 million (22.4 percent) above the budget plan. Per city ordinance, capital-related use tax revenue is transferred to the Capital Projects Fund and is therefore not available for General Fund operations. After accounting for the capital transfer, General Fund operating revenues are $25.6 million (13.2 percent) above the 2022 budget on a year-to-date basis.

Table 2 shows the year-to-date 2022 actuals and how they compare to 2021 actuals and the 2022 budget through June.

Table 2. Year-to-Date Variance to 2021 and Original Budget Through June 2022

Revenue Source	Year-to-Date 2022 Actuals	Higher/(Lower) than YTD 2021	% Change to 2021	Higher/(Lower) than YTD Budget	% Change to Budget
General Sales Tax	$ 131,085,679	$ 12,632,133	10.7%	$ 16,544,190	14.4%
Property Tax	37,183,437	7,344,711	24.6%	0	0.0%
Capital Related Use Tax	17,860,487	766,599	4.5%	3,264,507	22.4%
Automobile Use Tax	14,892,802	1,836,068	14.1%	3,380,867	29.4%
Franchise Fees	6,606,308	830,924	14.4%	933,707	16.5%
Highway Users	4,382,378	(372,921)	(7.8%)	(552,461)	(11.2%)
Audit Revenue	8,648,239	1,883,721	27.8%	6,194,425	252.4%
Lodgers Tax	3,438,754	897,154	35.3%	80,758	2.4%
External Charges	3,158,081	452,302	16.7%	(277,815)	(8.1%)
All Other Sources	16,581,601	2,098,811	14.6%	46,966	0.3%
Total General Fund Sources	**$ 243,837,764**	**$ 28,369,501**	**13.2%**	**$ 29,615,142**	**13.8%**
Capital Transfer Out	25,291,978	1,788,019	7.6%	4,047,656	19.1%
General Fund Operating Revenue	**$ 218,545,787**	**$ 26,581,482**	**13.8%**	**$ 25,567,486**	**13.2%**

Based on recent revenue collections, current economic conditions, and future expectations, the

revised full-year projection for 2022 is $23.5 million (5.4 percent) higher than 2021, which equates to a $42.8 million (10.2 percent) increase compared to the 2022 Original Budget. Table 3 shows how the updated 2022 projections compare to 2021 revenue collections and the figures included in the 2022 Original Budget.

Table 3. 2021 Full-Year Projection Variance to 2021 and 2022 Original Budget

Revenue Source	Full-Year Projection	Higher/(Lower) than 2021	% Change to 2021	Higher/(Lower) than Budget	% Change to Budget
General Sales Tax	$ 263,229,402	$ 17,627,138	7.2%	$ 29,067,349	12.4%
Property Tax	46,161,109	5,273,928	12.9%	341,048	0.7%
Capital Related Use Tax	33,502,888	(2,141,727)	(6.0%)	4,406,509	15.1%
Automobile Use Tax	27,120,445	(1,215,617)	(4.3%)	2,920,576	12.1%
Franchise Fees	17,381,079	1,726,186	11.0%	2,233,270	14.7%
Highway Users	11,837,703	(298,442)	(2.5%)	(463,349)	(3.8%)
External Charges	6,057,047	50,549	0.8%	(1,112,485)	(15.5%)
Audit Revenue	10,453,436	270,374	2.7%	5,545,809	113.0%
Lodgers Tax	7,982,459	1,191,722	17.5%	(16,300)	(0.2%)
All Other Sources	36,794,396	1,020,209	2.9%	(163,408)	(0.4%)
Total General Fund Sources	**$ 460,519,964**	**$ 23,504,320**	**5.4%**	**$ 42,759,019**	**10.2%**
Capital Transfer Out	47,519,402	(902,699)	(1.9%)	5,613,716	13.4%
General Fund Operating Revenue	**$ 413,000,562**	**$ 24,407,019**	**6.3%**	**$ 37,145,303**	**9.9%**

2023 Revenue Estimate

General Fund sources are estimated to grow at a rate of 2.7 percent, or $12.5 million in 2023 compared to the 2022 projection. Collections from sales tax and property tax are projected to experience the largest increases at $7.9 and $3.6 million respectively. A $5.5 million decline in audit recoveries is projected to partially offset some of these gains. The net of all other revenue sources is forecasted to increase by $6.5 million. There are no amendments in the 2023 budget which will result in increased General Fund revenue.

The following summarizes the major revenue changes:

- **Sales Tax.** The sales tax revenue estimate for 2023 is 3.0 percent or $7.9 million higher than 2022 projected revenue. In the BRD baseline scenario from which this forecast was derived, sales tax collections experience modest growth in 2023 associated with a slowing economy. While the economy is not projected to be in recession, U.S. real GDP growth will be only 1.4 percent, U.S. employment growth will be 1.2 percent, and U.S. personal income growth will be 3.1 percent. These growth rates are the lowest in the five-year projection horizon (2022 through 2027) and, with the exception of the short COVID-induced recession in 2020, these projected growth rates are low when compared to actual growth in recent years. As a result of these economic conditions, retail trade in the United States is projected to grow by 2.9 percent in 2023. This forecast projects that sales tax collections will grow in the range of 3.9 percent to 5.6 percent in each of the out-years

after 2023.

- **Audit Revenue.** In 2022, audit recoveries are projected to total $10.5 million, which would be the highest dollar value of total recoveries ever made in a single year. The current year revenues have benefited from three large, multi-year audits of major retailers that were concluded in 2022. Despite the strong collections in 2022, 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 2023 estimate is for audit revenues to decline by $5.5 million.

- **Property Tax.** As a result of strong growth in property valuations, the city implemented temporary mill levy reductions in both 2021 and 2022 to manage property tax collections within the revenue limitations contained in the Taxpayer's Bill of Rights (TABOR). Each year, the TABOR revenue limit grows by inflation plus growth in housing inventory. In 2023, high inflation will result in the TABOR limit growing by over $4.1 million (9.0 percent). For each year in the five-year forecast, the lesser of property tax revenue projected by Leeds and the projected TABOR limit is used. For 2023, this methodology used the $49.7 million in property tax projected to be collected by Leeds under their baseline forecast. This figure is $565,400 under the projected 2023 TABOR limit and results in an increase in property tax revenue of 7.8 percent ($3.6 million) compared to the 2022 projection.

- **Internal Charges for Services.** Internal charges for services are service fees charged to sources that are within or "internal" to the city of Aurora. Most of this revenue stream consists of overhead charges that allow city funds to pay their fair share of overhead expenses such as human resources, finance, and city management. The 11.9 percent increase in internal charges is vastly driven by the updated overhead allocation calculation for the Water, Wastewater, and Development Review funds. Updating the overhead model to allocate based on 2022 budget data increased the allocation by 5.9 percent. The remaining increase was driven by the addition of Information Technology (IT) expenses that had been previously left out of the allocation calculation. Upon review, a management decision was made to share these costs with the Water, Wastewater, and Development Review funds. A further review of IT costs could impact this allocation in the future.

- **Capital-Related Use Tax.** In 2021, the city collected a record high $35.6 million in capital-related use taxes. The BRD forecast noted that capital-related use taxes are highly volatile, and years of exceptionally high growth in collections are often followed by corrections. As such, capital-related use tax collections are projected to drop to $33.5 million in 2022 and then to rise to $34.9 million in 2023. Although this forecast has capital-related use tax collections growing by $1.4 million in 2023 compared to the 2022 projection, the 2023 figure does not exceed the high point set in 2021. The moderate $1.4 million (4.2 percent) growth in capital use tax collections projected for 2023 reflects the slowing economy and the baseline projection that nonresidential construction in the United States will increase by a modest 1.2 percent in 2023.

- **Miscellaneous Revenues.** Traditionally, miscellaneous revenues have been just that, miscellaneous. Starting in 2021, the collection of oil and gas royalties were included in this revenue stream, adding $267,000 earned by leasing out city-owned minerals.

Royalties are projected to increase to $1.6 million in 2022 and $3.0 million in 2023. With no other major changes to this revenue source, miscellaneous revenues are projected to grow by $1.4 million in 2023. Under the current leases, production, and hence royalties, will start to taper off in 2025.

- **Highway Users Tax Fund.** The Highway Users Tax Fund (HUTF) is the primary source of highway funds in Colorado. Revenue comes from a gas tax, registration fees, driver's license fees, and other sources. HUTF revenues are allocated by the State of Colorado to the Colorado Department of Transportation, counties, and municipalities using a statutory formula. HUTF revenues in 2023 are projected to increase by $1.1 million (8.9 percent). This growth reflects the passage of S.B. 21-260 (Sustainability of the Transportation System), which has raised several new fees and will transfer state funds (include federal COVID recovery funds) to the HUTF. Projected growth in Aurora's receipt of HUTF revenues mirrors state projections of HUTF revenue to be generated under this new legislation. In this regard, the projection reflects that the Colorado General Assembly has delayed some of the new fees contained in S.B. 21-260 given inflation and currently high gas prices.

As the economy starts to slow in 2022, the forecast assumes economic growth will further taper in 2023. Under these economic conditions, sales tax growth will be a relatively low 3.0 percent in 2023. As the economy picks back up again after 2023, sales tax growth will increase in the 2024 through 2027 time period. At the bottom-line level, total General Fund sources are projected to grow by $12.5 million (2.7 percent) in 2023. In the out-years, General Fund sources will grow by $24.5 million (5.2 percent) in 2024, $16.6 million (3.3 percent) in 2025, $34.0 million (3.4 percent) in 2026, and $36.0 million (3.5 percent) in 2027.

2022 General Fund Revenue Gains and Shortfalls

Revenue Source	2022 YTD Actual thru June	2022 Year-to-Date: Gains/(Shortfalls)				2022 Full-Year Projection	2022 Full-Year: Gains/(Shortfalls)			
		vs. 2021	vs. Budget	% Chg vs. 2021	% Chg vs. Budget		vs. 2021	vs. Budget	% Chg vs. 2021	% Chg vs. Budget
General Sales Taxes	$ 131,085,679	$ 12,632,133	$ 16,544,190	10.7%	14.4%	$ 263,229,402	$ 17,627,138	$ 29,067,349	7.2%	12.4%
Property Tax	37,183,437	7,344,711	0	24.6%	0.0%	46,161,109	5,273,928	341,048	12.9%	0.7%
Franchise Fees and Taxes	6,606,308	830,924	933,707	14.4%	16.5%	17,381,079	1,726,186	2,233,270	11.0%	14.7%
Use Tax - Automobile	14,892,802	1,836,068	3,380,867	14.1%	29.4%	27,120,445	(1,215,617)	2,920,576	(4.3%)	12.1%
Capital Related Use Tax	17,860,487	766,599	3,264,507	4.5%	22.4%	33,502,888	(2,141,727)	4,406,509	(6.0%)	15.1%
Highway Users Tax	4,382,378	(372,921)	(552,461)	(7.8%)	(11.2%)	11,837,703	(298,442)	(463,349)	(2.5%)	(3.8%)
Lodgers Tax	3,438,754	897,154	80,758	35.3%	2.4%	7,982,459	1,191,722	(16,300)	17.5%	(0.2%)
Fines & Forfeitures	1,202,150	(420,928)	(842,026)	(25.9%)	(41.2%)	2,382,202	(807,180)	(1,641,104)	(25.3%)	(40.8%)
Audit Revenue	8,648,239	1,883,721	6,194,425	27.8%	252.4%	10,453,436	270,374	5,545,809	2.7%	113.0%
Other Taxes	2,558,026	(76,698)	(79,213)	(2.9%)	(3.0%)	6,436,022	(86,241)	(27,343)	(1.3%)	(0.4%)
Other Auto Related (SOT, MV Fees)	1,708,238	(160,740)	(337,408)	(8.6%)	(16.5%)	4,393,071	(177,866)	(657,820)	(3.9%)	(13.0%)
Business Licenses & Other Permits	1,639,276	155,102	233,148	10.5%	16.6%	3,795,236	(132,707)	472,469	(3.4%)	14.2%
Intergovernmental Revenue	1,555,001	173,528	468,200	12.6%	43.1%	3,044,768	(506,025)	252,367	(14.3%)	9.0%
Internal Charges for Services	5,627,274	1,959,172	(34,327)	53.4%	(0.6%)	11,553,200	3,854,967	(28,677)	50.1%	(0.2%)
External Charges for Services	3,158,081	452,302	(277,815)	16.7%	(8.1%)	6,057,047	50,549	(1,112,485)	0.8%	(15.5%)
Other General Fund Revenue	2,293,136	621,794	640,091	37.2%	38.7%	5,189,897	1,709,811	1,466,700	49.1%	39.4%
Total General Fund Revenue	**$ 243,839,264**	**$ 28,521,920**	**$ 29,616,643**	**13.2%**	**13.8%**	**$ 460,519,964**	**$ 26,338,870**	**$ 42,759,019**	**6.1%**	**10.2%**
Transfers In (from other funds)	(1,500)	(152,419)	(1,500)	(101.0%)	N/A	0	(2,834,550)	0	(100.0%)	N/A
Total General Fund Sources	**$ 243,837,764**	**$ 28,369,501**	**$ 29,615,143**	**13.2%**	**13.8%**	**$ 460,519,964**	**$ 23,504,320**	**$ 42,759,019**	**5.4%**	**10.2%**
Est. Capital Transfer Out	25,291,978	1,788,019	4,047,656	7.6%	19.1%	47,519,402	(902,699)	5,613,716	(1.9%)	13.4%
General Fund Operating Sources	**$ 218,545,787**	**$ 26,581,482**	**$ 25,567,486**	**13.8%**	**13.2%**	**$ 413,000,562**	**$ 24,407,019**	**$ 37,145,303**	**6.3%**	**9.9%**

General Fund Sources of Revenue and Percent Changes

General Fund Total Dollars	2019 Actual	2020 Actual	2021 Actual	2022 Projection	2023 Proposed	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
General Sales Tax	$ 203,027,321	$ 213,780,431	$ 245,602,264	$ 263,229,402	$ 271,173,019	$ 286,334,086	$ 297,551,032	$ 309,315,174	$ 322,108,469
Auto Use Tax	22,345,412	21,481,130	28,336,062	27,120,445	27,120,445	28,540,994	30,035,950	31,609,210	33,264,877
Capital-Related Use Tax	25,591,591	29,123,631	35,644,615	33,502,888	34,920,187	36,973,503	37,893,609	38,943,029	38,775,322
Sales & Use Taxes Sub-Total	**$ 250,964,324**	**$ 264,385,192**	**$ 309,582,941**	**$ 323,852,735**	**$ 333,213,651**	**$ 351,848,583**	**$ 365,480,591**	**$ 379,867,413**	**$ 394,148,668**
Property Tax	$ 37,279,575	$ 44,885,758	$ 40,887,181	$ 46,161,109	$ 49,745,107	$ 53,223,008	$ 55,438,447	$ 57,886,384	$ 60,369,131
Franchise Fees & Taxes	14,305,454	14,237,533	15,654,893	17,381,079	16,251,309	16,381,319	16,512,370	16,644,469	16,777,625
Occupational Privilege Tax	5,634,173	5,213,867	5,814,654	5,814,654	5,901,874	6,090,734	6,115,097	6,151,787	6,201,002
Lodger's Tax	8,344,032	4,428,408	6,790,737	7,982,459	8,273,021	8,574,159	8,886,258	9,209,718	9,544,951
Specific Ownership Tax	3,121,680	3,483,629	3,442,327	3,293,024	3,497,192	3,714,017	3,944,286	4,188,832	4,448,540
Other Taxes	807,458	866,914	707,609	621,368	699,749	738,882	767,509	797,722	827,712
Audit Revenue	6,641,314	6,015,732	10,183,062	10,453,436	4,995,964	5,085,891	5,177,438	5,270,631	5,365,501
Other Taxes & Related Sub-Total	**$ 76,133,686**	**$ 79,131,841**	**$ 83,480,463**	**$ 91,707,129**	**$ 89,364,216**	**$ 93,808,010**	**$ 96,841,405**	**$ 100,149,543**	**$ 103,534,462**
General Fund Permits	$ 1,727,105	$ 1,969,598	$ 2,209,093	$ 2,131,451	$ 2,255,075	$ 2,352,043	$ 2,453,181	$ 2,558,668	$ 2,668,691
Motor Vehicle Fees	1,158,895	1,091,529	1,128,610	1,100,047	1,120,180	1,140,681	1,161,557	1,182,815	1,204,462
Business Licenses	1,994,621	1,836,777	1,718,850	1,663,785	1,681,510	1,704,547	1,727,899	1,751,572	1,775,568
License & Permit Sub-Total	**$ 4,880,621**	**$ 4,897,904**	**$ 5,056,552**	**$ 4,895,283**	**$ 5,056,765**	**$ 5,197,271**	**$ 5,342,637**	**$ 5,493,055**	**$ 5,648,721**
Highway Users Taxes & Fees	$ 12,894,959	$ 11,446,018	$ 12,136,145	$ 11,837,703	$ 12,890,630	$ 13,272,824	$ 13,272,824	$ 13,272,824	$ 13,272,824
Cigarette Tax*	539,107	-	-	-	-	-	-	-	-
County Road & Bridge	1,625,534	1,852,171	1,972,513	2,153,376	2,332,025	2,344,824	2,539,357	2,553,293	2,765,121
Other Intergovernmental Revenue	1,037,159	1,723,825	1,578,280	891,392	945,672	845,242	726,323	812,402	812,402
Intergovernmental Sub-Total	**$ 16,096,759**	**$ 15,022,014**	**$ 15,686,938**	**$ 14,882,471**	**$ 16,168,327**	**$ 16,462,890**	**$ 16,538,504**	**$ 16,638,519**	**$ 16,850,347**
Fines & Forfeitures	$ 4,470,340	$ 2,955,896	$ 3,189,382	$ 2,382,202	$ 2,620,422	$ 2,882,464	$ 3,072,639	$ 3,072,639	$ 3,072,639
Internal Charges	7,688,696	7,749,846	7,698,233	11,553,200	12,930,148	13,188,751	13,452,526	13,721,577	13,996,009
External Charges	6,330,392	4,671,266	6,006,498	6,057,047	6,151,568	6,387,909	6,627,209	6,871,287	7,120,276
Interest	2,527,350	2,365,079	2,079,623	2,234,938	3,095,885	3,355,027	3,316,223	3,262,200	3,240,461
Miscellaneous	1,640,322	1,875,792	1,400,465	2,954,959	4,383,364	4,397,198	3,411,170	2,425,282	2,439,535
Other Sub-Total	**$ 22,657,100**	**$ 19,617,879**	**$ 20,374,200**	**$ 25,182,346**	**$ 29,181,387**	**$ 30,211,349**	**$ 29,879,767**	**$ 29,352,985**	**$ 29,868,920**
Total General Fund Revenues	**$ 370,732,490**	**$ 383,054,830**	**$ 434,181,094**	**$ 460,519,964**	**$ 472,984,346**	**$ 497,528,103**	**$ 514,082,904**	**$ 531,501,515**	**$ 550,051,118**
Transfers In (from other funds)	2,359,008	4,950,269	2,834,550	-	-	-	-	-	-
Total General Fund Sources	**$ 373,091,498**	**$ 388,005,099**	**$ 437,015,643**	**$ 460,519,964**	**$ 472,984,346**	**$ 497,528,103**	**$ 514,082,904**	**$ 531,501,515**	**$ 550,051,118**
Transfer Out to Capital Projects Fund	37,081,068	40,655,226	48,422,101	47,519,402	49,262,540	52,033,651	53,483,376	55,081,480	55,634,511
General Fund Operating Revenue	**$ 336,010,430**	**$ 347,349,873**	**$ 388,593,542**	**$ 413,000,562**	**$ 423,721,806**	**$ 445,494,452**	**$ 460,599,528**	**$ 476,420,035**	**$ 494,416,607**

* 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	2019 Actual	2020 Actual	2021 Actual	2022 Projection	2023 Proposed	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
General Sales Tax	8.7%	5.3%	14.9%	7.2%	3.0%	5.6%	3.9%	4.0%	4.1%
Auto Use Tax	8.4%	(3.9%)	31.9%	(4.3%)	0.0%	5.2%	5.2%	5.2%	5.2%
Capital-Related Use Tax	(10.5%)	13.8%	22.4%	(6.0%)	4.2%	5.9%	2.5%	2.8%	(0.4%)
Sales & Use Taxes Sub-Total	**6.3%**	**5.3%**	**17.1%**	**4.6%**	**2.9%**	**5.6%**	**3.9%**	**3.9%**	**3.8%**
Property Tax	2.2%	20.4%	(8.9%)	12.9%	7.8%	7.0%	4.2%	4.4%	4.3%
Franchise Fees & Taxes	0.6%	(0.5%)	10.0%	11.0%	(6.5%)	0.8%	0.8%	0.8%	0.8%
Occupational Privilege Tax	5.2%	(7.5%)	11.5%	(0.0%)	1.5%	3.2%	0.4%	0.6%	0.8%
Lodger's Tax	4.5%	(46.9%)	53.3%	17.5%	3.6%	3.6%	3.6%	3.6%	3.6%
Specific Ownership Tax	8.9%	11.6%	(1.2%)	(4.3%)	6.2%	6.2%	6.2%	6.2%	6.2%
Other Taxes	51.9%	7.4%	(18.4%)	(12.2%)	12.6%	5.6%	3.9%	3.9%	3.8%
Audit Revenue	(0.1%)	(9.4%)	69.3%	2.7%	(52.2%)	1.8%	1.8%	1.8%	1.8%
Other Taxes & Related Sub-Total	**2.8%**	**3.9%**	**5.5%**	**9.9%**	**(2.6%)**	**5.0%**	**3.2%**	**3.4%**	**3.4%**
General Fund Permits	28.7%	14.0%	12.2%	(3.5%)	5.8%	4.3%	4.3%	4.3%	4.3%
Motor Vehicle Fees	2.6%	(5.8%)	3.4%	(2.5%)	1.8%	1.8%	1.8%	1.8%	1.8%
Business Licenses	7.3%	(7.9%)	(6.4%)	(3.2%)	1.1%	1.4%	1.4%	1.4%	1.4%
License & Permit Sub-Total	**12.7%**	**0.4%**	**3.2%**	**(3.2%)**	**3.3%**	**2.8%**	**2.8%**	**2.8%**	**2.8%**
Highway Users Taxes & Fees	9.5%	(11.2%)	6.0%	(2.5%)	8.9%	3.0%	0.0%	0.0%	0.0%
Cigarette Tax*	(12.8%)	(100.0%)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
County Road & Bridge	2.1%	13.9%	6.5%	9.2%	8.3%	0.5%	8.3%	0.5%	8.3%
Other Intergovernmental Revenue	44.8%	66.2%	(8.4%)	(43.5%)	6.1%	(10.6%)	(14.1%)	(3.9%)	11.9%
Intergovernmental Sub-Total	**9.5%**	**(6.7%)**	**4.4%**	**(5.1%)**	**8.6%**	**1.8%**	**0.5%**	**0.6%**	**1.3%**
Fines & Forfeitures	(17.4%)	(33.9%)	7.9%	(25.3%)	10.0%	10.0%	6.6%	0.0%	0.0%
Internal Charges	2.6%	0.8%	(0.7%)	50.1%	11.9%	2.0%	2.0%	2.0%	2.0%
External Charges	(3.3%)	(26.2%)	28.6%	0.8%	1.6%	3.8%	3.7%	3.7%	3.6%
Interest	36.1%	(6.4%)	(12.1%)	7.5%	38.5%	8.4%	(1.2%)	(1.6%)	(0.7%)
Miscellaneous	8.9%	14.4%	(25.3%)	111.0%	48.3%	0.3%	(22.4%)	(28.9%)	0.6%
Other Sub-Total	**(0.7%)**	**(13.4%)**	**3.9%**	**23.6%**	**15.9%**	**3.5%**	**(1.1%)**	**(1.8%)**	**1.8%**
Total General Fund Revenues	**5.3%**	**3.3%**	**13.3%**	**6.1%**	**2.7%**	**5.2%**	**3.3%**	**3.4%**	**3.5%**
Transfers In (from other funds)	18.9%	109.8%	(42.7%)	(100.0%)	N/A	N/A	N/A	N/A	N/A
Total General Fund Sources	**5.4%**	**4.0%**	**12.6%**	**5.4%**	**2.7%**	**5.2%**	**3.3%**	**3.4%**	**3.5%**
Transfer Out to Capital Projects Fund	(1.3%)	9.6%	19.1%	(1.9%)	3.7%	5.6%	2.8%	3.0%	1.0%
General Fund Operating Revenue	**6.2%**	**3.4%**	**11.9%**	**6.3%**	**2.6%**	**5.1%**	**3.4%**	**3.4%**	**3.8%**

City of Aurora, Colorado

2023 CITY MANAGER'S
PROPOSED BUDGET

FINANCIAL OUTLOOK

Return to TOC

Return to TOC

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.

The Financial Outlook section includes:

- An overview of the outlook for the General Fund from 2023 to 2027;
- Cost drivers impacting the projections;
- Summary and detail tables covering
  - General Fund budget data for the years 2021 through 2027;
  - 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 2022 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 $5.0 million.

Revenue Outlook: Benefiting from a strong economic recovery, total General Fund revenues are projected to grow by 6.1 percent in 2022 and then experience more moderate growth of 2.7 percent in 2023. There are no amendments in the 2023 budget which will result in increased General Fund revenue.

Future projections include steady growth in General Fund revenues of 5.2 percent in 2024 followed by 3.3 to 3.5 percent in the years from 2025 through 2027. This projection assumes that the economy will continue to grow during this time period, though there are concerns about inflation. Worker shortages, supply chain disruptions, COVID-19 variants, and the war in Ukraine all have the potential to create additional inflationary pressures which poses a risk to the forecast. The revenue section of this budget book provides detail behind these forecasts.

Future Expenditures: The estimate prepared for the General Fund takes into account expenditures required to maintain current city services as well as some future costs. This summary of the city's General Fund financial outlook starts with the 2023 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 2023-2027. While the second scenario is unlikely, the exclusion highlights the budget impact of all other costs as shown starting on page D-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 2023. Unless otherwise noted, all assumptions described in this section apply to the years 2024 through 2027.

COST DRIVERS

The compensation increase scenario contains:

- For 2024, Civil Service pay and benefits in accordance with the Collective Bargaining Agreements (CBA) with the Fraternal Order of Police (FOP) and the International Association of Fire Fighters (IAFF)
- For 2024, Career Service increase commensurate with the CBAs of an amount equivalent to 5.0 percent in salary-related costs. This could be in the form of a pay increase and / or other compensation plan
- For 2025 through 2027, both Civil and Career Service increase of 3.0 percent in salary-related costs
- A 5.0 percent increase in the city contribution for health and dental benefits for all years 2024 through 2027

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 2024 and increasing annually through 2027 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
- An annual increase for contract and mandated costs based on recent historical averages
- Move 2.0 FTE grant compliance and development positions funded by the ARPA Grant to the General Fund in 2027
- Add 15.0 Police Officers and vehicles in 2024
- Add 17.0 Fire Fighters and a fire truck in 2024
- Expand the Aurora Mobile Response Team and the Crisis Response Team programs in 2024
- 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 2025 through 2027
- Increase for Police training in 2024
- Police and Fire step increases for current civil employees in 2024 through 2027
- 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 2023 budget is completely balanced, and 2024 is balanced to within $3.1 million which equates to 0.6 percent of the General Fund. This $3.1 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	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Surplus/ (Balancing Actions)	($3,112,574)	($4,636,772)	($6,739,906)	($9,179,989)

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

Item	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Compensation	$12,816,094	$20,890,688	$29,207,591	$37,773,978
Insurance	$1,655,385	$3,393,709	$5,218,952	$7,135,483

By eliminating pay and benefit increases for the years 2024-2027, revenues will exceed expenditures in every year, which results in a surplus for all years as shown in the table below.

Item	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Surplus/ (Balancing Actions)	$11,358,905	$19,647,625	$27,686,637	$35,729,472

This demonstrates the impact of compensation on the city's operating budget. As is common for a service-based organization, personnel costs make up 78.3 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 2023.

TABLES

The tables on the following pages include data for the 2021 actual data, 2022 projection, the 2023 budget, and projections for 2024 through 2027. 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 2023 budget, and potential future adjustments.

General Fund Financial Outlook Through 2027 - Summary

Description	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
SOURCES							
Revenues	434,181,095	460,519,964	472,984,346	497,528,017	514,082,799	531,501,371	550,050,949
Transfers	2,834,550	-	-	-	-	-	-
Use of Funds Available	4,585,980	22,644,159	2,301,759	-	-	-	-
Revenue Adjustments	-	-	-	86	105	144	169
GRAND TOTAL SOURCES	**$441,601,625**	**$483,164,123**	**$475,286,105**	**$497,528,103**	**$514,082,904**	**$531,501,515**	**$550,051,118**
USES							
BASE BUDGET							
Regular Civil Salary	81,129,963	99,291,315	123,312,699	129,478,312	133,362,658	137,363,540	141,484,444
Regular Career Salary	87,698,131	92,063,952	87,931,163	92,402,979	95,220,269	98,122,083	101,110,941
Salary Driven Benefits	34,465,361	33,869,590	42,996,409	44,667,522	43,720,595	44,805,308	45,922,541
Non Salary Related Benefits	25,465,037	27,414,592	32,541,456	34,168,373	35,876,792	37,670,633	39,554,193
Temporary Compensation	2,615,917	3,816,699	2,648,715	2,781,107	2,864,542	2,950,479	3,038,987
Overtime Compensation	10,057,431	12,228,237	7,029,356	7,380,777	7,439,975	7,663,175	7,893,078
Special Pay	10,100,888	9,758,485	8,673,346	5,562,283	5,714,146	5,870,576	6,031,703
Allocated Admin-Personal Services	(5,407,077)	(6,733,338)	(6,778,029)	(7,070,408)	(7,282,520)	(7,500,999)	(7,726,028)
Subtotal Personal Services	**$246,125,651**	**$271,709,532**	**$298,355,115**	**$309,370,945**	**$316,916,457**	**$326,944,795**	**$337,309,859**
Supplies and Services	42,767,194	57,347,346	43,654,030	43,641,412	43,641,412	43,641,412	43,641,412
Utilities	11,202,983	11,519,314	13,130,000	13,655,200	14,201,389	14,769,443	15,360,218
Interfund Charges	18,271,240	20,179,987	23,640,236	25,058,426	26,561,946	28,155,682	29,845,039
Capital Related	3,985,458	7,841,779	2,629,171	2,629,171	2,629,171	2,629,171	2,629,171
Operating Transfer Out	119,249,099	114,566,165	80,372,973	81,443,782	82,893,507	82,893,507	84,491,611
Subtotal Non Personal Services	**$195,475,974**	**$211,454,591**	**$163,426,410**	**$166,427,991**	**$169,927,425**	**$172,089,215**	**$175,967,451**
TOTAL BASE BUDGET	**$441,601,625**	**$483,164,123**	**$461,781,525**	**$475,798,936**	**$486,843,882**	**$499,034,010**	**$513,277,310**
AMENDMENTS							
Additions	-	-	**13,504,580**	**9,534,372**	**9,782,420**	**9,991,198**	**10,167,158**
Future Adjustments	-	-	-	**15,307,369**	**22,093,374**	**29,216,213**	**35,786,639**
GRAND TOTAL USES	**$441,601,625**	**$483,164,123**	**$475,286,105**	**$500,640,677**	**$518,719,676**	**$538,241,421**	**$559,231,107**
ANNUAL SURPLUS OR (SHORTFALL)	**$0**	**$0**	**$0**	**($3,112,574)**	**($4,636,772)**	**($6,739,906)**	**($9,179,989)**

General Fund Financial Outlook Through 2027 - Summary

Description	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
FUND SUMMARY							
Beginning Funds Available	106,976,537	102,390,557	79,746,398	77,444,639	74,332,065	69,695,293	62,955,387
Use of Funds Available	(4,585,980)	(22,644,159)	(2,301,759)	-	-	-	-
Increase/(Decrease) in Ending Funds Available	-	-	-	(3,112,574)	(4,636,772)	(6,739,906)	(9,179,989)
Cumulative Funds Available or (Shortfall)	**$102,390,557**	**$79,746,398**	**$77,444,639**	**$74,332,065**	**$69,695,293**	**$62,955,387**	**$53,775,398**

Estimated Future Percent Growth By Expenditure Class

Assumptions	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Regular Civil Salary	N/A	5.0%	3.0%	3.0%	3.0%
Regular Career Salary	N/A	5.1%	3.0%	3.0%	3.0%
Salary Driven Benefits	N/A	3.9%	-2.1%	2.5%	2.5%
Non Salary Related Benefits	N/A	5.0%	5.0%	5.0%	5.0%
Temporary Compensation	N/A	5.0%	3.0%	3.0%	3.0%
Overtime Compensation	N/A	5.0%	0.8%	3.0%	3.0%
Special Pay	N/A	-35.9%	2.7%	2.7%	2.7%
Allocated Admin-Personal Services	N/A	4.3%	3.0%	3.0%	3.0%
Supplies and Services	N/A	0.0%	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 2027 - Summary

Estimated Future Percent Growth By Revenue Class

Assumptions	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Business License and Permits	N/A	1.37%	1.37%	1.37%	1.37%
Construction Permits	N/A	4.30%	4.30%	4.30%	4.30%
County Road and Bridge Tax	N/A	0.55%	8.30%	0.55%	8.30%
External Charges for Services	N/A	3.84%	3.75%	3.68%	3.62%
Fines & Forfeitures	N/A	10.00%	6.60%	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	2.96%	0.00%	0.00%	0.00%
Intergovernmental Revenues	N/A	-10.62%	-14.07%	11.85%	0.00%
Internal Charges for Services	N/A	2.00%	2.00%	2.00%	2.00%
Investment Income	N/A	8.37%	-1.16%	-1.63%	-0.67%
Lodgers Tax	N/A	3.64%	3.64%	3.64%	3.64%
Miscellaneous Revenues	N/A	0.32%	-22.42%	-28.90%	0.59%
Motor Vehicle Fees	N/A	1.83%	1.83%	1.83%	1.83%
Occupational Privilege Tax	N/A	3.20%	0.40%	0.60%	0.80%
Operating Transfers In	N/A	0.00%	0.00%	0.00%	0.00%
Other Taxes	N/A	5.59%	3.87%	3.94%	3.76%
Property Taxes	N/A	6.99%	4.16%	4.42%	4.29%
Sales Taxes	N/A	5.59%	3.92%	3.95%	4.14%
Specific Ownership Tax	N/A	6.20%	6.20%	6.20%	6.20%
Tax Audit Revenue	N/A	1.80%	1.80%	1.80%	1.80%
Use tax-Automobiles	N/A	5.24%	5.24%	5.24%	5.24%
Use tax-Building Materials	N/A	4.42%	2.36%	2.85%	-2.18%
Use tax-Other	N/A	8.57%	2.72%	2.63%	2.69%

General Fund Financial Outlook Through 2027 - Summary of Proposed Additions

Department	Description	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Aurora Water	Add 3.0 FTE Customer Service Representatives	95,028	106,515	114,669	123,114	131,862
Aurora911	Online Training, Resources and Clinical Tools	6,296	6,296	6,296	6,296	6,296
City Attorney	Weekend Court; Add 1.0 FTE Criminal City Attorney for US Attorney's Office IGA (two years); Add 1.0 FTE Paralegal II and Reduce Outside Legal Services	309,388	316,426	170,686	171,996	173,346
City Council	One-Time Council Set Aside	3,000,000	-	-	-	-
Communications	Add 1.0 FTE Website and Digital Accessibility Coordinator	132,310	136,824	141,234	145,794	150,505
Court Administration	Weekend Court; Add 1.0 FTE Deputy Court Administrator	95,330	92,156	94,249	96,422	98,675
Finance	Add 3.0 FTE - Enterprise Resource Planning Implementation	127,571	142,660	153,103	163,904	175,081
Fire	Add 4.0 FTE Firefighters for 24-Hour Logistics, Equipment, and Fleet Support; Self-Contained Breathing Apparatus Regulators; Emergency Medical Services Supplies; Increase Medical Director Hours	696,010	595,345	623,859	679,829	697,838
General Management	Add 1.0 FTE ADA Project Manager Offset with 1.0 FTE Lapse of Oil and Gas Position; Campaign Finance and Lobbyist Reporting Software	237,479	178,852	180,987	183,187	185,455
Housing and Community Services	Animal Services Vehicle; City Hall to Go; Aurora Mobile Response Team Expansion; Camping Ordinance Implementation	2,738,636	2,668,787	2,685,673	2,703,120	2,721,146
Human Resources	Add 1.0 FTE Compensation Analyst; Add 1.0 FTE Employee Relations Specialist; Add 1.0 FTE Talent Acquisition Specialist	332,741	342,644	353,602	364,934	376,658
Information Technology	Court Records Consultant; Axon Technology and Equipment	1,171,896	1,071,896	1,071,896	1,071,896	1,071,896
Judicial	Weekend Court; Add 0.5 FTE - Convert Variable Hour Courtroom Assistant	57,990	60,889	63,036	65,264	67,577
Library & Cultural Services	One-Time Funds for Library Programming and Associated Marketing	50,000	-	-	-	-
Non-Departmental	Anticipated CDBG and HOME Grant Adjustments	22,827	22,827	22,827	22,827	22,827
Parks, Recreation & Open Space	Add Security to Recreation Centers and Del Mar Pool During Peak Hours; Purchase Trash Truck	456,200	291,200	291,200	291,200	291,200
Planning & Development Services	Add 1.0 FTE Associate Director-SBDC and Technical Transfer of 1.0 FTE Small Business Specialist	-	-	-	-	-
Police	Crisis Response Team - Transition to General Fund and Eliminate Grant Funded Position; Add 4.0 FTE Officers and Equipment for Full-Year and 8.0 FTE Officers and Equipment for 1/4 Year; Increase to the Police Training Budget; Add 6.0 FTE Community Services Representatives for Traffic and Cold Burglary Investigations; Ongoing Funding for Already Leased BearCat Vehicles and Budget for SWAT and K9 Needs	3,273,852	2,777,519	3,062,005	3,129,951	3,200,139
Public Defender	Weekend Court; Add 2.0 FTE Public Defenders to Address Workload	322,755	332,653	343,555	354,833	366,496
Public Works	Add 3.0 FTE - Restore 2020 Position Cuts	378,271	390,883	403,543	416,631	430,161
	Total Proposed Additions	**$13,504,580**	**$9,534,372**	**$9,782,420**	**$9,991,198**	**$10,167,158**

General Fund Financial Outlook Through 2027 - Potential Future Adjustments

Description	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
REVENUE ADJUSTMENTS						
Revenue Rounding Adjustments	-	-	86	105	144	169
TOTAL REVENUE ADJUSTMENTS	**$0**	**$0**	**$86**	**$105**	**$144**	**$169**
FUTURE ADJUSTMENTS						
Additional Funds for Vehicle Replacement	-	-	657,717	1,480,138	1,841,232	2,215,767
Annual Compensation Sustainability Fund	-	-	500,000	1,015,000	1,545,450	2,091,814
Change in Hours Worked for Each Year (below or above 2023 base)	-	-	1,655,767	771,423	774,534	774,941
Contractual Increases / Mandated Costs for Maintaining Current Programs	-	-	1,500,000	3,000,000	4,500,000	6,000,000
Move 2.0 FTE ARPA Grant Funded Positions to the General Fund	-	-	-	-	-	270,238
Public Safety: Add 15 Police Officers in 2024	-	-	2,265,042	1,892,140	2,303,845	2,362,748
Public Safety: Add 17 Fire Fighters in 2024	-	-	3,395,940	2,481,249	2,554,118	2,629,436
Public Safety: Expand Aurora Mobile Response Team and Crisis Response Team Programs	-	-	1,275,000	1,072,000	1,072,000	1,072,000
Public Safety: Fire FPPA Pension Ramp-Up 0.5% per year until 2030	-	-	219,736	452,655	699,353	960,444
Public Safety: Increase Funding Annually (2025-2027)	-	-	-	2,265,042	4,157,182	6,461,025
Public Safety: Increase Police Training	-	-	200,000	200,000	200,000	200,000
Public Safety: Police and Fire Steps for Current Employees	-	-	2,127,472	5,192,001	6,502,286	6,860,610
Subsidy Adjustments for the Rec, Cultural, E-911, Parking and Mobility, and Victim Assistance Funds	-	-	910,695	1,531,726	2,174,513	2,839,851
Visit Aurora Transfer	-	-	600,000	740,000	891,700	1,047,765
TOTAL FUTURE ADJUSTMENTS	**$0**	**$0**	**$15,307,369**	**$22,093,374**	**$29,216,213**	**$35,786,639**

Return to TOC

City of Aurora, Colorado

2023 CITY MANAGER'S
PROPOSED BUDGET

FUND SUMMARIES

Return to TOC

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Fund Summaries Overview

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

A fund summary document includes the following sections: summary, long-range plan and narrative. The summary parts have five columns: two years of actual data, the original adopted budget, the current-year projection and the budget. The long-range plan shows projections through 2027.

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 fund 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; and

- **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 2027. These take into account generalized growth rate assumptions for revenue and expenditure amounts.

Narrative

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

Fund Types

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

General Fund
Policy Reserve
TABOR Reserve

Debt Service Funds
Debt Service (SID)

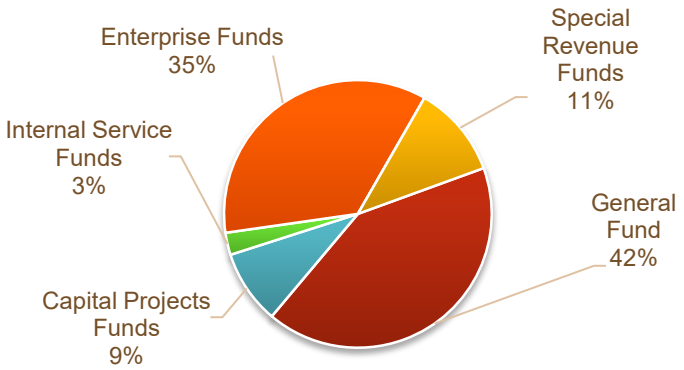
Capital Project Funds
Capital Projects

Enterprise Funds
Golf Course
Wastewater
Water

Internal Service Funds
Fleet Management
Risk Management

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

2023 Expenditures by Fund Type



2023 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	637,894	-	-	334,289	-	394,546,009
Aurora911	8,339,115	-	-	6,621,416	-	-
City Attorney	8,869,590	-	-	-	-	393,147
City Council	4,426,257	-	-	-	-	-
Civil Service Commission	1,010,420	-	-	-	-	-
Communications	4,305,456	-	-	230,211	-	-
Court Administration	12,230,080	-	-	135,104	-	-
Finance	10,082,281	702,445	-	30,110	-	-
Fire	81,121,358	2,000,000	-	115,886	-	-
General Management	6,011,007	-	-	1,772,453	-	-
Housing and Community Services	10,542,899	-	-	13,567,322	-	-
Human Resources	4,210,347	-	16,321,402	1,294	-	-
Information Technology	22,964,543	426,000	-	10,100,231	-	-
Judicial	3,453,908	-	-	551,853	-	-
Library & Cultural Services	6,824,341	-	-	3,626,973	-	-
Non-Departmental	83,553,891	14,801,414	15,669	19,036,738	-	406,703
Parks, Recreation & Open Space	18,259,266	2,502,974	-	45,518,844	-	10,132,662
Planning & Development Services	3,535,211	-	-	3,422,627	-	-
Police	142,301,734	-	-	6,422,267	-	-
Public Defender	2,558,528	-	-	372,433	-	-
Public Works	40,047,979	81,426,105	14,264,239	15,235,199	-	-
Grand Total	**$475,286,105**	**$101,858,938**	**$30,601,310**	**$127,095,250**	**$0**	**$405,478,521**

General Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Taxes	$ 343,518,770	$ 393,063,404	$ 371,670,040	$ 415,559,864	$ 422,577,867
Intergovernmental	15,022,014	15,686,938	15,093,453	14,882,471	16,168,327
Licenses and Permits	4,897,904	5,056,552	4,499,540	4,895,283	5,056,765
Charges for Services	12,419,375	13,704,731	18,751,409	17,610,247	19,081,716
Fines and Forfeitures	2,955,896	3,189,382	4,023,306	2,382,202	2,620,422
Investment Income	2,365,079	2,079,623	1,917,972	2,234,938	3,095,885
Other Revenues	1,875,792	1,400,465	1,805,225	2,954,959	4,383,364
Subtotal Revs Before Transfers In	**$ 383,054,830**	**$ 434,181,095**	**$ 417,760,945**	**$ 460,519,964**	**$ 472,984,346**
Transfers In (from other funds)	**4,950,269**	**2,834,550**	**-**	**-**	**-**
Total Sources Before Decrease in FA	**$ 388,005,099**	**$ 437,015,645**	**$ 417,760,945**	**$ 460,519,964**	**$ 472,984,346**
From Decrease in Funds Available	-	4,585,980	8,387,641	22,644,159	2,301,759
Total Sources	**$ 388,005,099**	**$ 441,601,625**	**$ 426,148,586**	**$ 483,164,123**	**$ 475,286,105**
USES OF FUNDS					
Expenditures					
Personal Services	$ 246,606,871	$ 251,532,728	$ 280,196,101	$ 278,442,870	$ 309,174,688
Allocated Expenses	(10,766,698)	(6,419,433)	(7,792,025)	(7,660,558)	(7,502,786)
Supplies & Services	38,154,141	43,803,602	43,769,449	58,274,566	53,083,086
Utilities	10,913,249	11,202,983	11,548,800	11,519,314	13,130,000
Interfund Charges	17,502,139	18,247,188	20,687,485	20,179,987	23,644,236
Capital Related	4,349,734	3,985,458	7,011,371	7,841,779	3,361,081
Subtotal Exps Before Transfers Out	**$ 306,759,436**	**$ 322,352,526**	**$ 355,421,181**	**$ 368,597,958**	**$ 394,890,305**
Transfers Out (to other funds)	**54,797,677**	**119,249,099**	**70,727,405**	**114,566,165**	**80,395,800**
Total Uses Before Increase in FA	**$ 361,557,113**	**$ 441,601,625**	**$ 426,148,586**	**$ 483,164,123**	**$ 475,286,105**
To Increase Funds Available	26,447,986	-	-	-	-
Total Uses	**$ 388,005,099**	**$ 441,601,625**	**$ 426,148,586**	**$ 483,164,123**	**$ 475,286,105**
FUNDS AVAILABLE					
Beginning Funds Available	**$ 80,528,551**	**$ 106,976,537**	**$ 86,870,119**	**$ 102,390,557**	**$ 79,746,398**
Net Changes in Funds Available	26,447,986	(4,585,980)	(8,387,641)	(22,644,159)	(2,301,759)
Total Ending Funds (Budgetary Basis)	**$ 106,976,537**	**$ 102,390,557**	**$ 78,482,478**	**$ 79,746,398**	**$ 77,444,639**
Components of Funds Available					
Restricted for TABOR Reserve	$ 3,463,036	$ 4,827,664	$ 4,278,419	$ 4,278,419	$ 5,277,664
Committed for Policy Reserve	31,177,871	33,034,612	36,079,980	36,859,796	39,489,031
Committed for Regatta Plaza	7,590,000	6,765,000	7,590,000	6,765,000	6,765,000
Unassigned but Held for Cyberinsurance	-	-	-	5,000,000	5,000,000
Unassigned but Held for I-70 / Picadilly Int.	15,100,000	15,100,000	-	-	-
Unassigned but Held for Technology Projects	5,900,000	5,900,000	-	-	-
Unassigned but Held for Operating Reserve	43,745,630	36,763,281	30,534,079	26,843,183	20,912,945

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.

The 2022 projection is $42.8 million (10.2 percent) more than the 2022 Original Budget, which was based on the assumption of COVID-altered revenue. In fact, revenues did not drop as previously anticipated. Taxes alone are up $43.9 million (11.8 percent), primarily associated with greater sales and use tax receipts, with inflation effects as a driver. The remainder of revenues are expected to stagnate, down $1.1 million (2.5 percent), primarily associated with a decrease in fine and forfeiture revenue and charges for service.

For 2023, the revenue growth already experienced is expected to continue, but at a more muted level. Because the 2022 Original Budget was so low, 2023 is $55.2 million (13.2 percent) more. It is only $12.5 million (2.7 percent) more than the 2022 projection, assuming a much smaller growth rate than 2021 and 2022. Most of the growth is in taxes, up $7.0 million (1.7 percent).

Factors Affecting Expenditures

The majority of General Fund expenditures fund public safety-related functions such as police and fire. Like most non-capital funds in the city, expenditures for the General Fund are largely driven by personnel.

Consistent with revenue, the comparison of the 2022 Original Budget to the 2022 projection is striking. Including transfers, an additional $57.0 million (13.4 percent) is projected, with most of the increase in transfers, which account for $43.8 million of the increase. The majority of the transfer increase is associated with the transfer to the Capital Project Fund due to additional capital-related revenue and the one-time addition of $18.0 million for inflation-affected capital projects. A $13.3 million increase to fund the payoff of Hogan Parkway is another significant reason for the increase.

An increase in expenditures for supplies and services adds $14.5 million to the variance, including $4.7 million for an Independent Consent Decree Monitor and a $5.2 million citywide use of professional and technical services to continue to provide services given the city's high turnover rate. Decreases or minimal change is expected from other expenditure types.

For 2023, an increase of $49.1 million (11.5 percent) is proposed, with most of that associated with inflation, including wages. Inflation has hit nearly every expenditure type. Much of the increase comes in the form of personal service increases, up $29.0 million (10.3 percent). Increases in Police and Fire make up most of the increase.

Supplies and services are expected to increase $9.3 million (21.3 percent) including a $3.0 million one-time amendment for City Council to spend as they wish. Housing and Community Services increased $2.2 million associated primarily with the implementation of the city's camping ordinance. Information Technology increased $4.1 million primarily associated with technology-related contractual increases.

Utilities are increasing $1.6 million (13.7 percent) mostly due to Xcel Energy-related increases. Interfund charges are increasing $3.0 million (14.3 percent) due to increased fuel and risk charges to departments. Capital related charges are decreasing $3.7 million due primarily to one-time purchases in 2022 not recurring. Transfers are increasing $9.7 million (13.7 percent) primarily due to the CPF transfer and the transfer to subsidized funds (Recreation, Cultural Services, Enhanced E-911, and Designated Revenues for victim assistance).

Included in the 2023 budget are ongoing amendments totaling $8.8 million and one-time amendments totaling $4.7 million. There are 44.50 FTE included in the amendments with the majority for public safety.

Ending Funds Available

Although a significantly larger amount of funds available is expected to be spent in 2022, ending funds available is remarkably similar to the Original Budget. In 2023, funds available is expected to be drawn down by $2.3 million. The fund is balanced for 2023.

Capital Projects Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Intergovernmental / Grants	$ 5,457,124	$ 36,437,920	$ 2,553,500	$ 12,042,713	$ 4,861,401
Investment Income	1,750,166	1,116,975	1,220,000	1,220,000	1,240,000
Charges for Services	8,955,630	18,511,732	13,988,332	17,673,050	17,673,050
Licenses and Permits	767,414	771,776	400,000	700,000	400,000
Other Revenues	932,369	3,706,300	89,790	704,021	553,761
Subtotal Revs Before Transfers In	**$ 17,862,703**	**$ 60,544,703**	**$ 18,251,622**	**$ 32,339,784**	**$ 24,728,212**
Transfers In (from other funds)	**32,095,026**	**89,679,385**	**50,514,786**	**78,160,825**	**27,761,684**
Total Sources Before Decrease in FA	**$ 49,957,729**	**$ 150,224,088**	**$ 68,766,408**	**$ 110,500,609**	**$ 52,489,896**
From Decrease in Funds Available	-	-	-	1,208,356	-
Total Sources	**$ 49,957,729**	**$ 150,224,088**	**$ 68,766,408**	**$ 111,708,965**	**$ 52,489,896**
USES OF FUNDS					
Expenditures					
Capital Projects (Continuing Appropriations)	$ 49,876,653	$ 87,982,516	$ 62,344,487	$ 111,708,965	$ 37,998,982
Subtotal Exps Before Transfers Out	**$ 49,876,653**	**$ 87,982,516**	**$ 62,344,487**	**$ 111,708,965**	**$ 37,998,982**
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	**$ 49,876,653**	**$ 87,982,516**	**$ 62,344,487**	**$ 111,708,965**	**$ 37,998,982**
To Increase Funds Available	81,076	62,241,572	6,421,921	-	14,490,914
Total Uses	**$ 49,957,729**	**$ 150,224,088**	**$ 68,766,408**	**$ 111,708,965**	**$ 52,489,896**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 28,719,399**	**$ 28,800,475**	**$ 43,869,505**	**$ 91,042,047**	**$ 89,833,691**
Net Changes in Funds Available	81,076	62,241,572	6,421,921	(1,208,356)	14,490,914
Total Ending Funds (Budgetary Basis)	**$ 28,800,475**	**$ 91,042,047**	**$ 50,291,426**	**$ 89,833,691**	**$ 104,324,605**
Components of Funds Available					
Committed for Specific Projects	$ 6,177,775	$ 45,320,398	$ 7,644,474	$ 36,107,884	$ 32,696,855
Restricted for Specific Projects	18,159,626	35,817,356	42,517,507	53,669,255	71,569,220
Assigned for Five Year Capital Needs	4,463,074	9,904,293	129,448	56,552	58,530

Purpose of the Fund

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

Factors Affecting Revenue

The CPF receives most of its funding from a transfer from the General Fund via a formula specified by ordinance. This ordinance requires the CPF receive a transfer equal to 100 percent of all building materials and equipment use taxes plus 4.0 percent of all other General Fund revenues less revenues from the 0.25 percent sales and use tax dedicated to public safety. The Marijuana Tax Revenue Fund also transfers funds for transportation projects. In 2022, stronger capital-related and impact fee revenue, the one-time transfer of $18 million for project inflation, and the acquisition of unbudgeted grant and intergovernmental revenue is projected to drive a $41.7 million increase in CPF sources.

In 2023, a significant shift will occur related to the General Fund transfer and the creation of the Transportation Maintenance Fund (TMF). Starting in 2023, the General Fund transfer will split, with $28.9 million instead going to the TMF. This is the primary driver in the $16.3 million (23.7 percent) decrease in sources compared to the 2022 Original Budget.

After transfers, charges for service is typically the next largest source of funds. This revenue, primarily comprised of capital impact fees, is expected to stay in the $17.7 million range throughout the five-year plan.

Intergovernmental revenue is typically the next largest source of funds. For 2023, this revenue stream is expected to be $2.3 million higher than the 2022 Original Budget primarily due to the inclusion of additional Highway User Tax Fund revenue related to the recently passed Colorado Senate Bill 260.

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 2022 projection is $49.4 million more than the 2022 Original Budget, due primarily to $30.0 million in additional I-70/Picadilly Interchange spending and the additional grant and intergovernmental spending. In addition, a new Bus Rapid Transit (BRT) project is included, accounting for $8.0 million of the variance.

In 2023, the split of transportation projects between the CPF and TMF noted above drive a significant decrease in CPF expenditures, decreasing between $28.9 million and $34.5 million throughout the five-year plan. The 2023 proposed budget is $38.0 million. Significant projects remaining in the fund include building repair projects, funding for the BRT noted above, various smaller street and traffic projects, and a technical expenditure related to the Aerotropolis Regional Transportation Authority (ARTA).

A new $3.0 million annual debt payment is also included in the five-year plan, funding the $35.0 million Certificate of Participation for road maintenance in the TMF. That will be the fourth debt service payment 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.

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

Ending Funds Available

Funds available is expected to grow significantly over time, primarily due to unspent restricted capital impact fees. For 2023, without the increase in fees, funds available would have decreased $3.0 million.

Additional information on the Capital Projects Fund, including the 2023 to 2027 five-year plan, can be found in the CIP section of the 2023 budget and in the appendices.

Community Development Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ 5,893,666	$ 5,705,923	$ 3,953,839	$ 3,867,502	$ 3,867,502
Charges for Services	1,078,705	2,009,323	520,000	500,000	500,000
Subtotal Revs Before Transfers In	**$ 6,972,371**	**$ 7,715,246**	**$ 4,473,839**	**$ 4,367,502**	**$ 4,367,502**
Transfers In (from other funds)	**275,776**	**257,618**	**257,618**	**280,445**	**280,445**
Total Sources Before Decrease in FA	**$ 7,248,147**	**$ 7,972,864**	**$ 4,731,457**	**$ 4,647,947**	**$ 4,647,947**
From Decrease in Funds Available	-	-	-	-	-
Total Sources	**$ 7,248,147**	**$ 7,972,864**	**$ 4,731,457**	**$ 4,647,947**	**$ 4,647,947**
USES OF FUNDS					
Expenditures					
Personal Services	$ 1,493,520	$ 1,252,586	$ 1,372,680	$ 1,790,829	$ 1,342,054
Supplies & Services	5,706,239	6,667,402	3,306,204	2,807,763	3,249,089
Interfund Charges	48,388	52,876	52,573	49,355	56,804
Subtotal Exps Before Transfers Out	**$ 7,248,147**	**$ 7,972,864**	**$ 4,731,457**	**$ 4,647,947**	**$ 4,647,947**
Transfers Out (to other funds)	**-**	**-**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 7,248,147**	**$ 7,972,864**	**$ 4,731,457**	**$ 4,647,947**	**$ 4,647,947**
To Increase Funds Available	-	-	-	-	-
Total Uses	**$ 7,248,147**	**$ 7,972,864**	**$ 4,731,457**	**$ 4,647,947**	**$ 4,647,947**

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

Purpose of the Fund

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

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 7,972,864	$ 4,647,947	$ 4,647,947	$ 4,647,947	$ 4,647,947	$ 4,647,947	$ 4,647,947
Expenditures	7,972,864	4,647,947	4,647,947	4,647,947	4,647,947	4,647,947	4,647,947
Surplus/(Deficit)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Funds Available							
Beginning	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Year-End Inc./(Dec.)	-	-	-	-	-	-	-
Ending Funds (Bud.)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Factors Affecting Revenue

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

Total revenue in 2022 is projected to be $83,500 (1.8 percent) less than the 2022 Original Budget assumption. The 2022 Community Development actual award for CDBG and HOME combined was slightly less than estimated. Of this total, CDBG funding is expected to decrease by $162,600 (5.6 percent) and Home funding is expected to increase by $124,300 (8.9 percent). As a result, the General Fund transfer in for the HOME grant match increased by $22,800. Revenue was further reduced by the assumption that the Neighborhood Stabilization Program grants will not bring in consistent program income. Therefore the 2022 projection and the 2023 budget have been set to zero.

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 Public Input section of the 2023 Proposed Budget for the detailed plan by project as approved by the Citizens' Advisory Committee on Housing and Community Development.

For 2023, significant CDBG expenditures will be directed at rehabilitation programs such as the Rehab Gap Financing Program and the Home Repair Loan and Grant Programs.

Principal HOME-funded programs for 2023 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

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ 3,865,471	$ 4,978,064	$ 4,100,000	$ 4,600,000	$ 5,200,000
Investment Income	104,378	76,759	100,000	85,135	66,000
Subtotal Revs Before Transfers In	**$ 3,969,849**	**$ 5,054,823**	**$ 4,200,000**	**$ 4,685,135**	**$ 5,266,000**
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	**$ 3,969,849**	**$ 5,054,823**	**$ 4,200,000**	**$ 4,685,135**	**$ 5,266,000**
From Decrease in Funds Available	-	-	2,486,074	1,833,247	774,767
Total Sources	**$ 3,969,849**	**$ 5,054,823**	**$ 6,686,074**	**$ 6,518,382**	**$ 6,040,767**
USES OF FUNDS					
Expenditures					
Personal Services	$ 886,336	$ 1,063,563	$ 1,262,845	$ 1,089,568	$ 1,317,650
Supplies & Services	84,161	107,471	85,778	84,082	84,578
Interfund Charges	13,531	14,705	22,201	22,201	23,539
Capital Related	-	-	100,250	107,531	-
Capital Projects (Continuing Appropriation)	1,328,887	2,347,542	4,965,000	4,965,000	4,365,000
Subtotal Exps Before Transfers Out	**$ 2,312,915**	**$ 3,533,281**	**$ 6,436,074**	**$ 6,268,382**	**$ 5,790,767**
Transfers Out (to other funds)	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**
Total Uses Before Increase in FA	**$ 2,562,915**	**$ 3,783,281**	**$ 6,686,074**	**$ 6,518,382**	**$ 6,040,767**
To Increase Funds Available	1,406,934	1,271,542	-	-	-
Total Uses	**$ 3,969,849**	**$ 5,054,823**	**$ 6,686,074**	**$ 6,518,382**	**$ 6,040,767**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 2,197,293**	**$ 3,604,227**	**$ 3,770,959**	**$ 4,875,769**	**$ 3,042,522**
Net Changes in Funds Available	1,406,934	1,271,542	(2,486,074)	(1,833,247)	(774,767)
Total Ending Funds (Budgetary Basis)	**$ 3,604,227**	**$ 4,875,769**	**$ 1,284,885**	**$ 3,042,522**	**$ 2,267,755**
Components of Funds Available					
Restricted for Conservation Trust	$ 3,604,227	$ 4,875,769	$ 1,284,885	$ 3,042,522	$ 2,267,755

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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 5,054,823	$ 4,685,135	$ 5,266,000	$ 5,352,000	$ 5,404,520	$ 5,457,565	$ 5,511,141
Expenditures, Operating	1,435,739	1,553,382	1,675,767	1,723,297	1,772,526	1,823,515	1,876,329
Expenditures, Capital	2,347,542	4,965,000	4,365,000	3,182,500	3,465,000	2,530,000	2,470,000
Surplus/(Deficit)	**$ 1,271,542**	**$ (1,833,247)**	**$ (774,767)**	**$ 446,203**	**$ 166,994**	**$ 1,104,050**	**$ 1,164,812**
Funds Available							
Beginning	$ 3,604,227	$ 4,875,769	$ 3,042,522	$ 2,267,755	$ 2,713,958	$ 2,880,952	$ 3,985,002
Year-End Inc./(Dec.)	1,271,542	(1,833,247)	(774,767)	446,203	166,994	1,104,050	1,164,812
Ending Funds (Bud.)	**$ 4,875,769**	**$ 3,042,522**	**$ 2,267,755**	**$ 2,713,958**	**$ 2,880,952**	**$ 3,985,002**	**$ 5,149,814**

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 2022 is projected to be $485,100 (11.6 percent) higher than the 2022 Original Budget primarily associated with additional intergovernmental revenue. In 2023, revenue is projected to grow by $1.1 million (25.4 percent), once again due to a greater expectation of intergovernmental revenue. In the out-years, lottery revenue is projected to grow by one percent per year, driving modest growth in projected fund revenues.

Factors Affecting Expenditures

Typically, the majority of the expenditure variation from year to year is dependent on the capital expenditures in the fund. Spending in 2022, which is at its high point in this fund summary, is projected to come in on budget. For 2023, there is a $600,000 decrease in capital spending from that high point. In 2023 and the out-years, projected capital spending is held comparatively lower to 2022 which ensures capital budget capacity for future priorities informed by the PROS system-wide master planning effort (to be completed in the first half of 2023).

For 2023 and 2024, capital construction projects include Beck pool renovation, Village East park improvements, Moorhead Center annual construction debt payment. Other projects included in the 5-year plan are Plains Conservation Center site improvements, Meadowood playground, and Lowry Park and Rocky Ridge Park synthetic athletic field additions.

More detail on capital can be found in the Capital Improvement Program section as well as Appendix 2.

The 2022 projection for operating expenditures is $167,700 (9.7 percent) lower than the 2022 Original Budget due to vacancy savings, primarily in Parks Operations. For 2023, operating expenditures are proposed to decrease $45,300 (3.1 percent) with one-time 2022 budget for vehicles and snow removal equipment not expected to recur. This is partially offset with additional personal services of $54,800 (2.6 percent) associated with pay increases in accordance with city policy.

Ending Funds Available

In any given year, funds available tend to fluctuate with capital projects expenditure projections. The 2022 Original Budget assumed $1.3 million in ending funds available, but because of the higher revenue in both 2021 and 2022, the current projection is over $3.0 million. By the end of 2023, funds available are projected to drop to $2.3 million, and then grow throughout the five-year plan to $5.1 million by 2027.

Cultural Services Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Intergovernmental Revenues	$ 437,438	$ 576,474	$ 323,000	$ 367,981	$ 323,000
Charges for Services	471,780	601,597	857,000	771,015	876,000
Investment Income	48,022	26,976	41,770	20,893	42,830
Other Revenues	19,170	61,987	80,861	63,447	84,700
Subtotal Revs Before Transfers In	**$ 976,410**	**$ 1,267,034**	**$ 1,302,631**	**$ 1,223,336**	**$ 1,326,530**
Transfers In (from other funds)	**1,635,793**	**1,717,646**	**1,912,604**	**1,996,656**	**2,164,642**
Total Sources Before Decrease in FA	**$ 2,612,203**	**$ 2,984,680**	**$ 3,215,235**	**$ 3,219,992**	**$ 3,491,172**
From Decrease in Funds Available	94,991	-	300,399	163,336	15,244
Total Sources	**$ 2,707,194**	**$ 2,984,680**	**$ 3,515,634**	**$ 3,383,328**	**$ 3,506,416**
USES OF FUNDS					
Expenditures					
Personal Services	$ 1,632,110	$ 1,658,832	$ 2,006,336	$ 1,825,337	$ 1,986,278
Supplies & Services	1,005,259	1,122,525	1,424,574	1,476,146	1,424,574
Utilities	40,571	44,169	50,100	47,559	55,800
Interfund Charges	29,254	32,189	34,624	34,286	39,764
Subtotal Exps Before Transfers Out	**$ 2,707,194**	**$ 2,857,715**	**$ 3,515,634**	**$ 3,383,328**	**$ 3,506,416**
Transfers Out (to other funds)	**-**	**-**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 2,707,194**	**$ 2,857,715**	**$ 3,515,634**	**$ 3,383,328**	**$ 3,506,416**
To Increase Funds Available	-	126,965	-	-	-
Total Uses	**$ 2,707,194**	**$ 2,984,680**	**$ 3,515,634**	**$ 3,383,328**	**$ 3,506,416**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 2,055,927**	**$ 1,960,936**	**$ 1,354,589**	**$ 2,087,901**	**$ 1,924,565**
Net Changes in Funds Available	(94,991)	126,965	(300,399)	(163,336)	(15,244)
Total Ending Funds (Budgetary Basis)	**$ 1,960,936**	**$ 2,087,901**	**$ 1,054,190**	**$ 1,924,565**	**$ 1,909,321**
Components of Funds Available					
Restricted for SCFD	$ 98,026	$ 107,986	$ -	$ 530,882	$ 593,821
Committed for Art In Public Places	1,779,035	1,699,031	997,815	1,393,683	1,180,769
Assigned for Cultural Services	83,874	280,884	56,375	-	134,731

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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 1,267,034	$ 1,223,336	$ 1,326,530	$ 1,343,671	$ 1,361,098	$ 1,378,819	$ 1,396,884
Transfers in	1,717,646	1,996,656	2,164,642	1,896,950	1,957,702	2,035,901	2,053,978
Expenditures	2,857,715	3,383,328	3,506,416	3,627,893	3,715,975	3,806,696	3,900,135
Surplus/(Deficit)	**$ 126,965**	**$ (163,336)**	**$ (15,244)**	**$ (387,272)**	**$ (397,175)**	**$ (391,976)**	**$ (449,273)**
Funds Available							
Beginning	$ 1,960,936	$ 2,087,901	$ 1,924,565	$ 1,909,321	$ 1,522,049	$ 1,124,874	$ 732,898
Year-End Inc./(Dec.)	126,965	(163,336)	(15,244)	(387,272)	(397,175)	(391,976)	(449,273)
Ending Funds (Bud.)	**$ 2,087,901**	**$ 1,924,565**	**$ 1,909,321**	**$ 1,522,049**	**$ 1,124,874**	**$ 732,898**	**$ 283,625**

Factors Affecting Revenue

In 2022, charges for services are projected to be $86,000 (10.0 percent) less than the 2022 Original Budget primarily due to reduced services in multiple areas related to the ongoing impact of the COVID-19 pandemic. The Aurora Fox Arts Center and other arts programs continued to operate with reduced services through the first half of 2022. Operations are expected to normalize through the third and fourth quarters of this year. Other revenues are also anticipated to conform to budget by year end.

In 2023, revenue before transfers in is expected to increase $103,200 (8.4 percent) when compared to the 2022 projection. Increased charges for services revenue associated with the Aurora Fox Arts Center and Aurora Dance Arts accounts for the most of this change.

The 2023 budget shows an increase in revenue total sources of $271,200 (8.4 percent) compared to the 2022 projection. This is driven primarily by an increase in the Art in Public Places (AIPP) from the Capital Improvement Program.

Factors Affecting Expenditures

In 2022 total uses are projected to be $132,300 (3.8 percent) lower than the 2022 Original Budget. Contributing factors include personnel vacancy savings and lower supplies and services expenses to offset lower revenues.

In 2023, total expenditures are expected to be $123,100 (3.6 percent) higher than the 2022 projection. All expense items will increase except Art in Public Places supplies and services which remain flat compared to the 2022 projection. The main driving factor is citywide pay and benefits increases.

Ending Funds Available

Funds available are expected to decrease over time as funds are spent on various public art projects. The remaining programs in the fund maintain a small fund balance and generally spend annual revenues. The 2023 Budget will spend down approximately $15,200 resulting in an ending fund balance of $1.9 million, with $593,800 restricted for Scientific and Cultural Facilities District (SCFD) and $1.2 million committed to Art In Public Places (AIPP). By the end of 2027, the projected ending funds available are estimated at $283,600. 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 the committed fund balance on projects that span across all six wards in Aurora.

Debt Service Special Improvement District Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Taxes	$ 88,522	$ 83,647	$ 76,509	$ 78,862	$ -
Investment Income/Other	7,150	4,762	2,367	1,805	-
Subtotal Revs Before Transfers In	**$ 95,672**	**$ 88,409**	**$ 78,876**	**$ 80,667**	**$ -**
Transfers In (from other funds)	**-**	**-**	**-**	**-**	**-**
Total Sources Before Decrease in FA	**$ 95,672**	**$ 88,409**	**$ 78,876**	**$ 80,667**	**$ -**
From Decrease in Funds Available	2,041	1,979	27,845	26,054	-
Total Sources	**$ 97,713**	**$ 90,388**	**$ 106,721**	**$ 106,721**	**$ -**
USES OF FUNDS					
Expenditures					
Supplies & Services	$ 956	$ 883	$ 786	$ 804	$ -
Debt Related	96,757	89,505	105,935	97,594	-
Capital Related	-	-	-	-	-
Subtotal Exps Before Transfers Out	**$ 97,713**	**$ 90,388**	**$ 106,721**	**$ 98,398**	**$ -**
Transfers Out (to other funds)	**-**	**-**	**-**	**8,323**	**-**
Total Uses Before Increase in FA	**$ 97,713**	**$ 90,388**	**$ 106,721**	**$ 106,721**	**$ -**
To Increase Funds Available	-	-	-	-	-
Total Uses	**$ 97,713**	**$ 90,388**	**$ 106,721**	**$ 106,721**	**$ -**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 30,074**	**$ 28,033**	**$ 27,845**	**$ 26,054**	**$ -**
Net Changes in Funds Available	(2,041)	(1,979)	(27,845)	(26,054)	-
Total Ending Funds (Budgetary Basis)	**$ 28,033**	**$ 26,054**	**$ -**	**$ -**	**$ -**
Components of Funds Available					
Restricted for Special Improvement Districts	$ 28,033	$ 26,054	$ -	$ -	$ -

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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 88,409	$ 80,667	$ -	$ -	$ -	$ -	$ -
Expenditures	90,388	106,721	-	-	-	-	-
Surplus/(Deficit)	**$ (1,979)**	**$ (26,054)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Funds Available							
Beginning	$ 28,033	$ 26,054	$ -	$ -	$ -	$ -	$ -
Year-End Inc./(Dec.)	(1,979)	(26,054)	-	-	-	-	-
Ending Funds (Bud.)	**$ 26,054**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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 closed for the 2023 budget leaving no remaining active SID. Revenue projections for 2022 assume the remaining receivable balance for the Dam East SID will be collected in full.

Factors Affecting Expenditures

Expenditures are for debt payments or contractual arrangements for SIDs. The prepayment of assessments is typical and permits the prepayment of debt, which yields fluctuating expenditures from year to year. Timing differences often occur between collections and payments resulting in a year-end fund balance. The 2022 projection assumes the final debt and interest payments, and associated collection fees for the Dam East SID. The 2022 projection also includes a transfer out of the residual funds to the Capital Projects Fund. For 2023, the expenditure budget assumes there are no active SIDs.

Ending Funds Available

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

Designated Revenues Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ 283,796	$ 181,585	$ 429,849	$ 429,849	$ 470,335
Charges for Services	3,083,291	3,341,352	3,488,900	3,511,532	3,566,000
Fines and Forfeitures	966,150	1,069,952	1,325,849	631,271	631,271
Investment Income	122,370	66,831	87,850	64,601	49,530
Other Revenues	1,262,933	309,343	143,076	142,271	515,509
Subtotal Revs Before Transfers In	**$ 5,718,540**	**$ 4,969,063**	**$ 5,475,524**	**$ 4,779,524**	**$ 5,232,645**
Transfers In (from other funds)	**855,864**	**2,475,537**	**50,000**	**2,115,952**	**935,502**
Total Sources Before Decrease in FA	**$ 6,574,404**	**$ 7,444,600**	**$ 5,525,524**	**$ 6,895,476**	**$ 6,168,147**
From Decrease in Funds Available	-	-	1,442,560	4,370,125	1,107,224
Total Sources	**$ 6,574,404**	**$ 7,444,600**	**$ 6,968,084**	**$ 11,265,601**	**$ 7,275,371**
USES OF FUNDS					
Expenditures					
Personal Services	$ 2,196,247	$ 1,871,406	$ 1,899,948	$ 1,567,826	$ 1,986,450
Supplies & Services	3,210,582	3,230,643	4,948,474	9,569,959	5,164,091
Interfund Charges	27,925	16,431	19,662	27,816	24,830
Capital Related	(26,088)	6,086	100,000	100,000	100,000
Subtotal Exps Before Transfers Out	**$ 5,408,666**	**$ 5,124,566**	**$ 6,968,084**	**$ 11,265,601**	**$ 7,275,371**
Transfers Out (to other funds)	**-**	**408,687**	**-**		**-**
Total Uses Before Increase in FA	**$ 5,408,666**	**$ 5,533,253**	**$ 6,968,084**	**$ 11,265,601**	**$ 7,275,371**
To Increase Funds Available	1,165,738	1,911,347	-	-	-
Total Uses	**$ 6,574,404**	**$ 7,444,600**	**$ 6,968,084**	**$ 11,265,601**	**$ 7,275,371**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 9,760,087**	**$ 10,925,825**	**$ 10,482,679**	**$ 12,837,172**	**$ 8,467,047**
Net Changes in Funds Available	1,165,738	1,911,347	(1,442,560)	(4,370,125)	(1,107,224)
Total Ending Funds (Budgetary Basis)	**$ 10,925,825**	**$ 12,837,172**	**$ 9,040,119**	**$ 8,467,047**	**$ 7,359,823**
Components of Funds Available					
Committed for Designated Activities*	$ 10,925,825	$ 12,837,172	$ 9,040,119	$ 8,467,047	$ 7,359,823

* 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 2022 revenue projection before transfers is $696,000 (12.7 percent) lower than the 2022 Original Budget. The vast majority of this decline can be explained by the $694,600 (52.4 percent) reduction in projected fine collections in the form of court surcharges. Traffic ticket surcharges 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 2022.

Transfers in for 2022 are projected to be $2.1 million higher than budgeted. An incentive payment in relation to a large data center in Aurora drives a $1.3 transfer in from the General Fund that was not budgeted for 2022. This, combined with past transfers in, will provide the necessary funding for the projected payment in 2022. In addition, $762,900 is projected to be transferred in from the General Fund for an infusion of fund balance for the Public Safety Assistance and Victim Services surcharge programs. Expenditure budgets in these programs will be adjusted down in 2023 and 2024 as a result of the lower surcharge revenue projection assumption.

The 2023 fund sources are $642,600 (11.6 percent) more than the 2022 Original Budget which is the net of a few notable changes. First, the 2023 budget assumes collections of fines and forfeitures will be lower by $694,600 (52.4 percent). This is the result of the assumed lower number of traffic ticket filings as discussed for 2022. Offsetting this decline are increases in Other Revenues of $372,400 and Transfers in of $885,500.

The increase in the other revenues category is solely due to the Competency Initiative funded by the Colorado Competency Fines Committee in collaboration with the Public Defender's Office. Initial funding for the initiative was provided in 2021 with efforts beginning in 2022. The state has been pleased with the program's progress in keeping incompetent clients out of the state system and has increased funding for 2023. The increase in transfers in is due to additional transfers in from the General Fund of $500,000 as a set aside for future incentive obligations and $341,200 to sustain the fund balance for Victim Services, a court surcharge funded program.

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 2022, total uses of funds is projected to increase by $4.3 million (61.7 percent) compared to the 2022 Original Budget. The largest variance can be seen in the supplies and services category. This is mostly the result of the increase in the projection for the significant incentive payment offset by personal services savings, primarily in the Community Trees Program for vacancy savings.

The 2023 fund uses are $307,300 (4.4 percent) higher than the 2022 Original Budget. This increase is primarily driven by the funding for the state Competency Initiative.

Ending Funds Available

The funds available balance is projected to decrease in both 2022 and 2023. This is primarily driven by the development incentive payment for 2022. In 2023, a few programs will draw down designated funds, including Community Trees, Court Technology Surcharge, and Wellness Court Surcharge.

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

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Licenses and Permits	$ 13,963,569	$ 17,109,222	$ 16,200,000	$ 15,333,079	$ 14,745,000
Charges for Services	4,651,001	9,146,123	5,079,075	9,471,182	7,695,000
Investment Income	266,429	185,874	189,766	189,766	352,756
Other Revenues	46,131	5,424	-	-	-
Subtotal Revs Before Transfers In	**$ 18,927,130**	**$ 26,446,643**	**$ 21,468,841**	**$ 24,994,027**	**$ 22,792,756**
Transfers In (from other funds)	**-**	**-**	**-**	**-**	**-**
Total Sources Before Decrease in FA	**$ 18,927,130**	**$ 26,446,643**	**$ 21,468,841**	**$ 24,994,027**	**$ 22,792,756**
From Decrease in Funds Available	260,786	-	-	2,258,264	693,773
Total Sources	**$ 19,187,916**	**$ 26,446,643**	**$ 21,468,841**	**$ 27,252,291**	**$ 23,486,529**
USES OF FUNDS					
Expenditures					
Personal Services	$ 13,116,901	$ 13,878,939	$ 15,740,791	$ 16,449,915	$ 17,567,277
Allocated expenses	254,581	342,720	3,328,883	3,597,203	3,931,255
Supplies & Services	3,356,388	5,544,264	1,675,193	6,781,247	1,557,893
Interfund Charges	242,727	260,105	294,345	305,396	355,104
Capital Related	(13,018)	25,928	75,000	118,530	75,000
Subtotal Exps Before Transfers Out	**$ 16,957,579**	**$ 20,051,955**	**$ 21,114,212**	**$ 27,252,291**	**$ 23,486,529**
Transfers Out (to other funds)	**2,230,337**	**2,274,944**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 19,187,916**	**$ 22,326,899**	**$ 21,114,212**	**$ 27,252,291**	**$ 23,486,529**
To Increase Funds Available	-	4,119,744	354,629	-	-
Total Uses	**$ 19,187,916**	**$ 26,446,643**	**$ 21,468,841**	**$ 27,252,291**	**$ 23,486,529**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 12,019,246**	**$ 11,758,460**	**$ 15,185,140**	**$ 15,878,204**	**$ 13,619,940**
Net Changes in Funds Available	(260,786)	4,119,744	354,629	(2,258,264)	(693,773)
Total Ending Funds (Budgetary Basis)	**$ 11,758,460**	**$ 15,878,204**	**$ 15,539,769**	**$ 13,619,940**	**$ 12,926,167**
Components of Funds Available					
Committed for Development Review	$ 11,758,460	$ 15,878,204	$ 15,539,769	$ 13,619,940	$ 12,926,167

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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 26,446,643	$ 24,994,027	$ 22,792,756	$ 24,007,591	$ 24,762,612	$ 25,563,058	$ 26,423,357
Expenditures	22,326,899	27,252,291	23,486,529	24,582,762	25,395,418	26,237,081	27,108,801
Surplus/(Deficit)	**$ 4,119,744**	**$ (2,258,264)**	**$ (693,773)**	**$ (575,171)**	**$ (632,806)**	**$ (674,023)**	**$ (685,444)**
Funds Available							
Beginning	$ 11,758,460	$ 15,878,204	$ 13,619,940	$ 12,926,167	$ 12,350,996	$ 11,718,190	$ 11,044,167
Year-End Inc./(Dec.)	4,119,744	(2,258,264)	(693,773)	(575,171)	(632,806)	(674,023)	(685,444)
Ending Funds (Bud.)	**$ 15,878,204**	**$ 13,619,940**	**$ 12,926,167**	**$ 12,350,996**	**$ 11,718,190**	**$ 11,044,167**	**$ 10,358,723**

Factors Affecting Revenue

Revenue is dependent on construction and development activity. When planning for the 2022 budget, a more positive outlook was taken in response to the historically robust development activity that was occurring. The 2022 revenue is projected to be $3.5 million (16.4 percent) more than 2022 Original Budget as development continues to thrive, but at more moderate growth levels.

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 $1.3 million (6.2 percent) in 2023 compared to the 2022 Original Budget as development activity continues to be steady. Future revenue projections are based on moderate growth in development, redevelopment, and construction starting in 2024 that aligns with other citywide revenue growth assumptions.

Factors Affecting Expenditures

The 2022 projected fund expenditures are $6.1 million (29.1 percent) higher than the 2022 Original Budget. Expenditures are largely driven by personnel. Personal services are projected to be $709,100 (4.5 percent) higher than the 2022 budget due primarily to ten approved additional staff, and the use of overtime in order to meet service level expectations in Public Works. Supplies and services are projected to be $5.1 million over budget primarily due to higher credit card fees as more customers choose to submit payments online. Other driving factors include increased contracted professional services for both Public Works support with development review timelines in response to historically high development activity and Information Technology in support of the implementation of the Accela workflow management system.

The 2023 budget is $2.4 million (11.2 percent) higher than the 2022 Original Budget. This increase is mainly a result of added funding for: an amendment for the activation of an existing 8.0 FTE across various departments that are critical to improve consistency, quality, timeliness, and predictability for all phases of development within the city; an amendment for the addition of 1.0 FTE Traffic Engineering Supervisor in Public Works; base compensation increases in accordance with city policy; and lastly an increase in costs allocated to the fund. The Budget Amendment Request section of each department has additional detail on the amendments.

Ending Funds Available

Funds available are projected to decrease annually starting in 2022 with increased staffing costs as the main driver for expenses. Development-related revenue is anticipated to grow moderately starting in 2024 and continuing through 2027 resulting in a projected fund balance of $10.4 million in 2027.

Enhanced E-911 Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Charges for Services	$ 5,189,727	$ 6,910,668	$ 6,422,784	$ 7,490,849	$ 7,101,681
Investment Income	181,729	110,297	139,665	99,136	75,000
Subtotal Revs Before Transfers In	**$ 5,371,456**	**$ 7,020,965**	**$ 6,562,449**	**$ 7,589,985**	**$ 7,176,681**
Transfers In (from other funds)	**4,911,795**	**4,775,892**	**4,892,737**	**5,593,932**	**5,738,560**
Total Sources Before Decrease in FA	**$ 10,283,251**	**$ 11,796,857**	**$ 11,455,186**	**$ 13,183,917**	**$ 12,915,241**
From Decrease in Funds Available	3,425,961	414,297	-	-	3,114,125
Total Sources	**$ 13,709,212**	**$ 12,211,154**	**$ 11,455,186**	**$ 13,183,917**	**$ 16,029,366**
USES OF FUNDS					
Expenditures					
Personal Services	$ 5,667,589	$ 6,110,143	$ 6,312,112	$ 7,080,284	$ 7,412,200
Supplies & Services	2,335,198	2,542,493	2,764,824	2,753,605	3,588,440
Utilities	15,358	17,494	17,000	18,746	21,800
Interfund Charges	9,201	10,048	11,016	11,016	11,926
Capital Related	(131,134)	48,976	-	-	-
Capital Projects (Continuing Appropriation)	5,813,000	3,482,000	2,317,250	2,442,250	4,995,000
Subtotal Exps Before Transfers Out	**$ 13,709,212**	**$ 12,211,154**	**$ 11,422,202**	**$ 12,305,901**	**$ 16,029,366**
Transfers Out (to other funds)	**-**	**-**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 13,709,212**	**$ 12,211,154**	**$ 11,422,202**	**$ 12,305,901**	**$ 16,029,366**
To Increase Funds Available	-	-	32,984	878,016	-
Total Uses	**$ 13,709,212**	**$ 12,211,154**	**$ 11,455,186**	**$ 13,183,917**	**$ 16,029,366**
FUNDS AVAILABLE					
Beginning Funds Available	**$ 7,821,636**	**$ 4,395,675**	**$ 3,259,214**	**$ 3,981,378**	**$ 4,859,394**
Net Changes in Funds Available	(3,425,961)	(414,297)	32,984	878,016	(3,114,125)
Total Ending Funds (Budgetary Basis)	**$ 4,395,675**	**$ 3,981,378**	**$ 3,292,198**	**$ 4,859,394**	**$ 1,745,269**
Components of Funds Available					
Restricted for E-911 Technology	$ 4,395,675	$ 3,981,378	$ 3,292,198	$ 4,859,394	$ 1,745,269

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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 7,020,965	$ 7,589,985	$ 7,176,681	$ 7,348,206	$ 7,456,329	$ 7,586,074	$ 7,717,465
Transfers in	4,775,892	5,593,932	5,738,560	5,910,717	6,088,038	6,270,679	6,458,800
Expenditures, Operating	8,729,154	9,863,651	11,034,366	11,633,915	12,003,359	12,384,611	12,778,053
Expenditures, Capital	3,482,000	2,442,250	4,995,000	1,816,500	726,185	1,757,813	-
Surplus/(Deficit)	**$ (414,297)**	**$ 878,016**	**$ (3,114,125)**	**$ (191,492)**	**$ 814,823**	**$ (285,671)**	**$ 1,398,212**
Funds Available							
Beginning	$ 4,395,675	$ 3,981,378	$ 4,859,394	$ 1,745,269	$ 1,553,777	$ 2,368,600	$ 2,082,929
Year-End Inc./(Dec.)	(414,297)	878,016	(3,114,125)	(191,492)	814,823	(285,671)	1,398,212
Ending Funds (Bud.)	**$ 3,981,378**	**$ 4,859,394**	**$ 1,745,269**	**$ 1,553,777**	**$ 2,368,600**	**$ 2,082,929**	**$ 3,481,141**

Factors Affecting Revenue

In 2022, E-911 Fund revenue is projected to be $1.0 million (15.7 percent) higher than originally budgeted. This increase is directly attributable to the state collected surcharges for prepaid cell phones and support for the ongoing costs of the local implementation of the Next Generation 911 (NG911) services. In 2020, the city implemented the backbone for NG911 with the Emergency Services IP network (ESINet). This network infrastructure as it is built out across the state allows for call overload handling, text to 911, call transfer, and capabilities to integrate systems across jurisdictional boundaries if necessary. This sets the city on the path to take advantage of evolving technologies in 911 as they become available. To offset the almost 200 percent increase in ongoing costs for the ESINet over the traditional wired 911 lines, the city receives a portion of the statewide surcharge based on a state-maintained allocation model.

Transfers in 2022 are projected to be $701,200 greater than the 2022 Original Budget due to the increase in pay required to maintain appropriate staffing levels in the Aurora911 Center.

The 2023 revenue forecast before transfers is $614,200 (9.4 percent) higher than the 2022 Original Budget. As discussed above, this is attributed to the increased receipts from the state surcharges.

In 2023, a $5.7 million transfer from the General Fund is scheduled to cover the cost of 65.0 FTE. This transfer is $845,800 (17.3 percent) greater than in the 2022 Original Budget due to increases for pay and benefits in the Aurora911 Department.

Factors Affecting Expenditures

Total expenditures in 2022 are $883,700 (7.7 percent) greater than the 2022 Original Budget which are related to the aforementioned increase in pay. A supplemental will be necessary for this change.

The 2023 operating E-911 budget exceeds the 2022 Original Budget by $1.9 million (21.2 percent). This budget variance is predominately associated with the discussed increases in pay and benefits and a $403,400 ongoing cybersecurity amendment.

The 2023 capital budget includes the 800 MHz radio system debt service, mobile data computer (MDC) replacement, and funding for erecting a new radio tower to provide more reliable communications for Public Safety in Southeast Aurora. The last year for the 800 MHz system debt in 2024. In 2025 and 2026, additional MDC replacements are planned.

Ending Funds Available

Funds available tend to ebb and flow with changes in capital spending, as noted with the $3.1 million decrease in 2023. Throughout the five-year plan, funds available are expected to increase to $3.5 million.

Fleet Management Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Charges for Services	$ 9,980,670	$ 9,941,253	$ 11,801,660	$ 11,500,300	$ 14,280,765
Other Revenues	838	3,952	-	-	-
Subtotal Revs Before Transfers In	**$ 9,981,508**	**$ 9,945,205**	**$ 11,801,660**	**$ 11,500,300**	**$ 14,280,765**
Transfers In (from other funds)	**261,620**	**-**	**121,000**	**321,000**	**-**
Total Sources Before Decrease in FA	**$ 10,243,128**	**$ 9,945,205**	**$ 11,922,660**	**$ 11,821,300**	**$ 14,280,765**
From Decrease in Funds Available	-	96,790	-	-	-
Total Sources	**$ 10,243,128**	**$ 10,041,995**	**$ 11,922,660**	**$ 11,821,300**	**$ 14,280,765**
USES OF FUNDS					
Expenditures					
Personal Services	$ 4,007,640	$ 4,069,321	$ 4,604,582	$ 4,663,194	$ 4,954,271
Supplies & Services	5,667,092	5,721,336	6,849,658	6,677,298	8,935,317
Utilities	111,205	123,668	116,200	137,774	145,200
Interfund Charges	148,598	160,752	177,290	176,292	191,190
Capital Related	197,002	(33,082)	174,930	127,767	53,930
Subtotal Exps Before Transfers Out	**$ 10,131,537**	**$ 10,041,995**	**$ 11,922,660**	**$ 11,782,325**	**$ 14,279,908**
Transfers Out (to other funds)	**-**	**-**	-	**-**	-
Total Uses Before Increase in FA	**$ 10,131,537**	**$ 10,041,995**	**$ 11,922,660**	**$ 11,782,325**	**$ 14,279,908**
To Increase Funds Available	-	-	-	38,975	857
Total Uses	**$ 10,131,537**	**$ 10,041,995**	**$ 11,922,660**	**$ 11,821,300**	**$ 14,280,765**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 73,160**	**$ 184,751**	**$ 267,009**	**$ 87,961**	**$ 126,936**
Net Changes in Funds Available	111,591	(96,790)	-	38,975	857
Total Ending Funds (Budgetary Basis)	**$ 184,751**	**$ 87,961**	**$ 267,009**	**$ 126,936**	**$ 127,793**
Components of Funds Available					
Assigned for Fleet Operations	$ 184,751	$ 87,961	$ 267,009	$ 126,936	$ 127,793

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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 9,945,205	$ 11,821,300	$ 14,280,765	$ 15,069,218	$ 15,814,951	$ 16,600,924	$ 17,429,409
Expenditures	10,041,995	11,782,325	14,279,908	15,069,218	15,814,951	16,600,924	17,429,409
Surplus/(Deficit)	**$ (96,790)**	**$ 38,975**	**$ 857**	**$ -**	**$ -**	**$ -**	**$ -**
Funds Available							
Beginning	$ 184,751	$ 87,961	$ 126,936	$ 127,793	$ 127,793	$ 127,793	$ 127,793
Year-End Inc./(Dec.)	(96,790)	38,975	857	-	-	-	-
Ending Funds (Bud.)	**$ 87,961**	**$ 126,936**	**$ 127,793**	**$ 127,793**	**$ 127,793**	**$ 127,793**	**$ 127,793**

Factors Affecting Revenue

Revenues include service charges to departments for city owned vehicle repair and maintenance, fuel, and overhead. In 2022, revenue, excluding transfers, is projected to be $301,400 (2.6 percent) less than the 2022 Original Budget. The decrease is due primarily to lower-than-expected costs related to fuel offset by higher parts costs being charged to other departments. Fleet was able to lock into favorable fuel costs in late summer of 2021 for the 2022 fiscal year.

Overall revenue, excluding transfers, will increase $2.5 million (21.0 percent) in 2023 compared to the 2022 Original Budget. Fuel revenue is the main driver behind the increase. Based on the U.S. Energy Information Administration (EIA) outlook and the fact that fuel prices for the 2023 Budget were not locked as of budget development, a significant increase in fuel is anticipated. There was also a small increase in overhead and labor revenue. Overhead charges are used to help recover non-billable costs incurred by the fund for items such as utilities, replacement of tools and supplies, as well as management and administrative costs.

Factors Affecting Expenditures

Expense projections in 2022 are $140,300 (1.2 percent) lower than the 2022 Original Budget primarily due to lower than anticipated fuel costs. This will be offset by higher parts costs and personal services costs due to an unbudgeted, approved variable hour employee being utilized to keep up with workload.

In 2023, fuel costs, an amendment for the addition of 2.0 FTE, and base compensation increases drive overall expenses to increase $2.4 million (19.8 percent) over the 2022 Original Budget as Fleet continues to maintain an aging inventory of vehicles.

Ending Funds Available

Funds available are projected to increase $39,000 in 2022 and another $900 in 2023. In 2024, this will result in a beginning fund balance of $127,800 that is expected to carry forward through 2027, as all out-year budgets are balanced.

Gifts and Grants Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ 48,128,144	$ 87,555,568	$ 37,775,297	$ 6,891,695	$ 4,999,342
Charges for Services	91,397	44,686	42,000	49,584	-
Investment Income	61,217	267,845	3,450	339,933	1,000
Other Revenues	385,324	417,932	265,300	386,494	233,300
Subtotal Revs Before Transfers In	**$ 48,666,082**	**$ 88,286,031**	**$ 38,086,047**	**$ 7,667,706**	**$ 5,233,642**
Transfers In (from other funds)	**-**	**-**	**-**	**-**	**-**
Total Sources Before Decrease in FA	**$ 48,666,082**	**$ 88,286,031**	**$ 38,086,047**	**$ 7,667,706**	**$ 5,233,642**
From Decrease in Funds Available	-	-	-	62,104,859	5,284,545
Total Sources	**$ 48,666,082**	**$ 88,286,031**	**$ 38,086,047**	**$ 69,772,565**	**$ 10,518,187**
USES OF FUNDS					
Expenditures					
Personal Services	$ 5,875,077	$ 4,003,247	$ 2,130,627	$ 9,155,383	$ 1,953,059
Allocated Expenses	5,496,543	229,208	667,674	278,990	150,000
Supplies & Services	27,965,914	19,018,149	18,925,510	51,958,903	8,119,264
Interfund Charges	3,660	3,863	3,187	1,249	1,549
Capital Related	1,330,476	423,311	1,723,825	8,078,040	294,315
Capital Projects (Continuing Appropriations)	2,741,356	1,570,226	-	300,000	-
Subtotal Exps Before Transfers Out	**$ 43,413,026**	**$ 25,248,004**	**$ 23,450,823**	**$ 69,772,565**	**$ 10,518,187**
Transfers Out (to other funds)	**-**	**224,194**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 43,413,026**	**$ 25,472,198**	**$ 23,450,823**	**$ 69,772,565**	**$ 10,518,187**
To Increase Funds Available	5,253,056	62,813,833	14,635,224	-	-
Total Uses	**$ 48,666,082**	**$ 88,286,031**	**$ 38,086,047**	**$ 69,772,565**	**$ 10,518,187**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 5,200,430**	**$ 10,453,486**	**$ 42,042,509**	**$ 73,267,319**	**$ 11,162,460**
Net Changes in Funds Available	5,253,056	62,813,833	14,635,224	(62,104,859)	(5,284,545)
Total Ending Funds (Budgetary Basis)	**$ 10,453,486**	**$ 73,267,319**	**$ 56,677,733**	**$ 11,162,460**	**$ 5,877,915**
Components of Funds Available					
Restricted for Future Gift and Grant Expenditures	$ 10,453,486	$ 73,267,319	$ 56,677,733	$ 11,162,460	$ 5,877,915

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 was the significant influx of relief funds granted to the city as a result of the COVID-19 induced economic recession. The city was awarded $33.9 million associated with the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) in 2021 and $65.4 million from the American Rescue Plan Act (ARPA) in 2022. The receipt of these funds drove up the projection of interest income to be $336,500 over the Original Budget.

The 2022 projected revenue for the fund is $30.4 million (79.9 percent) lower than the 2022 Original Budget because the entirety of the American Rescue Plan Act (ARPA) funds were booked in 2021 rather than over two years as was originally budgeted. Significant grants expected in 2022 include: the Piton Foundation Moorhead Grant in the amount of $1.9 million by the Parks, Recreation, and Open Space Department, three Colorado Department of Transportation (CDOT) grants totaling $505,000, a Department of Local Affairs (DOLA) grant in the amount of $640,000 for health and wellness, and a grant from Rocky Mountain High Intensity Drug Trafficking Areas (HIDTA) in the amount of $553,000 in the Aurora Police Department.

Total revenue in 2023 is expected to decrease by $32.9 million (86.3 percent) as the level of grant awards returns to a more typical level. Significant grants expected in 2023 include two grants that were received in 2022 that are expected to be awarded in 2023 as well: $505,000 in a variety of CDOT grants as well as a Department of Local Affairs DOLA grant for $640,000 for health and wellness, both in the Aurora Police Department. As with all anticipated grant awards, the amounts in 2023 are not yet known and so the assumption is that they will be close to, if not the same as the 2022 grant awards.

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 2022, expenditures are projected to be $46.3 million higher than the 2022 Original Budget primarily due to projected spending associated with the ARPA grant across all expenditure categories. The fund balance will be significantly spent down by the end of 2022. A supplemental will be necessary for this spend-down.

In 2023, expenditures normalize and are budgeted to decrease $12.9 million (55.1 percent) compared to the 2022 Original Budget, as spending against relief grants winds down.

Ending Funds Available

Ending funds available in 2022 are projected to decrease to $11.2 million which is $45.5 million lower than the 2022 Original Budget had assumed. Ending funds available are expected to decrease further to $5.9 million due to the anticipated spend down of relief grants in 2023.

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

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Charges for Services	$ 8,676,955	$ 11,383,351	$ 8,444,500	$ 9,150,200	$ 9,811,200
Investment Income	65,559	57,624	45,000	45,000	45,000
Other Revenues	19,442	176,609	5,500	28,000	5,500
Proceeds from sale of assets	-	-	-	-	-
Subtotal Revs Before Transfers In	**$ 8,761,956**	**$ 11,617,584**	**$ 8,495,000**	**$ 9,223,200**	**$ 9,861,700**
Transfers In (from other funds)	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**
Total Sources Before Decrease in FA	**$ 9,011,956**	**$ 11,867,584**	**$ 8,745,000**	**$ 9,473,200**	**$ 10,111,700**
From Decrease in Funds Available	-	-	160,120	228,364	43,798
Total Sources	**$ 9,011,956**	**$ 11,867,584**	**$ 8,905,120**	**$ 9,701,564**	**$ 10,155,498**
USES OF FUNDS					
Expenditures					
Personal Services	$ 4,279,362	$ 4,359,533	$ 4,672,769	$ 4,999,872	$ 5,468,051
Supplies & Services	1,605,557	2,000,128	1,655,815	2,106,956	1,960,815
Utilities	1,122,044	971,576	1,180,500	1,198,700	1,318,600
Interfund Charges	219,708	240,893	253,053	253,053	273,049
Debt Related	409,618	427,564	445,680	445,680	462,680
Capital Related	(54,435)	88,815	97,303	97,303	97,303
Capital Projects (Continuing Appropriation)	850,000	700,000	600,000	600,000	575,000
Subtotal Exps Before Transfers Out	**$ 8,431,854**	**$ 8,788,509**	**$ 8,905,120**	**$ 9,701,564**	**$ 10,155,498**
Transfers Out (to other funds)	**200,000**	**74,000**	**-**		**-**
Total Uses Before Increase in FA	**$ 8,631,854**	**$ 8,862,509**	**$ 8,905,120**	**$ 9,701,564**	**$ 10,155,498**
To Increase Funds Available	380,102	3,005,075	-	-	-
Total Uses	**$ 9,011,956**	**$ 11,867,584**	**$ 8,905,120**	**$ 9,701,564**	**$ 10,155,498**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 2,895,044**	**$ 3,275,146**	**$ 3,082,390**	**$ 6,280,221**	**$ 6,051,857**
Net Changes in Funds Available	380,102	3,005,075	(160,120)	(228,364)	(43,798)
Total Ending Funds (Budgetary Basis)	**$ 3,275,146**	**$ 6,280,221**	**$ 2,922,270**	**$ 6,051,857**	**$ 6,008,059**
Components of Funds Available					
Assigned for Golf	$ 3,275,146	$ 6,280,221	$ 2,922,270	$ 6,051,857	$ 6,008,059

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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 11,867,584	$ 9,473,200	$ 10,111,700	$ 10,311,700	$ 10,511,700	$ 10,711,700	$ 10,911,700
Expenditures, Operating	8,162,509	9,101,564	9,580,498	9,857,507	10,143,807	10,473,775	10,220,126
Expenditures, Capital	700,000	600,000	575,000	350,000	400,000	675,000	250,000
Surplus/(Deficit)	**$ 3,005,075**	**$ (228,364)**	**$ (43,798)**	**$ 104,193**	**$ (32,107)**	**$ (437,075)**	**$ 441,574**
Funds Available							
Beginning	$ 3,275,146	$ 6,280,221	$ 6,051,857	$ 6,008,059	$ 6,112,252	$ 6,080,145	$ 5,643,070
Year-End Inc./(Dec.)	3,005,075	(228,364)	(43,798)	104,193	(32,107)	(437,075)	441,574
Ending Funds (Bud.)	**$ 6,280,221**	**$ 6,051,857**	**$ 6,008,059**	**$ 6,112,252**	**$ 6,080,145**	**$ 5,643,070**	**$ 6,084,644**

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 2022 Projection is $728,200 (8.3 percent) higher than the 2022 Original Budget, driven by higher projected revenue from user charges. Revenues increased dramatically in 2020 and 2021 during the COVID-19 pandemic as people's interest in various forms of outdoor recreation peaked. While the 2022 projected revenue represents a decrease compared to 2021 peak, the $9.5 million in projected revenues is still quite healthy.

In 2023, revenues are expected to increase $1.4 million (15.6 percent) over the 2022 Original Budget, based on the assumption that public interest in golf remains above pre-COVID-19 conditions but does not match the peak in public interest that occurred in 2021. Revenues are projected to grow by approximately $200,000 annually from 2024 through 2027.

Factors Affecting Expenses

For 2022, projected expenses are higher than the 2022 Original Budget by $796,400 (8.9 percent), relating entirely to inflationary increases in both seasonal wages as well as for fertilizer, chemicals, and other supplies. Projected 2022 spending includes an additional $512,900 provided by a 2022 Spring Supplemental amendment for a wage increase for seasonal workers.

For the 2023 budget, Total Uses are $1.3 million (14.0 percent) higher than the 2022 Original Budget. Of this increase, $795,300 relates to an increase in the cost of personal services and is driven by citywide pay and benefits increases. The 2023 budget also includes a projected $138,100 increase in spending on utilities and a $305,000 increase in supplies for turf maintenance.

Ending Funds Available

The 2022 ending funds available are projected to be higher than the 2022 Original Budget by $3.1 million. The 2022 Original Budget did not anticipate that golf revenues in 2021 would significantly outperform the high levels of revenue in 2020, resulting in the Golf Courses Fund starting 2022 with $3.2 million higher funds available than projected. Funds available tends to go down when capital spending is relatively high. Despite inflationary pressures on fund expenditures, funds available are generally projected to stay at about $6.0 million through 2027.

Marijuana Tax Revenue Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Taxes	$ 12,499,094	$ 13,982,449	$ 14,919,998	$ 12,428,196	$ 12,768,015
Intergovernmental	2,011,194	2,227,432	2,388,892	1,998,935	2,058,903
Investment income	147,250	132,064	76,500	118,000	100,000
Other Revenue	-	811	-	-	-
Subtotal Revs Before Transfers In	**$ 14,657,538**	**$ 16,342,756**	**$ 17,385,390**	**$ 14,545,131**	**$ 14,926,918**
Transfers In (from other funds)	**-**	**-**	**-**	**-**	**-**
Total Sources Before Decrease in FA	**$ 14,657,538**	**$ 16,342,756**	**$ 17,385,390**	**$ 14,545,131**	**$ 14,926,918**
From Decrease in Funds Available	-	-	-	-	1,527,481
Total Sources	**$ 14,657,538**	**$ 16,342,756**	**$ 17,385,390**	**$ 14,545,131**	**$ 16,454,399**
USES OF FUNDS					
Expenditures					
Personal Services	$ -	$ 179,292	$ 486,549	$ 480,203	$ 666,151
Supplies and Services	2,773,090	3,098,763	4,075,797	2,908,644	5,788,248
Subtotal Exps Before Transfers Out	**$ 2,773,090**	**$ 3,278,055**	**$ 4,562,346**	**$ 3,388,847**	**$ 6,454,399**
Transfers Out (to other funds)	**8,432,241**	**8,245,291**	**10,000,000**	**10,000,000**	**10,000,000**
Total Uses Before Increase in FA	**$ 11,205,331**	**$ 11,523,346**	**$ 14,562,346**	**$ 13,388,847**	**$ 16,454,399**
To Increase Funds Available	3,452,207	4,819,410	2,823,044	1,156,284	-
Total Uses	**$ 14,657,538**	**$ 16,342,756**	**$ 17,385,390**	**$ 14,545,131**	**$ 16,454,399**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 1,797,671**	**$ 5,249,878**	**$ 8,489,169**	**$ 10,069,288**	**$ 11,225,572**
Net Changes in Funds Available	3,452,207	4,819,410	2,823,044	1,156,284	(1,527,481)
Total Ending Funds (Budgetary Basis)	**$ 5,249,878**	**$ 10,069,288**	**$ 11,312,213**	**$ 11,225,572**	**$ 9,698,091**
Components of Funds Available					
Committed for Youth Violence Prevention	$ 451,246	$ 1,669,570	$ -	$ 2,316,593	$ -
Unassigned	4,798,632	$ 8,399,718	11,312,213	8,908,979	9,698,091

Purpose of the Fund

Voters approved Amendment 64 in 2012 prompting City Council to enter the retail marijuana industry 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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 16,342,756	$ 14,545,131	$ 14,926,918	$ 15,371,725	$ 15,829,877	$ 16,301,774	$ 16,787,826
Expenditures	11,523,346	13,388,847	16,454,399	14,261,340	14,388,580	14,519,638	14,654,627
Surplus/(Deficit)	**$ 4,819,410**	**$ 1,156,284**	**$ (1,527,481)**	**$ 1,110,385**	**$ 1,441,297**	**$ 1,782,136**	**$ 2,133,199**
Funds Available							
Beginning	$ 5,249,878	$ 10,069,288	$ 11,225,572	$ 9,698,091	$ 10,808,476	$ 12,249,773	$ 14,031,909
Year-End Inc./(Dec.)	4,819,410	1,156,284	(1,527,481)	1,110,385	1,441,297	1,782,136	2,133,199
Ending Funds (Bud.)	**$ 10,069,288**	**$ 11,225,572**	**$ 9,698,091**	**$ 10,808,476**	**$ 12,249,773**	**$ 14,031,909**	**$ 16,165,108**

Factors Affecting Revenue

In 2022, the retail marijuana industry in Aurora is projected to generate $2.8 million (16.3 percent) less than originally budgeted. Benefitting from federal stimulus efforts and the closure of multiple entertainment options in 2020 and 2021, marijuana tax revenue increased substantially in the last two years. However, sales tax growth has not continued as forecasted in the 2022 Original Budget as pandemic-related restrictions have been lifted and high inflation has begun to impact discretionary spending. A decline in state wholesale prices has also contributed to the decline. In Colorado, the average wholesale market rate is used to calculate excise tax on sales and transfers of unprocessed retail marijuana.

The 2023 revenue forecast is $2.5 million (14.1 percent) lower than the 2022 Original Budget and $381,800 (2.6 percent) higher than the 2022 projection, assuming slower revenue growth than experienced in the past two years.

Factors Affecting Expenditures

Council-approved projects include ongoing appropriation of $4.0 million to cover debt payments for the Central and Southeast Recreation Centers and $6.0 million to cover road and transportation projects. They are reflected in the $10.0 million transfer out to other funds.

The city's 2.0 percent special sales tax rate is forecasted to generate $2.7 million in both 2022 and 2023 for homelessness assistance projects. This is lower than the amount included in the Original Budget due to a slowdown in tax revenue, explaining a portion of the projected decrease in expenditures before transfers out. In addition, the projection assumes only half of the Youth Violence Prevention Program budget will be spent in 2022, with the remainder reverting to funds available. In 2023, $2.3 million in accumulated funds available plus ongoing funding of $1.4 million is budgeted in the Youth Violence Prevention Program.

Appendix 5 provides additional detail on this fund.

Ending Funds Available

Funds available are forecasted to decrease in 2023 as the accumulated fund balance in the Youth Violence Prevention Program is fully budgeted in that year. Based on current and predicted spending patterns, funds available are projected to increase from $9.7 million in 2023 to $16.2 million by 2027.

Open Space Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ 10,367,843	$ 11,674,686	$ 12,001,060	$ 12,531,555	$ 14,000,221
Investment Income	319,628	212,209	220,000	161,584	155,469
Subtotal Revs Before Transfers In	**$ 10,687,471**	**$ 11,886,895**	**$ 12,221,060**	**$ 12,693,139**	**$ 14,155,690**
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	**$ 10,687,471**	**$ 11,886,895**	**$ 12,221,060**	**$ 12,693,139**	**$ 14,155,690**
From Decrease in Funds Available	-	-	5,984,665	4,692,754	1,338,788
Total Sources	**$ 10,687,471**	**$ 11,886,895**	**$ 18,205,725**	**$ 17,385,893**	**$ 15,494,478**
USES OF FUNDS					
Expenditures					
Personal Services	$ 3,305,456	$ 3,501,414	$ 4,420,066	$ 3,740,473	$ 5,079,186
Supplies & Services	542,493	715,827	239,916	101,725	680,216
Interfund Charges	88,669	96,358	112,160	112,160	138,928
Debt Related	1,122,469	1,124,250	1,123,000	1,123,000	1,124,500
Capital Related	-	2,048	65,000	62,952	136,500
Capital Projects (Continuing Appropriation)	489,489	2,118,517	12,245,583	12,245,583	8,335,148
Subtotal Exps Before Transfers Out	**$ 5,548,576**	**$ 7,558,414**	**$ 18,205,725**	**$ 17,385,893**	**$ 15,494,478**
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	**$ 5,548,576**	**$ 7,558,414**	**$ 18,205,725**	**$ 17,385,893**	**$ 15,494,478**
To Increase Funds Available	5,138,895	4,328,481	-	-	-
Total Uses	**$ 10,687,471**	**$ 11,886,895**	**$ 18,205,725**	**$ 17,385,893**	**$ 15,494,478**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 2,249,333**	**$ 7,388,228**	**$ 11,747,576**	**$ 11,716,709**	**$ 7,023,955**
Net Changes in Funds Available	5,138,895	4,328,481	(5,984,665)	(4,692,754)	(1,338,788)
Total Ending Funds (Budgetary Basis)	**$ 7,388,228**	**$ 11,716,709**	**$ 5,762,911**	**$ 7,023,955**	**$ 5,685,167**
Components of Funds Available					
Restricted for Open Space	$ 7,388,228	$ 11,716,709	$ 5,762,911	$ 7,023,955	$ 5,685,167

Purpose of the Fund

The Open Space Fund is funded by the a 25 cent per 100 dollar Arapahoe and Adams County Open Space Taxes. Voters in Arapahoe Councy in 2021 and Adams County in 2020 permanently reauthorized the open space and use tax until repealed. Revenues and expenditures for the two counties are tracked separately within the fund. Arapahoe County's ordinance defines the Arapahoe County Open Space Tax, to be for expenditures in park land acquisitions and improvements, construction, maintenance (not to exceed 20.0 percent of revenues), education, 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, to be for expenditures on park land acquisitions and improvements, construction, maintenance, management and patrol of parks and open space and recreation facility improvements.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 11,886,895	$ 12,693,139	$ 14,155,690	$ 14,996,833	$ 15,603,453	$ 16,219,302	$ 16,859,462
Expenditures, Operating	5,439,897	5,140,310	7,159,330	7,233,333	6,277,140	6,449,730	6,627,780
Expenditures, Capital	2,118,517	12,245,583	8,335,148	5,867,500	3,945,000	4,495,000	2,860,000
Surplus/(Deficit)	**$ 4,328,481**	**$ (4,692,754)**	**$ (1,338,788)**	**$ 1,896,000**	**$ 5,381,313**	**$ 5,274,572**	**$ 7,371,683**
Funds Available							
Beginning	$ 7,388,228	$ 11,716,709	$ 7,023,955	$ 5,685,167	$ 7,581,167	$ 12,962,480	$ 18,237,052
Year-End Inc./(Dec.)	4,328,481	(4,692,754)	(1,338,788)	1,896,000	5,381,313	5,274,572	7,371,683
Ending Funds (Bud.)	**$ 11,716,709**	**$ 7,023,955**	**$ 5,685,167**	**$ 7,581,167**	**$ 12,962,480**	**$ 18,237,052**	**$ 25,608,735**

Factors Affecting Revenue

The majority of the year-to-year variation in this fund is related to intergovernmental revenue tied to sales tax. The 2022 projection is $472,100 (3.9 percent) more than the 2022 Original Budget, due to an increase in intergovernmental revenue. The 2023 projection includes a $1.9 million (15.8 percent) increase, primarily associated with expected intergovernmental revenues in both Adams and Arapahoe Counties.

Factors Affecting Expenditures

The majority of the expenditure variation from year to year is primarily dependent on capital project expenditures in the fund. Capital expenditures vary significantly from year-to-year. For example, in 2020 and 2021, less capital spending occurred compared to that projected in later years. Capital expenditures in 2022 are expected to surpass $12.2 million, the highest amount of any year shown. Capital in 2023 is expected to drop $3.9 million to $8.3 million before leveling off to an average of $4.3 million in the out-years. Significant capital projects in 2023 include Central Community Park, Triple Creek Trail Improvements, Rocky Ridge Park, and a park equity project. Significant capital projects in the out-years include Triple Creek Trail, Central Community Park, Highline Hollows Park, a continuation of the park equity project, and irrigation, courts, and trail replacements.

Concerning operating expenditures, the $819,800 (13.8 percent) variance between the 2022 Original Budget and the 2022 projection is due mostly to vacancy savings related to higher than historical turnover related to the Great Resignation. The 2023 operating budget is $1.2 million higher than the 2022 original operating budget, due to pay and benefit increases, significant inflation-related mandated costs, and the addition of 7.0 FTE, including the 4.0 FTE Park Rangers and 1.0 FTE Park Ranger Supervisor for daytime patrols in Parks and a 2.0 FTE transfer of FTE from the Designated Revenue Fund related to anticipated maintenance changes at Dove Valley. 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 $5.7 million through 2023, before climbing to $25.6 million by 2027. The last year of the Sports Park debt service is in 2024 which contributes to the large fund balance increase in 2025 through 2027. The department will complete a system-wide park and recreation master plan in 2023 which will inform future capital project priorities and related spending.

Parking and Mobility Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Charges for Services	$ 54,644	$ 26,527	$ 1,000	$ 24,682	$ 17,000
Intergovernmental	102,290	104,336	106,422	106,422	108,551
Fines and Forfeitures	197,322	310,372	312,012	260,529	439,000
Other Revenue	244		-	-	-
Subtotal Revs Before Transfers In	**$ 354,500**	**$ 441,235**	**$ 419,434**	**$ 391,633**	**$ 564,551**
Transfers In (from other funds)	**527,681**	**451,867**	**746,498**	**726,148**	**779,956**
Total Sources Before Decrease in FA	**$ 882,181**	**$ 893,102**	**$ 1,165,932**	**$ 1,117,781**	**$ 1,344,507**
From Decrease in Funds Available	-	-	-	-	-
Total Sources	**$ 882,181**	**$ 893,102**	**$ 1,165,932**	**$ 1,117,781**	**$ 1,344,507**
USES OF FUNDS					
Expenditures					
Personal Services	$ 320,936	$ 332,034	$ 302,936	$ 382,804	$ 311,105
Supplies and Services	554,069	550,639	796,974	670,443	902,474
Interfund Charges	7,176	10,429	16,022	29,534	30,928
Capital Related	-	-	50,000	35,000	100,000
Subtotal Exps Before Transfers Out	**$ 882,181**	**$ 893,102**	**$ 1,165,932**	**$ 1,117,781**	**$ 1,344,507**
Transfers Out (to other funds)	**-**	**-**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 882,181**	**$ 893,102**	**$ 1,165,932**	**$ 1,117,781**	**$ 1,344,507**
To Increase Funds Available	-	-	-	-	-
Total Uses	**$ 882,181**	**$ 893,102**	**$ 1,165,932**	**$ 1,117,781**	**$ 1,344,507**

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

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 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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 441,235	$ 391,633	$ 564,551	$ 589,012	$ 600,792	$ 612,808	$ 625,064
Transfers In	451,867	726,148	779,956	672,906	$ 674,526	$ 676,428	678,629
Expenditures	893,102	1,117,781	1,344,507	1,261,918	$ 1,275,318	$ 1,289,236	1,303,693
Surplus/(Deficit)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Funds Available							
Beginning	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Year-End Inc./(Dec.)	-	-	-	-	-	-	-
Ending Funds (Bud.)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Factors Affecting Revenue

The original assumptions for 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 2022, even though citation revenue is lower due to vacancies in the enforcement division, the majority of revenue has come from fines and forteitures from the program actively monitoring parking rules and regulations. The demand for monthly passes for Iliff Garage and on-street paid parking continues to be low as people continue to work remotely or find other alternatives. Total revenues, excluding transfers in 2022 are projected to be $27,800 (6.6 percent) less than the 2022 Original Budget.

By 2023, total revenue, excluding transfers will increase by $145,117 (34.6 percent) from the 2022 Original Budget. This is primarily due to fines and forteitures increasing as two new contracted Parking Enforcement Officers will be added. Based on current citation collection rates, the enforcement efforts of a fully trained Parking Enforcement Officer yield enough revenue to pay for the position. 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 2022, expenditures are projected to be under budget by $48,200 (4.1 percent). This is primarily due to vacancy savings in contracted services as well as the cost of a patrol vehicle being less than expected. In 2023, expenditures will increase by $178,600 (15.3 percent) compared to the 2022 Original Budget. This is primarily due to the one-time funding of two new enforcement vehicles, funding for two additional contracted Parking Enforcement Officers, and personal services increases as compensation base adjustments are factored 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

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Investment Income	$ 303,518	$ 208,958	$ 200,000	$ 200,000	$ 180,000
Other Revenues	2,798,298	3,423,407	1,500,000	3,000,000	3,200,000
Subtotal Revs Before Transfers In	**$ 3,101,816**	**$ 3,632,365**	**$ 1,700,000**	**$ 3,200,000**	**$ 3,380,000**
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	**$ 3,101,816**	**$ 3,632,365**	**$ 1,700,000**	**$ 3,200,000**	**$ 3,380,000**
From Decrease in Funds Available	-	-	-	-	1,816,082
Total Sources	**$ 3,101,816**	**$ 3,632,365**	**$ 1,700,000**	**$ 3,200,000**	**$ 5,196,082**
USES OF FUNDS					
Expenditures					
Personal Services		$ -	$ -	$ -	$ 97,258
Capital Related	24,805		-	-	-
Capital Projects (Continuing Appropriation)	212,200	1,002,128	1,636,560	1,636,560	5,098,824
Subtotal Exps Before Transfers Out	**$ 237,005**	**$ 1,002,128**	**$ 1,636,560**	**$ 1,636,560**	**$ 5,196,082**
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	**$ 237,005**	**$ 1,002,128**	**$ 1,636,560**	**$ 1,636,560**	**$ 5,196,082**
To Increase Funds Available	2,864,811	2,630,237	63,440	1,563,440	-
Total Uses	**$ 3,101,816**	**$ 3,632,365**	**$ 1,700,000**	**$ 3,200,000**	**$ 5,196,082**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 11,665,703**	**$ 14,530,514**	**$ 15,066,999**	**$ 17,160,751**	**$ 18,724,191**
Net Changes in Funds Available	2,864,811	2,630,237	63,440	1,563,440	(1,816,082)
Total Ending Funds (Budgetary Basis)	**$ 14,530,514**	**$ 17,160,751**	**$ 15,130,439**	**$ 18,724,191**	**$ 16,908,109**
Components of Funds Available					
Restricted for Parks Development	$ 14,530,514	$ 17,160,751	$ 15,130,439	$ 18,724,191	$ 16,908,109

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 areas 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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 3,632,365	$ 3,200,000	$ 3,380,000	$ 2,285,400	$ 2,290,962	$ 2,292,872	$ 2,294,800
Expenditures, Operating	-	-	97,258	100,176	103,181	106,276	109,465
Expenditures, Capital	1,002,128	1,636,560	5,098,824	1,721,096	1,355,805	56,486	-
Surplus/(Deficit)	**$ 2,630,237**	**$ 1,563,440**	**$ (1,816,082)**	**$ 464,128**	**$ 831,976**	**$ 2,130,110**	**$ 2,185,336**
Funds Available							
Beginning	$ 14,530,514	$ 17,160,751	$ 18,724,191	$ 16,908,109	$ 17,372,237	$ 18,204,213	$ 20,334,323
Year-End Inc./(Dec.)	2,630,237	1,563,440	(1,816,082)	464,128	831,976	2,130,110	2,185,336
Ending Funds (Bud.)	**$ 17,160,751**	**$ 18,724,191**	**$ 16,908,109**	**$ 17,372,237**	**$ 18,204,213**	**$ 20,334,323**	**$ 22,519,658**

Factors Affecting Revenue

Development revenue makes up the majority of revenue in any given year and tends to be sporadic, with 2020-2022 coming in higher than normal. In 2022, revenues are projected to increase $1.5 million over the 2022 Original Budget associated with additional developer contributions. In 2023, the contributions are expected to continue, but decline in the out-years. Investment income is expected to stay relatively 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.

Significant Capital Projects in 2022 include system-wide master planning and Utah Park. In 2023, capital projects include Red-tailed Hawk Park, Crestridge Park, Lowry Park, and Dome Park. Significant out-year PDF projects include Dome Park and Centre Hills Park. The detailed schedule for the PDF projects is presented in Appendix 2.

On the operating side, 1.0 FTE Senior Planner cut in 2021 has been restored as part of the 2023 budget.

Ending Funds Available

For the years with significant capital projects, funds available are expected to decline, such as in 2023. In the years without significant capital expenditures, funds available are projected to increase as funds build up for large projects. By 2027, funds available are projected to grow to $22.5 million. Of the funds available at the beginning of 2022, $6.9 million was collected specifically to develop community parks along the E-470 corridor.

Recreation Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ 517,568	$ 329,486	$ 425,000	$ 187,000	$ 185,000
Charges for Services	2,283,295	3,987,499	7,500,990	5,014,500	7,142,300
Investment Income	37,592	25,006	30,000	30,000	30,000
Other Revenues	61,565	42,502	83,500	73,500	76,000
Subtotal Revs Before Transfers In	**$ 2,900,020**	**$ 4,384,493**	**$ 8,039,490**	**$ 5,305,000**	**$ 7,433,300**
Transfers In (from other funds)	**6,483,952**	**6,428,952**	**7,540,953**	**7,540,953**	**8,349,782**
Total Sources Before Decrease in FA	**$ 9,383,972**	**$ 10,813,445**	**$ 15,580,443**	**$ 12,845,953**	**$ 15,783,082**
From Decrease in Funds Available	-	-	356,219	-	1,318,119
Total Sources	**$ 9,383,972**	**$ 10,813,445**	**$ 15,936,662**	**$ 12,845,953**	**$ 17,101,201**
USES OF FUNDS					
Expenditures					
Personal Services	$ 7,081,117	$ 7,598,151	$ 11,997,555	$ 8,234,484	$ 12,838,568
Supplies & Services	1,055,397	1,257,173	2,548,835	1,955,760	2,528,719
Utilities	782,554	978,469	1,081,650	1,091,050	1,399,259
Interfund Charges	206,550	232,398	308,622	308,622	334,655
Capital Related	147,458		-	-	-
Subtotal Exps Before Transfers Out	**$ 9,273,076**	**$ 10,066,191**	**$ 15,936,662**	**$ 11,589,916**	**$ 17,101,201**
Transfers Out (to other funds)	**13,753**	**13,753**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 9,286,829**	**$ 10,079,944**	**$ 15,936,662**	**$ 11,589,916**	**$ 17,101,201**
To Increase Funds Available	97,143	733,501	-	1,256,037	-
Total Uses	**$ 9,383,972**	**$ 10,813,445**	**$ 15,936,662**	**$ 12,845,953**	**$ 17,101,201**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 1,949,165**	**$ 2,046,308**	**$ 2,906,989**	**$ 2,779,809**	**$ 4,035,846**
Net Changes in Funds Available	97,143	733,501	(356,219)	1,256,037	(1,318,119)
Total Ending Funds (Budgetary Basis)	**$ 2,046,308**	**$ 2,779,809**	**$ 2,550,770**	**$ 4,035,846**	**$ 2,717,727**
Components of Funds Available					
Assigned for Recreation Services	$ 2,046,308	$ 2,779,809	$ 2,550,770	$ 4,035,846	$ 2,717,727

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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 4,384,493	$ 5,305,000	$ 7,433,300	$ 7,934,021	$ 8,316,902	$ 8,718,896	$ 9,140,959
Transfers In	6,428,952	7,540,953	8,349,782	8,642,024	8,944,495	9,257,552	9,581,566
Expenditures	10,079,944	11,589,916	17,101,201	17,144,100	17,606,783	18,079,983	18,563,462
Surplus/(Deficit)	**$ 733,501**	**$ 1,256,037**	**$ (1,318,119)**	**$ (568,055)**	**$ (345,386)**	**$ (103,535)**	**$ 159,063**
Funds Available							
Beginning	$ 2,046,308	$ 2,779,809	$ 4,035,846	$ 2,717,727	$ 2,149,672	$ 1,804,286	$ 1,700,751
Year-End Inc./(Dec.)	733,501	1,256,037	(1,318,119)	(568,055)	(345,386)	(103,535)	159,063
Ending Funds (Bud.)	**$ 2,779,809**	**$ 4,035,846**	**$ 2,717,727**	**$ 2,149,672**	**$ 1,804,286**	**$ 1,700,751**	**$ 1,859,814**

Factors Affecting Revenue

A return to normal levels of Recreation Fund facility and program usage was projected as part of the 2022 budget, but that return is materializing much slower than assumed. Total Recreation Fund revenue is projected to come in $2.7 million (34.0 percent) less than originally assumed. Most of the decreases are seen in external charges, specifically class/team fees, leisure passes, and concessions. Intergovernmental revenues is projected to be $238,000 (56.0 percent) lower than the 2022 Original Budget and off from previous years. The subsidy transfer from the General Fund, which includes a $500,000 increase in the subsidy to help operate the Southeast Recreation Center, is expected to remain on budget.

For 2023, total sources are expected to remain very close to the 2022 Original Budget, up $202,600 (1.3 percent), with an $808,800 (10.7 percent) transfer increase partially offset by a $358,700 (4.8 percent) decrease in charges for service and a $240,000 (56.5 percent) decrease in inter-governmental revenue. In the out-years, 3.5 percent increases are projected for all revenue.

Factors Affecting Expenditures

Compared to the 2022 Original Budget, 2022 projected expenditures are down $4.3 million (27.3 percent). The majority of this, $3.8 million, is in personal services. Some of this is due to significantly high turnover, as well as the inability to hire for recreation positions, especially in the Aquatics and Centers/Fitness programs. In addition, supplies and services are projected to be $593,100 (23.3 percent) under the 2022 Original Budget based on cost cutting measures in every program to assist with fund balancing.

For 2023, expenditures are expected to be $1.2 million (7.3 percent) higher than the 2022 Original Budget. Personal services, up $841,000 (7.0 percent) drive most of that increase. There are several causes for this, including the full-year funding of 16.0 FTE Southeast Recreation Center staff added for only a partial year in 2022, as well as citywide pay and benefit increases. Due to slower growing revenue projections, a $500,000 vacancy savings target was included to partially offset these increases. Inflationary pressures are also driving up utility spending $317,600 (29.4 percent), with electricity, natural gas, and water/sewer costs increasing. The largest increase is in electricity costs, up $210,500 (31.6 percent).

Ending Funds Available

Funds available are projected to rise significantly in 2022, up $1.3 million (45.2 percent), primarily associated with the turnover and hiring issues mentioned previously. For 2023, full-funding of recreation staff and the projection of a slower-than-anticipated return of Recreation Fund revenues are driving a $1.3 million (32.7 percent) decrease in funds available. By 2027, funds available are projected to hit $1.9 million.

Risk Management Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Charges for Services	$ 11,719,915	$ 12,736,245	$ 13,996,073	$ 13,996,073	$ 15,236,651
Investment Income	364,387	216,630	265,000	166,165	216,630
Other Revenues	436,048	1,038,695	335,630	169,081	336,430
Subtotal Revs Before Transfers In	**$ 12,520,350**	**$ 13,991,570**	**$ 14,596,703**	**$ 14,331,319**	**$ 15,789,711**
Transfers In (from other funds)	**63,000**	**5,063,000**	**63,000**	**813,000**	**563,000**
Total Sources Before Decrease in FA	**$ 12,583,350**	**$ 19,054,570**	**$ 14,659,703**	**$ 15,144,319**	**$ 16,352,711**
From Decrease in Funds Available	-	2,593,240	171,137	416,600	-
Total Sources	**$ 12,583,350**	**$ 21,647,810**	**$ 14,830,840**	**$ 15,560,919**	**$ 16,352,711**
USES OF FUNDS					
Expenditures					
Personal Services	$ 963,209	$ 1,055,617	$ 1,295,283	$ 1,205,093	$ 1,370,930
Supplies & Services	11,238,343	20,580,483	13,515,356	14,335,625	14,929,205
Interfund Charges	10,776	11,710	12,901	12,901	13,967
Capital Related	8,726	-	7,300	7,300	7,300
Subtotal Exps Before Transfers Out	**$ 12,221,054**	**$ 21,647,810**	**$ 14,830,840**	**$ 15,560,919**	**$ 16,321,402**
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	**$ 12,221,054**	**$ 21,647,810**	**$ 14,830,840**	**$ 15,560,919**	**$ 16,321,402**
To Increase Funds Available	362,296	-	-	-	31,309
Total Uses	**$ 12,583,350**	**$ 21,647,810**	**$ 14,830,840**	**$ 15,560,919**	**$ 16,352,711**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 5,650,261**	**$ 6,012,557**	**$ 4,804,766**	**$ 3,419,317**	**$ 3,002,717**
Net Changes in Funds Available	362,296	(2,593,240)	(171,137)	(416,600)	31,309
Total Ending Funds (Budgetary Basis)	**$ 6,012,557**	**$ 3,419,317**	**$ 4,633,629**	**$ 3,002,717**	**$ 3,034,026**
Components of Funds Available					
Assigned for Additional Claim Liability	$ 5,809,657	$ 3,165,869	$ 4,276,181	$ 2,697,269	$ 2,676,578
Assigned for Firefighter Cardiac Program	202,900	253,448	357,448	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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 19,054,570	$ 15,144,319	$ 16,352,711	$ 17,303,644	$ 18,276,093	$ 19,306,719	$ 20,399,011
Expenditures	21,647,810	15,560,919	16,321,402	17,265,975	18,266,023	19,324,832	20,445,884
Surplus/(Deficit)	**$ (2,593,240)**	**$ (416,600)**	**$ 31,309**	**$ 37,669**	**$ 10,071**	**$ (18,112)**	**$ (46,873)**
Funds Available							
Beginning	$ 6,012,557	$ 3,419,317	$ 3,002,717	$ 3,034,026	$ 3,071,695	$ 3,081,767	$ 3,063,655
Year-End Inc./(Dec.)	(2,593,240)	(416,600)	31,309	37,669	10,071	(18,112)	(46,873)
Ending Funds (Bud.)	**$ 3,419,317**	**$ 3,002,717**	**$ 3,034,026**	**$ 3,071,695**	**$ 3,081,767**	**$ 3,063,655**	**$ 3,016,782**

Factors Affecting Revenue

In 2022, revenues are projected to be $265,400 (1.8 percent) less than the 2022 Original Budget due to projected declines in insurance recoveries and interest income.

In 2023, internal charges to departments will increase by $1.2 million (8.9 percent) to cover the increase in insurance premiums and claims as outlined below. These internal charges account for 93.2 percent of sources with approximately 77.4 percent charged to the General Fund. The General Fund transfer to the Risk Management Fund has increased by $500,000 to better cover growth in expenses related to incurred but not reported (IBNR) risk claims.

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

Factors Affecting Expenditures

Total expenditures in 2022 are projected to be $730,100 (4.9 percent) higher than the 2022 Original Budget due to increases in insurance premiums and claims. Public entity liability claims are projected to be $1.0 million higher than budgeted, vehicle accident claims are projected to be $324,500 higher than budgeted, and risk insurance premiums are projected to be $280,200 higher than budgeted. These projected increases are offset by $496,600 in operational savings as well as $378,000 in savings in other risk claim categories.

In 2023, expenditures are expected to be $1.5 million (10.1 percent) higher than the 2022 Original Budget. Insurance premiums will increase $653,200 (18.2 percent) and the appropriation for IBNR claims will increase by $500,000 (50.0 percent).

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

Ending Funds Available

Funds available 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. At the end of 2020, the fund had a year-end balance of $6.0 million. Due to significant increases in claims paid in 2021 and 2022 the fund balance is projected to decline to $3.0 million at the end of 2022.

In the five-year outlook, charges to departments are expected to increase by approximately 6.0 percent annually. Funds available are projected to remain around $3.0 million throughout the five-year plan.

Transportation Maintenance Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Intergovernmental	$ -	$ -	$ -	$ -	$ -
Investment Income	-	-	-	-	-
Charges for Services	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Proceeds from Borrowing	-	-	-	-	35,000,000
Subtotal Revs Before Transfers In	**$ -**	**$ -**	**$ -**	**$ -**	**$ 35,000,000**
Transfers In (from other funds)	**-**	**-**	**-**	**-**	**28,859,956**
Total Sources Before Decrease in FA	**$ -**	**$ -**	**$ -**	**$ -**	**$ 63,859,956**
From Decrease in Funds Available	-	-	-	-	-
Total Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ 63,859,956**
USES OF FUNDS					
Expenditures					
Capital Projects (Continuing Appropriations)	$ -	$ -	$ -	$ -	$ 63,859,956
Subtotal Exps Before Transfers Out	**$ -**	**$ -**	**$ -**	**$ -**	**$ 63,859,956**
Transfers Out (to other funds)	**-**	**-**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ -**	**$ -**	**$ -**	**$ -**	**$ 63,859,956**
To Increase Funds Available	-	-	-	-	-
Total Uses	**$ -**	**$ -**	**$ -**	**$ -**	**$ 63,859,956**

FUNDS AVAILABLE					
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Net Changes in Funds Available	-	-	-	-	-
Total Ending Funds (Budgetary Basis)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Components of Funds Available					
Committed for Specific Projects	$ -	$ -	$ -	$ -	$ -
Restricted for Specific Projects	-	-	-	-	-
Assigned for Five Year Capital Needs	-	-	-	-	-

Purpose of the Fund

The Transportation Maintenance Fund was created for the 2023 budget, shifting the five ongoing transportation maintenance budgets into a separate fund, which provides a clearer vision for such maintenance. These budgets include Concrete Repair, Street Asphalt Overlay, Chip Seal / Crack Seal, and Street Reconstruction. The Capital Projects Fund budget and out-year projections are being decreased a commensurate amount. It will be funded via a transfer from the General Fund exactly the amount of the year's expenditures, thus will have no funds available.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ -	$ -	$ 63,859,956	$ 30,645,684	$ 31,289,713	$ 33,819,992	$ 34,496,392
Expenditures, Operating	-	-	-	-	-	-	-
Expenditures, Capital	-	-	63,859,956	30,645,684	31,289,713	33,819,992	34,496,392
Surplus/(Deficit)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Funds Available							
Beginning	$ -	$ -	$ -	$ -	$ -	$ 0	$ 0
Year-End Inc./(Dec.)	-	-	-	-	-	-	-
Ending Funds (Bud.)	**$ -**	**$ -**	**$ -**	**$ -**	**$ 0**	**$ 0**	**$ 0**

Factors Affecting Revenue

Typically, this fund will receive a transfer from the General Fund for the exact amount of that year's expenditure need. In 2023, an additional $35 million is expected for the proceeds of Certificates of Participation (COPs) being funded from the Capital Projects Fund.

Factors Affecting Expenditures

In addition to the transportation maintenance projections moved from the General Fund, the $35 million from the COPs will be budgeted in 2023.

Ending Funds Available

This fund will be funded at exactly the amount of the year's expenditures via a transfer from the General Fund, and thus will have no funds available.

Wastewater Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Utility Sales	$ 64,432,828	$ 65,848,746	$ 69,775,852	$ 69,800,000	$ 74,194,950
Charges for Services	7,031,536	14,267,594	7,256,000	7,699,121	8,135,441
Development Fees	11,685,972	6,977,776	10,561,081	11,000,000	9,169,342
Investment Income	1,506,968	946,598	849,180	973,180	1,342,680
Other Revenues	2,905,244	2,180,286	1,307,000	1,512,239	1,408,798
Proceeds from Borrowing	-	60,283,084	-	-	45,000,000
Subtotal Revs Before Transfers In	**$ 87,562,548**	**$ 150,504,084**	**$ 89,749,113**	**$ 90,984,540**	**$ 139,251,211**
Transfers In (from other funds)	-	-	-	-	-
Total Sources Before Decrease in FA	**$ 87,562,548**	**$ 150,504,084**	**$ 89,749,113**	**$ 90,984,540**	**$ 139,251,211**
From Decrease in Funds Available	-	8,895,469	29,468,647	24,744,069	-
Total Sources	**$ 87,562,548**	**$ 159,399,553**	**$ 119,217,760**	**$ 115,728,609**	**$ 139,251,211**
USES OF FUNDS					
Expenditures					
Personal Services	$ 14,340,624	$ 14,852,561	$ 16,524,373	$ 14,618,011	$ 17,551,948
Allocated Expenses	3,214,606	3,320,890	3,618,544	3,618,544	4,203,346
Supplies & Services	3,635,599	4,461,351	5,945,141	4,643,758	6,455,115
Utilities	27,787,568	31,454,860	32,519,341	32,581,907	33,123,170
Interfund Charges	1,033,663	1,014,616	1,154,130	1,175,399	1,508,854
Debt Related	3,690,671	22,430,826	8,897,753	8,897,753	8,505,467
Capital Related	2,281,170	2,215,601	2,743,478	2,378,237	2,879,128
Capital Projects (Continuing Appropriation)	19,995,615	79,648,848	47,815,000	47,815,000	45,724,738
Subtotal Exps Before Transfers Out	**$ 75,979,516**	**$ 159,399,553**	**$ 119,217,760**	**$ 115,728,609**	**$ 119,951,766**
Transfers Out (to other funds)	-	-	-	-	-
Total Uses Before Increase in FA	**$ 75,979,516**	**$ 159,399,553**	**$ 119,217,760**	**$ 115,728,609**	**$ 119,951,766**
To Increase Funds Available	11,583,032	-	-	-	19,299,445
Total Uses	**$ 87,562,548**	**$ 159,399,553**	**$ 119,217,760**	**$ 115,728,609**	**$ 139,251,211**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 27,585,452**	**$ 39,168,484**	**$ 29,821,338**	**$ 30,273,015**	**$ 5,528,946**
Net Changes in Funds Available	11,583,032	(8,895,469)	(29,468,647)	(24,744,069)	19,299,445
Total Ending Funds (Budgetary Basis)	**$ 39,168,484**	**$ 30,273,015**	**$ 352,691**	**$ 5,528,946**	**$ 24,828,391**
Components of Funds Available					
Assigned to Wastewater Operations	$ 39,168,484	$ 30,273,015	$ 18,423,123	$ 5,528,946	$ 24,828,391

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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$90,221,000	$ 90,984,540	$ 94,251,211	$ 97,554,735	$ 102,490,597	$ 107,011,114	$ 112,414,330
Proceeds From Borrowing	60,283,084	-	45,000,000	-	-	-	-
Expenditures - Operating	79,750,705	67,913,609	74,227,028	77,637,650	80,753,325	83,063,083	85,403,031
Expenditures - Capital	79,648,848	47,815,000	45,724,738	41,214,767	19,369,720	26,447,659	25,843,472
Surplus/(Deficit)	**$ (8,895,469)**	**$ (24,744,069)**	**$ 19,299,445**	**$ (21,297,682)**	**$ 2,367,551**	**$ (2,499,628)**	**$ 1,167,827**
Funds Available							
Beginning	$ 39,168,484	$ 30,273,015	$ 5,528,946	$ 24,828,391	$ 3,530,709	$ 5,898,260	$ 3,398,632
Year-End Inc./(Dec.)	(8,895,469)	(24,744,069)	19,299,445	(21,297,682)	2,367,551	(2,499,628)	1,167,827
Ending Funds (Bud.)	**$ 30,273,015**	**$ 5,528,946**	**$ 24,828,391**	**$ 3,530,709**	**$ 5,898,260**	**$ 3,398,632**	**$ 4,566,460**

Factors Affecting Revenue

Revenue is comprised primarily of utility sales, development fees, and other charges for services. The 2022 projected revenues include a 4.0 percent increase in sewer rates and a 3.5 percent increase in stormwater monthly service fees. Total Wastewater Fund revenues are expected to come in slightly higher than budgeted, up $1.2 million (1.4 percent).

Excluding proceeds from borrowing, 2023 revenues are $4.5 million (5.0 percent) higher than the 2022 Original Budget, driven by projected utility sales. Planned rate increases include 5.0 percent in Sewer and 3.5 percent in Stormwater. Sewer connection fees are projected to increase 6.3 percent and no increase in stormwater development fees are projected. Development fee revenues are expected to decrease $1.4 million (13.2 percent) compared to 2022 as the growth in the City is expected to be slightly less than previous record years while still remaining strong. Debt financing is projected in 2023 to finance sewer infrastructure projects. Debt financing is evaluated and updated annually.

Annual forecasts through 2027 are based on an historical average customer growth prepared by Aurora water staff. The long-range outlook includes an annual rate increase of 5.0 percent for sanitary sewer and 3.5 percent increase in the monthly usage fee for stormwater in 2025 and 2027. Sewer and stormwater connection fees are projected to have inflationary increases of 4.0 percent from 2024 through 2027 once the new master plans are completed. The amount of actual future rate and fee increases, if any, is impacted by multiple factors and will be determined in future budgets.

Factors Affecting Expenditures

Expenses in the Wastewater Fund can vary greatly, mainly due to changes in sanitary sewer treatment charges from Metro Water Recovery (Metro) and timing of capital projects. The 2022 projected operating expenses, which excludes capital projects, are projected to be $3.5 million (4.9 percent) lower than the 2022 Original Budget primarily due to vacancy savings and lower than anticipated supplies and services expenses. The 2023 operating budget is $2.8 million (4.0 percent) higher than the 2022 Original Budget, due primarily to personal service increases, including the funding of 3.9 new FTE. Supplies and services, utilities, and allocated expenses are also drivers of the increase.

Major capital projects funded in 2023 through 2027 include new infrastructure construction, maintenance and repair to ensure properly maintained systems, and new projects for maintaining current infrastructure and growth. Significant projects include New Sewer Line Construction ($31.3 million), Westerly Creek ($28.3 million), and First Creek Interceptor ($25.9 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.

Ending Funds Available

Ending funds in 2027 are projected to be $962,500 less than 2022. The 2023 projected borrowings will result in an increase in ending funds available, followed by a series of fluctuations primarily caused by the level of capital appropriations in any given year.

Water Fund Summary

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
SOURCES OF FUNDS					
Revenues					
Utility Sales	$ 132,126,657	$ 130,507,527	$ 137,493,580	$ 135,343,266	$ 143,214,055
Development Fees	53,753,550	57,401,194	53,164,349	53,164,349	54,455,696
Charges for Services	2,970,495	2,878,718	2,468,687	2,891,299	4,002,140
Investment Income	3,856,000	2,244,090	1,933,602	2,085,470	2,953,044
Other Revenues	5,544,073	20,325,265	1,788,080	3,381,967	2,571,585
Proceeds from Borrowing	-	387,990,000	-	-	-
Subtotal Revs Before Transfers In	**$ 198,250,775**	**$ 601,346,794**	**$ 196,848,298**	**$ 196,866,350**	**$ 207,196,520**
Transfers In (from other funds)	**-**	**-**	**-**	**-**	**-**
Total Sources Before Decrease in FA	**$ 198,250,775**	**$ 601,346,794**	**$ 196,848,298**	**$ 196,866,350**	**$ 207,196,520**
From Decrease in Funds Available	34,492,381	-	13,610,646	14,953,055	68,174,737
Total Sources	**$ 232,743,156**	**$ 601,346,794**	**$ 210,458,944**	**$ 211,819,405**	**$ 275,371,257**
USES OF FUNDS					
Expenditures					
Personal Services	$ 29,892,063	$ 30,938,557	$ 34,733,621	$ 31,648,293	$ 36,941,053
Allocated Expenses	4,701,998	5,097,458	5,262,731	5,262,731	5,808,514
Supplies & Services	18,603,225	21,985,630	22,319,750	26,214,430	27,227,541
Utilities	7,542,593	8,440,193	9,223,129	9,588,836	12,577,362
Interfund Charges	2,158,171	2,315,101	2,706,050	2,515,359	2,953,343
Debt Related	20,925,326	289,431,203	28,578,370	28,578,370	28,648,657
Capital Related	1,243,836	1,115,122	1,676,784	2,052,877	2,490,834
Capital Projects (Continuing Appropriation)	147,635,944	178,432,852	105,958,509	105,958,509	158,723,953
Subtotal Exps Before Transfers Out	**$ 232,703,156**	**$ 537,756,116**	**$ 210,458,944**	**$ 211,819,405**	**$ 275,371,257**
Transfers Out (to other funds)	**40,000**	**-**	**-**	**-**	**-**
Total Uses Before Increase in FA	**$ 232,743,156**	**$ 537,756,116**	**$ 210,458,944**	**$ 211,819,405**	**$ 275,371,257**
To Increase Funds Available	-	63,590,678	-	-	-
Total Uses	**$ 232,743,156**	**$ 601,346,794**	**$ 210,458,944**	**$ 211,819,405**	**$ 275,371,257**

FUNDS AVAILABLE					
Beginning Funds Available	**$ 54,565,208**	**$ 20,072,827**	**$ 45,292,143**	**$ 83,663,505**	**$ 68,710,450**
Net Changes in Funds Available	(34,492,381)	63,590,678	(13,610,646)	(14,953,055)	(68,174,737)
Total Ending Funds (Budgetary Basis)	**$ 20,072,827**	**$ 83,663,505**	**$ 31,681,497**	**$ 68,710,450**	**$ 535,713**
Components of Funds Available					
Assigned to Water Operations	$ 20,072,827	$ 83,663,505	$ 31,681,497	$ 68,710,450	$ 535,713

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.

	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Long Range Outlook							
Revenues	$ 213,356,794	$ 196,866,350	$ 207,196,520	$ 216,706,048	$ 235,377,164	$ 252,773,872	$ 261,516,393
Proceeds From Borrowing	387,990,000	-	-	330,000,000	-	200,000,000	-
Expenditures - Operating	359,323,264	105,860,896	116,647,304	138,069,699	140,266,239	154,112,943	155,919,438
Expenditures - Capital	178,432,852	105,958,509	158,723,953	212,504,318	196,650,317	256,151,183	215,333,650
Surplus/(Deficit)	**$ 63,590,678**	**$ (14,953,055)**	**$ (68,174,737)**	**$ 196,132,031**	**$ (101,539,392)**	**$ 42,509,745**	**$ (109,736,695)**
Funds Available							
Beginning	$ 20,072,827	$ 83,663,505	$ 68,710,450	$ 535,713	$ 196,667,744	$ 95,128,352	$ 137,638,097
Year-End Inc./(Dec.)	63,590,678	(14,953,055)	(68,174,737)	196,132,031	(101,539,392)	42,509,745	(109,736,695)
Ending Funds (Bud.)	**$ 83,663,505**	**$ 68,710,450**	**$ 535,713**	**$ 196,667,744**	**$ 95,128,352**	**$ 137,638,097**	**$ 27,901,402**

Factors Affecting Revenue

Revenue is comprised primarily of utility sales and development fees. The 2022 revenue projections are in line with our budgeted revenues. Collections of development fees are expected to be close to budget, utility sales are expected to be slightly lower than budgeted but offset by other revenues.

In 2023, total revenues are expected to be $10.3 million (5.3 percent) higher than the 2022 Original Budget. The majority of the increase can be attributed to a proposed rate increase of 4% in water, based on normal growth expected in the customer base. All other revenue streams are anticipating increases as well.

Annual forecasts through 2027 are based on an historical average customer growth prepared by Aurora Water staff, average temperature, and precipitation projections. The long-range outlook includes annual water rate increases of 5.0 percent from 2024 through 2027. Debt financing is projected in 2024 and 2026 to finance Wild Horse Reservoir and other infrastructure projects for a total of $530.0 million; $330.0 million in 2024 and $200.0 million in 2026.

Factors Affecting Expenses

Expenses in the Water Fund vary from year to year, mainly due to the timing of capital projects. The 2022 operating expenses, which exclude capital projects, are projected to be higher than the 2022 Original Budget by $1.4 million (1.3 percent). This variance is primarily due to personal services vacancy savings offset by additional supplies and services spending, including a special assessment for the Busk Ivanhoe tunnel repair ($1.3 million). Operating expenses for 2023 will increase $12.1 million (11.6 percent) compared to the 2022 Original Budget, primarily to account for increases in supplies and services including the Lead Replacement Program ($3.0 million), utilities, capital related equipment, and personal services funding, including the addition of 6.1 FTE.

Major capital projects funded in 2023 through 2027 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 Wild Horse Reservoir ($262.2 million preparation and initial construction), Improvements to Water Treatment Facilities ($170.4 million), and Water Rights Acquisition ($150.0 million).

In the long-range outlook, increases in operating expenses are primarily driven by inflationary increases and increases for debt principal and interest payments based new projected debt in 2024 and 2026. Capital planning ensures sufficient and reliable water supplies for Aurora's water customers. This includes significant spending on water and storage acquisition, as well as transmission and distribution projects.

Ending Funds Available

Funds available tend to ebb and flow based on the level of capital appropriations and future borrowing. As an example, 2023 is expected to be spent down to $535,700, before borrowing in 2024 increases funds available drastically. Expected borrowing is also projected in 2026. Ending funds in 2027 are projected to be $40.8 million less than 2022.

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City of Aurora, Colorado

2023 CITY MANAGER'S
PROPOSED BUDGET

DEPARTMENT BUDGETS

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2023 Department Operating Budgets Overview

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

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

Data for the years 2020 through 2023 are presented for the operating budget. The 2020 through 2021 data represent actual expenditures reconciled to the city's Annual Comprehensive Financial Report, with minor variances due to rounding.

The 2022 original data represents the original Adopted Budget that was adopted by City Council in the fall of 2021. The 2022 projection data represents a projection of year-end expenditures. The 2023 numbers represent the Proposed Budget.

The city operating budget is developed with the prior-year 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 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 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 original budget, base budget adjustments and operating budget requests will result in the department's 2023 operating budget. Details on how the funding is used are included by program in the program section.

Aurora Water

PROGRAM SUMMARY

Administration

$592,538 2 FTE

*Provide executive management direction and control for Aurora Water

Debt Service

$37,151,944 0 FTE

*Fund debt service payments for the Water and Wastewater funds

Environmental Services

$7,470,399 29 FTE

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

Financial Administration

$60,743,715 55.4 FTE

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

Operations & Maintenance

$26,028,981 145.6 FTE

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

Planning & Engineering Services

$10,828,716 67 FTE

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

Public Info & Water Conservation

$3,195,413 17 FTE

*Provide water information and conservation services to the public

Support Services

$11,727,305 87 FTE

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

Treatment

$18,253,642 76 FTE

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

Water Resources

$15,076,848 25 FTE

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

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**469.00**	**473.00**	**485.00**	**489.00**	**504.00**
EXPENDITURES	**140,513,867**	**436,737,121**	**173,955,353**	**173,801,342**	**191,069,501**

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	469.00	473.00	485.00	489.00	504.00
Personal Services	43,918,903	45,414,985	49,375,311	46,104,438	54,698,245
Allocated Expenses	7,916,604	8,418,348	8,881,275	8,881,275	10,011,860
Supplies and Services	21,975,363	24,486,266	28,199,732	31,046,891	33,672,581
Utilities	35,330,160	39,895,053	41,742,470	42,170,743	45,700,532
Interfund Charges	3,190,704	3,329,717	3,857,180	3,690,758	4,462,197
Debt Related	24,615,997	311,862,029	37,476,123	37,476,123	37,154,124
Capital Related	3,526,136	3,330,723	4,423,262	4,431,114	5,369,962
Transfers Out	40,000	0	0	0	0
Expenditures Total	**$140,513,867**	**$436,737,121**	**$173,955,353**	**$173,801,342**	**$191,069,501**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Aurora Water Department 2022 projection is $154,000 (0.1 percent) under the 2022 Original Budget across all funds, but with significant variation between funds. The Wastewater Fund is projecting $3.1 million in savings, primarily from $1.5 million (9.3 percent) in personal service savings, and $1.3 million (21.8 percent) in supplies and service savings, especially in professional services.

The Water Fund is projected to be $2.4 million (2.3 percent) over the 2022 Original Budget, with $2.1 million (6.3 percent) in personal service savings partially offsetting a $4.0 million (17.8 percent) overage in supplies, primarily from increased Intergovernmental Agreement (IGA) payments, ditch company assessment costs, and credit card fees. A supplemental will be necessary for these.

The 2022 budget marks the first time Aurora Water had a budget in the General Fund with the creation of the Central Customer Service Center funded in the 2022 Spring Supplemental. This supplemental included 4.0 FTE customer service staff.

2023 Department Budget Variance
The Aurora Water Department 2023 budget is $17.1 million (9.8 percent) higher than the 2022 Original Budget, with $9.6 million of that coming in base adjustments, including $5.4 million in mandated costs. The primary driver of the mandated cost increase includes $3.7 million in utility increases. The city's compensation increase of $3.3 million are also found in base adjustments.

There are $7.5 million in amendments in Aurora Water, with $6.0 million in the Water Fund, $1.1 million in the Wastewater Fund, $334,300 in the Development Review Fund (DRF), and $95,000 in the General Fund. The 2023 budget marks the first time Aurora Water has had budget in the DRF, taking on the drainage review duties from Public Works. A total of 15.0 FTE are being added, including 5.1 FTE in the Water Fund, 3.9 FTE in the Wastewater Fund, 3.0 FTE in the Development Review Fund, and 3.0 FTE in the General Fund.

Details behind these amendments can be found in the Budget Amendment Request section.

Aurora Water

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-378,785
Mid Year Modifications	509,422
Compensation Adjustments	3,278,258
Mandated Costs	5,385,563
Other Adjustments	808,586
Total Base Adjustments	**$9,603,044**

BUDGET AMENDMENT REQUESTS

	2023					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	**FTE**	**Budget**	**FTE**	**Budget**	**FTE**	**Budget**
New Appropriation						
Activate and Fund 8.0 FTE Across Various Departments in the Development Review Fund	0.00	0	0.00	0	**3.00**	**334,289**

Program affected: Various in Aurora Water, Public Works, Planning and Development Services
Strategic Outcome: Planned and Maintained
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 1.0 FTE Building Life Safety Supervisor, 1.0 FTE Permit Technician Supervisor, and 1.0 FTE Plan Review Manager for the new Development Review Division within the department. Aurora Water will add 1.0 FTE Engineer, 1.0 FTE Engineer Technician, and 1.0 FTE Project Engineer as the Drainage Review has been transferred from Public Works to Aurora Water. Planning and Development Services will add 1.0 FTE Planning Supervisor and 1.0 FTE Project Coordinator.

Add 1.0 FTE - Convert Variable Hour GIS Specialist	0.40	39,094	0.60	58,644	**1.00**	**97,738**

Program affected: Planning and Engineering Services
Strategic Outcome: Planned and Maintained
Duration: Ongoing
The GIS staff has utilized variable hour staff and intern staff over the last several years to manage an ever-increasing workload. The recent Water Tech Master Plan identified additional resources needed to maintain a level of service as more staff across the utility become reliant on the GIS data and associated tools. The GIS staff workload is especially heavy in times of new development; however, should that decrease, there is a list of 120 outstanding project requests that continues to grow.

Aurora Water

BUDGET AMENDMENT REQUESTS

	2023					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	FTE	Budget	FTE	Budget	FTE	Budget
New Appropriation						
Add 1.0 FTE - Convert Variable Hour Project Engineer (SCADA)	0.40	50,656	0.60	75,982	**1.00**	**126,638**

Program affected: Planning and Engineering Services
Strategic Outcome: Planned and Maintained
Duration: Ongoing
The Planning and Engineering Team currently has 2 FTEs for Supervisory Control and Data Acquisition (SCADA) related aspects for our capital projects delivery. These two staff are responsible for reviews of design drawings, one-line and electrical drawings, and then construction services including Factory Acceptance and Site Acceptance testing duties (FATS and SATS). SCADA is required on all projects that have a need for remote operation or remote monitoring/data collection. This includes all treatment plants, pump stations, lift stations, wells, large PRVs, and remotely operated valves. Due to the age of much of the existing SCADA infrastructure, the increased number of pumping facilities, and overall system expansion, the number of SCADA related projects has tripled in the last few years. In 2020, the team had 7 design projects and 8 construction projects. Now in 2022, the team has 23 design projects and 15 construction projects. Recognizing the drastic increase in SCADA related projects starting in 2021, the team asked for a variable hour position to help with the workload. However, when looking at the long-term capital projections, realizing the significant time dedication required for FATS and SATS, and the challenge to get this position backfilled as a variable hour position, engineering is requesting conversion from variable hour to an FTE.

Add 1.0 FTE AW Technology Administrator	0.40	62,417	0.60	93,627	**1.00**	**156,044**

Program affected: Financial Administration
Strategic Outcome: Planned and Maintained
Duration: $154,000 Ongoing, $2,000 One-time
Add 1.0 FTE AW Technology Administrator as identified in the Water Technology Master Plan. This position is needed for a broader view of the Water Technology Program and managing priorities, budget, and governance of all technology in the department.

The Aurora Water Technology Administrator creates a technology vision and strategy for the City of Aurora Water department and ensures its integration across diverse divisions within the utility in coordination with the City Information Technology Department. They will identify opportunities for differentiating the technology portfolio including capabilities and solutions. They will act as a change agent in leading the organizational changes that are required to create and maintain the necessary technology portfolio. They will possess extensive knowledge and understanding of the evolving utility technology market and act as a thought leader on emerging technology trends. They are responsible for researching and developing new strategies and implement water technology policies.

Add 1.0 FTE Customer Billing Representative	0.30	23,525	0.70	54,887	**1.00**	**78,412**

Program affected: Financial Administration
Strategic Outcome: Planned and Maintained
Duration: Ongoing
This request is for one Customer Service Representatives (CSR) for the Water Billing & Customer Service section of Financial Administration and reduce temporary contract labor to continue to ensure the highest level of customer service as the City continues to grow. As the City continues to grow and the number of Water customers continues to expand, the workload for customer service representatives also continues to grow. The additional FTE will help to maintain good customer service to our water customers.

Aurora Water

BUDGET AMENDMENT REQUESTS

	2023					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	FTE	Budget	FTE	Budget	FTE	Budget
New Appropriation						
Add 1.0 FTE Paralegal II and Reduce Outside Legal Services	0.00	0	0.00	-99,098	**0.00**	**-99,098**

Program affected: City Attorney Civil Division (Water Fund)
Strategic Outcome: Planned and Maintained
Duration: Ongoing $0 (Water Fund), $1,000 (GF)
This zero dollar ongoing amendment will add FTE authority for 1.0 FTE in the City Attorney's Office Water Fund budget. To offset the cost of adding the FTE, the department, in coordination with Aurora Water, has reduced the outside legal services appropriation housed in Aurora Water. There is a small ongoing increase of $1,000 for office-related needs in the City Attorney's General Fund budget. This position will address the increasing need for more in-house water acquisition support for the Water Department. The increase is due to the retirement of the long-used outside water attorney and will support the new in-house water attorney authorized in the 2022 budget. This position will report to the development group manager and support the senior water attorney. As the in-house staffing comes on board, the outside legal services budget will continue to be reviewed and adjusted as needed.

Add 1.0 FTE Project Coordinator	0.40	35,611	0.60	53,415	**1.00**	**89,026**

Program affected: Planning and Engineering Services
Strategic Outcome: Planned and Maintained
Duration: $87,000 Ongoing, $2,000 One-time
Planning and Engineering has seen a steady increase of capital projects over the past few years due to the growth of the City and the continually aging infrastructure. Therefore, our current estimator/scheduler has been asked to perform project management duties. In addition, as a part of our succession planning efforts, we have started to cross-train our scheduler/estimator/project manager on the North Campus program while also transitioning the Senior Engineer currently overseeing the North Campus to assist with the Homestake assets shared with Colorado Springs Utilities. Therefore, we are requesting a project coordinator role to perform scheduling/estimating and additional project coordination roles to support the project managers and the SCADA team whose workload has tripled in the past three years.

Add 1.0 FTE Water Conservation Manager	0.00	0	1.00	199,917	**1.00**	**199,917**

Program affected: Public Info and Water Conservation
Strategic Outcome: Thriving
Duration: $197,400 Ongoing, $2,500 One-time
Water Conservation has increasingly become a source for water to meet increased impacts on the city's existing water system of a hotter and drier climate, while effectively creating an additional water source to meet the needs of a growing community. Conservation tracks the total cost of water saved. Analysis shows efficiently utilizing current supplies increases the reusability of current and future water rights, at a cost that is one half to one third of new water acquisition. There is currently one supervisory position in Water Conservation which has been actively involved in higher level policy recommendations and determinations, more in line with the expectations of a manager. It also noted that there were too many direct reports to the supervisor, which has daily operational duties beyond personnel oversight. Creating a Water Conservation Manager will allow for sharing of personnel duties by retaining a supervisor to oversee several programs and their staff and allow the Manager position to focus on higher level discussions with stakeholders, both internal and external.

Aurora Water

BUDGET AMENDMENT REQUESTS

	2023					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	FTE	Budget	FTE	Budget	FTE	Budget
New Appropriation						
Add 1.0 FTE Water Resources Project Manager	0.00	0	1.00	143,303	**1.00**	**143,303**

Program affected: Water Resources
Strategic Outcome: Planned and Maintained
Duration: $139,300 Ongoing, $4,000 One-time
Aurora Water owns more than 25,000 acres of land over 116 different properties and more than 17,000 acres of dry-up covenants and easements outside of city limits. The Water Resources Division manages and maintains these lands in conjunction with other teams in Water Operations. However, as Water Resources acquires more water rights and often more land, more compliance requirements must be managed and met. This is most prevalent in the Lower South Platte River Basin due to the nature of acquiring agricultural water rights and changing it to municipal use. Currently, multiple Water Resources staff manage the lands and various water use agreements, leases, and contracts in the Lower South Platte, the Upper South Platte and the Upper Arkansas areas. These staff have multiple other responsibilities and projects as well. A dedicated lands management staff person would ensure a comprehensive approach.

Add 2.0 FTE - Convert Variable Hour Water Utility Inspectors	0.80	75,078	1.20	112,610	**2.00**	**187,688**

Program affected: Planning and Engineering Services
Strategic Outcome: Planned and Maintained
Duration: Ongoing
The inspections staff has relied on several variable hour staff as well as third party resources over the last several years due to the continued growth in the City. The intent of this request is to convert two inspectors this year to FTE positions while monitoring workload for the need. One is in utility inspections and one is in our watch and protect group. In addition to the base workload, the team plans to train/increase training for inspectors to do more complex inspections that are currently being managed by third party consultants. If the development rate does decrease, this staff will stay fully utilized and afford opportunities to save on utility consultant costs. Additional benefits of an FTE position are to get more qualified candidates in a tough job market. For the Watch and Protect Group, there are currently three employees (one full time variable hour and two part time variable hour) who provide oversight of the two most critical pipelines (Rampart and PWP). They drive the lines to ensure no one is constructing near them without a license agreement, help issue license agreements, and do construction oversight for those working near the lines once a license agreement is issued.

Add 3.0 FTE Customer Service Representatives	0.00	0	0.00	0	**3.00**	**95,028**

Program affected: Financial Administration
Strategic Outcome: Planned and Maintained
Duratoin: Ongoing
This amendment will add three additional Customer Service Representatives (CSRs) for Access Aurora while eliminating three Contract Labor Employees (CLEs) positions to ensure the highest level of customer service for the call center and Customer Service Hub in the General Fund. Access Aurora is currently understaffed to meet the needs of Aurora constituents. Access Aurora staff has been working diligently to maintain quality service and create efficiencies through the rapid changes and increases in roles and responsibilities. This amendment will ensure that appropriate service levels continue to be met through both the call center and walk-in center.

Aurora Water

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 Wastewater Fund FTE	Wastewater Fund Budget	Water Fund FTE	Water Fund Budget	Total FTE	Total Budget
New Appropriation						
Add Appropriation for Pump and Motor Maintenance	0.00	50,000	0.00	75,000	**0.00**	**125,000**
Program affected: Operations and Maintenance Strategic Outcome: Planned and Maintained Duration: Ongoing The Pumping Section has a list of planned pump and motor rebuilds scheduled on a regular interval. With the inflationary costs for materials and shipping, additional funding is needed to cover the estimated annual cost for rehabilitating the pumps and motors or the purchase of smaller motors that are not fiscally viable to rebuild. This next year additional funding is required due to the number of pieces of equipment scheduled. The scheduled rebuilding of the pumps and motors is critical to maintaining reliable pump and lift stations.						
Add Appropriation for the Construction and Repair Program	0.00	58,500	0.00	331,500	**0.00**	**390,000**
Program affected: Operations and Maintenance Strategic Outcome: Planned and Maintained Duration: Ongoing This request for increased funding will cover cost overruns incurred in the last two years. Cost overruns have been due to overtime pay, the increase cost of parts stocked in the warehouse, the increased cost of other construction materials, and increased costs when renting barricades for traffic control during water main break repairs.						
Hydro Excavation Vacuum Truck	0.00	88,500	0.00	501,500	**0.00**	**590,000**
Program affected: Operations and Maintenance Strategic Outcome: Planned and Maintained Duration: One-time Request the purchase of a hydro excavation vacuum truck. Vacuum excavation has become an expanding necessity for safe excavation around subsurface infrastructure which is becoming increasingly crowded by dry utilities. Current practice for stormwater system cleaning and large hydro-excavations is to request a Vac-Con combination vacuum and jet sewer cleaner truck, resulting in the crew being pulled from normal sewer cleaning duties to perform these activities. Purchasing this vacuum truck reduces the amount of workforce needed at a site and allows for crew efficiency. This will also provide a dedicated tool for excavation crews, stormwater maintenance, and allows the sewer cleaning crews to remain focused on their core function of maintaining the sewer collection systems. In 2021, Wastewater sewer cleaning crews were pulled from performing core duties and dispatched to excavate in assistance for Water T&D crews a total of 538 labor hours not including Vac-Con operating time and costs. Vacuum excavators can also be using for removing debris from storm drain inlets totaling 592 labor hours. Purchasing this vacuum excavator allows for more efficiency in providing a dedicated tool for excavation crews and Stormwater maintenance crews and allows the sewer cleaning crews to remain more focused on their core function of maintaining the sewer collection systems. This unit will primarily be utilized by both the Construction and Stormwater sections within O&M. With increasing excavations that have an abundance of surrounding dry utilities and tight access locations, hydro excavations are becoming a more efficient and safer way to excavate and complete repairs. Due to the increasing installation of water quality structures, debris removal and design changes of pond outlet structures within the stormwater system, purchasing this unit will also allow for safe, proactive, and efficient ways of cleaning the stormwater system.						

Aurora Water

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 Wastewater Fund FTE	Wastewater Fund Budget	Water Fund FTE	Water Fund Budget	Total FTE	Total Budget
New Appropriation						
Increase Appropriation for Variable Hour Staffing	0.00	60,000	0.00	90,000	**0.00**	**150,000**
Program affected: Planning and Engineering Services Strategic Outcome: Planned and Maintained Duration: Ongoing Planning and Engineering Services is requesting an ongoing add of $150,000. The P&E 2018, 2019, 2020, and 2021 temporary labor costs (including benefits) have been 290,000, $350,000, $350,000, and $420,000 respectively. The temporary staff assist with the additional tasks that are generated from the continued strong development in the City. This also includes staff to better protect our raw water lines (Watch and Protect) due to increased construction outside the City and SCADA support staff to address the constant need for communications and control of external facilities.						
Lead Replacement Program	0.00	0	0.00	3,000,000	**0.00**	**3,000,000**
Program affected: Environmental Services Strategic Outcome: Healthy and Safe Duration: Ongoing This is a five-year project with the intent to remove lead and galvanized service lines. Aurora Water, focused on evaluating houses older than 1954, initiated a program to begin replacing identified lead service lines in 2018. The older area of Aurora, where the majority of houses built before 1954 are located, was identified as the area where lead service lines could be present. This effort will positively impact the community by removing these types of service lines.						
Power BI Software Purchase	0.00	28,000	0.00	42,000	**0.00**	**70,000**
Program affected: Planning and Engineering Services Strategic Outcome: Planned and Maintained Duration: Ongoing Planning and Engineering Services needs an additional $70,000 in 2023 for the Software budget to pay for the following license increase: Power BI Capacity and Power BI Pro. Currently, the City of Aurora only licenses individual creator licenses for Power BI. For Aurora Water to utilize the dashboards created from several key 2022 and 2023 projects (Wemlinger Asset Management plan, IWMP 2, etc.) Aurora Water will need to license a server for Power BI (which will cover all 'viewers' of dashboards as well as the data model required to build them) and license several Power Users to create and modify dashboards. The Business Intelligence (BI) platform will enhance Aurora Water's current reporting capability to combine data from multiple systems, allow for additional functionality such as forecasting, and will be easier for users to gain insight from the data already collected. This will eventually eliminate the use of Aurora Water's current reporting software: SSRS and Crystal.						
Pump Casing for Large PW Conveyance Pumps	0.00	231,600	0.00	347,400	**0.00**	**579,000**
Program affected: Operations and Maintenance Strategic Outcome: Planned and Maintained Duration: One-time The casings on the smaller pumps in the Prairie Waters conveyance system showed degradation of the pump volute, a part of the pump housing. As a result, the three smaller pumps casings are being replaced. The larger pumps, which are of the same material and manufactured by the same company, are critical to pumping needed water. These pumps can convey between six to fifteen million gallons of water per day, which will be needed in the agreement to provide water for the WISE partnership. The Prairie Waters conveyance system at start-up was only needed on a limited basis. As the City has grown, the system is now being used as a primary source of water for Aurora customers and for the WISE partnership. In order to ensure the pump station can continue uninterrupted operation of the stations, these pump casings are critical to have on-hand for the scheduled maintenance of the pumps.						

Aurora Water

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 Wastewater Fund FTE	Wastewater Fund Budget	Water Fund FTE	Water Fund Budget	Total FTE	Total Budget
New Appropriation						
Replace Laboratory Equipment Used for Sampling Drinking Water	0.00	37,500	0.00	212,500	**0.00**	**250,000**
Program affected: Environmental Services Strategic Outcome: Planned and Maintained Duration: One-time Drinking water regulations require quarterly sampling for disinfection byproducts including THMs and HAAs. In addition to the required quarterly samples, Aurora Water samples on a monthly basis to monitor these compounds to inform the treatment division. The current instrument is 25 years old and is nearing the end of it's serviceable life. In 2021, the instrument required $4,200 of repairs and was down for almost two months. The cost of subcontracting the tests is $4,400 a quarter if the instrument is not operational. A newer instrument would not only allow us to maintain our current analytical capacity, but would also provide an opportunity to expand our ability to analyze for other non-regulated THM and HAA compounds and other parameters such as those related to taste & odor.						
Rocky Ford II Revegetation Efforts & Land Management	0.00	0	0.00	200,000	**0.00**	**200,000**
Program affected: Water Resources Strategic Outcome: Planned and Maintained Duration: $50,000 Ongoing, $150,000 One-time As part of the Rocky Ford II Revegetation Efforts & Land Management Program, an additional $50,000 is requested as well as a $150,000 one-time budget request for mitigation in 2023.						
Southeast Area Maintenance Facility (SEAM)	0.00	86,000	0.00	129,000	**0.00**	**215,000**
Program affected: Financial Adminstration Strategic Outcome: Planned and Maintained Duration: $115,000 Ongoing, $100,000 One-time The new SEAM facility is scheduled to be completed in 2023. This request will cover expenses necessary for the move to the Southeast Area Maintenance Facility and ongoing operations to include things such as utilities, custodial, equipment installation, landscape maintenance, and building systems support.						
Strontia Springs Watershed Management Program	0.00	0	0.00	188,760	**0.00**	**188,760**
Program affected: Strategic Outcome: Planned and Maintained Duration: $78,700 Ongoing, $110,100 One-time Aurora Water has several agreements with Denver Water for the operation and maintenance of Strontia Springs Reservoir. Aurora is obligated to pay a certain percentage of costs for these activities. There have been several wildfires within the basin above Strontia Springs Reservoir in the last 20 years. As a result, the sediment load and potential sediment load that can wash into the reservoir has increased. As sediment washes in, the total volume of the reservoir decreases. Aurora Water and Denver Water have agreed to 5-year management program aimed at removing and reducing sediment within the basin.						
Technical Adjustment: FTE Allocations Between Funds - Administrative	1.10	61,426	-1.10	-61,426	**0.00**	**0**
Program affected: Various Strategic Outcome: Planned and Maintained Duration: Ongoing This technical adjustment will reallocate administrative FTE between programs/funds (Water and Wastewater) as part of a re-organizational decision to better meet identified operational needs of the department.						

Aurora Water

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 Wastewater Fund FTE	Wastewater Fund Budget	Water Fund FTE	Water Fund Budget	Total FTE	Total Budget
New Appropriation						
Technical Adjustment: FTE Allocations Between Funds - Environmental	0.10	12,362	-0.10	-12,362	**0.00**	**0**
Program affected: Various Strategic Outcome: Planned and Maintained Duration: Ongoing This technical adjustment will reallocate environmental FTE between programs/funds (Water and Wastewater) as part of a re-organizational decision to better meet identified operational needs of the department.						
Vehicles to Support New Staff	0.00	60,000	0.00	90,000	**0.00**	**150,000**
Program affected: Planning and Engineering Services Strategic Outcome: Planned and Maintained Duration: One-time Three vehicles to support the new staff requested in the inspections and engineering teams (one pool vehicle and two inspection trucks). All vehicles being requested are electric vehicles to also allow for piloting for a future electric fleet (two trucks and one SUV).						
Watershed Health	0.00	0	0.00	100,000	**0.00**	**100,000**
Program affected: Water Resources Strategic Outcome: Healthy and Safe Duration: Ongoing Aurora Water diverts water from three major river basins within the state. The total area of Aurora's watershed is about 17,852 square miles or about 17% of the entire state of Colorado. Catastrophic wildfires are growing in intensity and impact. Wildfires can have enormously costly negative impacts on water supply infrastructure. For example, the debris from the Hayman fire that flowed into Strontia Springs Reservoir has cost over $40 million dollars to remove. The Water Resources Division collaborates with other water providers like Denver Water, Colorado Spring Utilities and Pueblo Board of Water Works as well as other local, state and federal agencies and non-governmental organizations (NGOs) on projects and processes to prevent fires and mitigate impacts from fires in our watersheds. Several collaborative groups have been formed where water providers and NGO's can partner with the US and State Forest services to bring more resources, voices and political support to successfully navigate federal and state process in an effort to complete watershed health projects. These projects are labor intensive. Aurora Water is part of many of these collaboratives but has limited staff resources. As such, we usually contribute financially to many of these efforts. Our funding goes to either direct work within the forest or to support the process.						
WTO Training and New Employee Certification Incentive Program	0.00	37,744	0.00	56,615	**0.00**	**94,359**
Program affected: Support Services Strategic Outcome: Planned and Maintained Duration: Ongoing Request additional training funding for Instrumentation and Control Section for new online TPC Simulation Training, Thermography training & certification, Rockwell Automation Conference, Rocky Mountain Section AWWA local conference, ongoing Lenel training/certifications, and certification incentives for Electrical and HMI staff. Downtime of increasingly complex equipment can cost thousands and put a strain on water treatment plants and city infrastructure.						
New Appropriation Total	**3.90**	**1,098,013**	**5.10**	**5,983,774**	**15.00**	**7,511,104**
Amendment Request Total	**3.90**	**1,098,013**	**5.10**	**5,983,774**	**15.00**	**7,511,104**

Aurora Water

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Development Review Fund	0	0	0	0	334,289
General Fund	0	0	0	518,276	637,894
Wastewater Fund	55,942,662	79,675,453	70,894,701	67,828,832	74,122,629
Water Fund	84,571,205	357,061,668	103,060,652	105,454,234	115,974,689
Expenditures Total	**$140,513,867**	**$436,737,121**	**$173,955,353**	**$173,801,342**	**$191,069,501**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Development Review Fund	0.00	0.00	0.00	0.00	3.00
General Fund	0.00	0.00	0.00	4.00	7.00
Wastewater Fund	156.08	155.83	160.03	160.48	164.38
Water Fund	312.92	317.17	324.97	324.52	329.62
Staffing Total	**469.00**	**473.00**	**485.00**	**489.00**	**504.00**

PROGRAM DETAIL

Administration

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

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	156,614	195,717	207,377	185,062	236,923
Water Fund	266,492	295,257	312,288	274,955	355,615
Expenditures Total	**$423,106**	**$490,974**	**$519,665**	**$460,017**	**$592,538**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	401,339	408,532	385,078	448,204	457,388
Supplies and Services	18,379	78,022	129,803	7,401	129,803
Interfund Charges	3,388	4,420	4,784	4,412	5,347
Expenditures Total	**$423,106**	**$490,974**	**$519,665**	**$460,017**	**$592,538**
STAFFING SUMMARY					
Wastewater Fund	0.80	0.80	0.80	0.80	0.80
Water Fund	1.20	1.20	1.20	1.20	1.20
Staffing Total	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

Aurora Water

PROGRAM DETAIL

Debt Service

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

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	3,695,793	6,440,283	8,897,753	8,921,821	8,505,467
Water Fund	20,925,026	24,223,876	28,576,190	28,605,443	28,646,477
Expenditures Total	**$24,620,819**	**$30,664,159**	**$37,473,943**	**$37,527,264**	**$37,151,944**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	5,122	20,607	0	53,321	0
Debt Related	24,615,697	30,643,552	37,473,943	37,473,943	37,151,944
Expenditures Total	**$24,620,819**	**$30,664,159**	**$37,473,943**	**$37,527,264**	**$37,151,944**

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 2023 budget includes the net allocation of 2.5 FTE from other programs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	1,739,820	1,643,289	2,139,726	1,941,170	2,360,183
Water Fund	1,535,790	1,552,669	1,695,353	1,938,299	5,110,216
Expenditures Total	**$3,275,610**	**$3,195,958**	**$3,835,079**	**$3,879,469**	**$7,470,399**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,532,961	2,607,903	2,903,796	2,720,046	3,284,118
Supplies and Services	662,812	559,446	902,750	892,207	3,898,579
Interfund Charges	22,007	22,263	28,533	21,475	37,702
Capital Related	57,830	6,346	0	245,741	250,000
Expenditures Total	**$3,275,610**	**$3,195,958**	**$3,835,079**	**$3,879,469**	**$7,470,399**
STAFFING SUMMARY					
Wastewater Fund	14.12	14.12	14.62	14.62	16.12
Water Fund	11.38	11.38	11.88	11.88	12.88
Staffing Total	**25.50**	**25.50**	**26.50**	**26.50**	**29.00**

Aurora Water

PROGRAM DETAIL

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 Spring Supplemental transferred 3.0 FTE from Support Services and also added 4.0 FTE Access Aurora positions. The 2023 budget includes the addition of 3.0 Access Aurora Customer Service FTE, 1.0 FTE AW Technology Administrator, 1.0 FTE Customer Billing Representative, and a net allocation of 6.4 FTE from other programs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	0	0	0	518,276	637,894
Wastewater Fund	33,857,938	54,134,235	40,827,894	39,459,566	42,342,143
Water Fund	11,910,185	279,304,903	15,620,951	16,176,892	17,763,678
Expenditures Total	**$45,768,123**	**$333,439,138**	**$56,448,845**	**$56,154,734**	**$60,743,715**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	3,180,334	3,157,059	3,015,138	3,669,626	4,718,389
Allocated Expenses	7,785,512	8,267,117	8,527,945	8,527,945	9,654,333
Supplies and Services	2,714,348	4,653,939	4,083,456	5,915,754	4,696,582
Utilities	29,165,096	33,076,850	34,725,270	34,725,270	35,406,164
Interfund Charges	1,771,849	1,924,443	2,123,738	2,118,929	2,294,949
Debt Related	300	281,218,477	2,180	2,180	2,180
Capital Related	1,150,684	1,141,253	3,971,118	1,195,030	3,971,118
Expenditures Total	**$45,768,123**	**$333,439,138**	**$56,448,845**	**$56,154,734**	**$60,743,715**
STAFFING SUMMARY					
General Fund	0.00	0.00	0.00	4.00	7.00
Wastewater Fund	13.00	13.00	13.40	14.30	17.80
Water Fund	23.00	23.00	23.60	25.70	30.60
Staffing Total	**36.00**	**36.00**	**37.00**	**44.00**	**55.40**

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 2023 budget includes a net 4.4 FTE allocated to other programs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	9,263,025	9,668,148	9,955,418	9,172,383	10,804,185
Water Fund	12,386,032	12,708,882	12,710,653	13,557,218	15,224,796
Expenditures Total	**$21,649,057**	**$22,377,030**	**$22,666,071**	**$22,729,601**	**$26,028,981**

Aurora Water

PROGRAM DETAIL

Operations & Maintenance

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	12,712,017	12,987,095	14,188,810	12,463,021	14,762,497
Supplies and Services	3,246,528	3,556,702	3,611,992	3,227,223	4,545,283
Utilities	3,265,284	3,098,869	3,435,100	3,539,437	4,345,800
Interfund Charges	970,462	982,672	1,150,025	1,083,037	1,420,557
Capital Related	1,454,766	1,751,692	280,144	2,416,883	954,844
Expenditures Total	**$21,649,057**	**$22,377,030**	**$22,666,071**	**$22,729,601**	**$26,028,981**
STAFFING SUMMARY					
Wastewater Fund	70.86	70.86	71.36	71.36	68.81
Water Fund	78.14	78.14	78.64	78.64	76.79
Staffing Total	**149.00**	**149.00**	**150.00**	**150.00**	**145.60**

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 2023 budget includes amendments to add 3.0 FTE Engineers in the Development Review Fund and 1.0 FTE Project Coordinator, 1.0 FTE GID Specialist conversion, 1.0 FTE SCADA Project Engineer conversion, and 2.0 FTE Water Utility Inspector conversion as detailed in the Budget Amendment Requests section.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Development Review Fund	0	0	0	0	334,289
Wastewater Fund	2,946,847	3,031,219	3,830,315	3,516,520	4,371,854
Water Fund	4,854,688	4,837,122	5,160,127	5,904,171	6,122,573
Expenditures Total	**$7,801,535**	**$7,868,341**	**$8,990,442**	**$9,420,691**	**$10,828,716**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	5,788,771	6,373,621	6,739,141	6,763,143	8,189,127
Allocated Expenses	0	0	56,142	56,142	63,478
Supplies and Services	1,727,978	1,420,054	2,086,371	2,424,474	2,289,249
Interfund Charges	79,575	71,466	108,788	88,473	136,862
Capital Related	205,211	3,200	0	88,459	150,000
Expenditures Total	**$7,801,535**	**$7,868,341**	**$8,990,442**	**$9,420,691**	**$10,828,716**
STAFFING SUMMARY					
Development Review Fund	0.00	0.00	0.00	0.00	3.00
Wastewater Fund	21.20	21.60	23.60	23.60	25.60
Water Fund	31.80	32.40	35.40	35.40	38.40
Staffing Total	**53.00**	**54.00**	**59.00**	**59.00**	**67.00**

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 K-12 schools 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 2023 Budget includes a 1.0 FTE Water Conservation Manager amendment.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Water Fund	2,587,996	2,578,947	2,824,061	2,632,971	3,195,413
Expenditures Total	**$2,587,996**	**$2,578,947**	**$2,824,061**	**$2,632,971**	**$3,195,413**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,586,729	1,791,474	1,993,365	1,872,458	2,366,856
Supplies and Services	862,089	699,066	805,413	713,652	811,413
Utilities	131	0	200	200	200
Interfund Charges	16,109	19,277	25,083	15,583	16,944
Capital Related	82,938	69,130	0	31,078	0
Transfers Out	40,000	0	0	0	0
Expenditures Total	**$2,587,996**	**$2,578,947**	**$2,824,061**	**$2,632,971**	**$3,195,413**
STAFFING SUMMARY					
Water Fund	15.00	16.00	16.00	16.00	17.00
Staffing Total	**15.00**	**16.00**	**16.00**	**16.00**	**17.00**

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. In the 2022 Spring Supplemental, 3.0 FTE were transferred to the Finance Administraton Program. In 2023, an additional 2.0 FTE were allocated to other programs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	2,689,533	3,054,988	3,298,143	2,989,177	3,381,687
Water Fund	6,548,548	7,366,883	8,355,118	7,238,688	8,345,618
Expenditures Total	**$9,238,081**	**$10,421,871**	**$11,653,261**	**$10,227,865**	**$11,727,305**

Aurora Water

PROGRAM DETAIL

Support Services

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	7,744,932	8,095,501	9,009,956	7,974,168	9,012,113
Supplies and Services	870,943	1,986,107	2,220,700	1,760,105	2,315,568
Utilities	19,791	22,530	21,700	25,156	28,820
Interfund Charges	198,521	190,335	291,905	231,754	370,804
Capital Related	403,894	127,398	109,000	236,682	0
Expenditures Total	**$9,238,081**	**$10,421,871**	**$11,653,261**	**$10,227,865**	**$11,727,305**
STAFFING SUMMARY					
Wastewater Fund	25.35	24.70	25.50	25.05	24.50
Water Fund	65.65	65.30	66.50	63.95	62.50
Staffing Total	**91.00**	**90.00**	**92.00**	**89.00**	**87.00**

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. In 2023, a net 2.5 FTE was allocated to other programs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Wastewater Fund	1,593,092	1,507,574	1,738,075	1,643,133	2,120,187
Water Fund	12,489,608	13,035,175	14,715,319	14,756,058	16,133,455
Expenditures Total	**$14,082,700**	**$14,542,749**	**$16,453,394**	**$16,399,191**	**$18,253,642**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	7,341,842	7,346,235	8,137,107	7,369,830	8,561,341
Supplies and Services	5,212,729	5,591,924	6,652,259	6,922,406	6,634,395
Utilities	1,366,577	1,374,958	1,508,700	1,821,760	2,872,100
Interfund Charges	115,053	103,424	108,328	112,237	157,806
Capital Related	46,499	126,208	47,000	172,958	28,000
Expenditures Total	**$14,082,700**	**$14,542,749**	**$16,453,394**	**$16,399,191**	**$18,253,642**
STAFFING SUMMARY					
Wastewater Fund	10.75	10.75	10.75	10.75	10.75
Water Fund	64.75	66.75	67.75	67.75	65.25
Staffing Total	**75.50**	**77.50**	**78.50**	**78.50**	**76.00**

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. A 1.0 FTE Water Resource Project Manager has been added to the 2023 Proposed Budget.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Water Fund	11,066,840	11,157,954	13,090,592	14,369,539	15,076,848
Expenditures Total	**$11,066,840**	**$11,157,954**	**$13,090,592**	**$14,369,539**	**$15,076,848**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,629,978	2,647,565	3,002,920	2,823,942	3,346,416
Allocated Expenses	131,092	151,231	297,188	297,188	294,049
Supplies and Services	6,654,435	5,920,399	7,706,988	9,130,348	8,351,709
Utilities	1,513,281	2,321,846	2,051,500	2,058,920	3,047,448
Interfund Charges	13,740	11,417	15,996	14,858	21,226
Capital Related	124,314	105,496	16,000	44,283	16,000
Expenditures Total	**$11,066,840**	**$11,157,954**	**$13,090,592**	**$14,369,539**	**$15,076,848**
STAFFING SUMMARY					
Water Fund	22.00	23.00	24.00	24.00	25.00
Staffing Total	**22.00**	**23.00**	**24.00**	**24.00**	**25.00**

Aurora911

PROGRAM SUMMARY

Aurora911

$14,960,531 91 FTE

*Provides all Fire and Police radio communications and dispatch

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**91.00**	**90.00**	**91.00**	**91.00**	**91.00**
EXPENDITURES	**11,927,775**	**12,373,847**	**12,977,198**	**14,792,736**	**14,960,531**

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	91.00	90.00	91.00	91.00	91.00
Personal Services	6,739,325	7,269,182	7,581,536	8,435,153	8,771,439
Allocated Expenses	-1,959	0	0	0	0
Supplies and Services	77,595	111,602	262,710	460,792	192,006
Interfund Charges	201,019	217,171	240,215	239,163	258,526
Capital Related	0	0	0	63,696	0
Transfers Out	4,911,795	4,775,892	4,892,737	5,593,932	5,738,560
Expenditures Total	**$11,927,775**	**$12,373,847**	**$12,977,198**	**$14,792,736**	**$14,960,531**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Aurora911 Department primarily resides in two funds, the General Fund and the Enhanced E-911 (E-911) Fund. In 2022, due to significant turnover, additional overtime was used, and compensation increases were approved to address turnover which increased personal services by $853,600 (11.3 percent). Since the call-taker budget in the E-911 Fund is mostly covered with a subsidy from the General Fund, the compensation change increased the transfer out budget by $701,200 (14.3 percent). In addition, General Fund equipment purchases and Gifts & Grants Fund professional services expenditures associated with the 911 Nurse Triage Line drove total expenses in all funds to be $1.8 million over the 2022 Original Budget. A supplemental will be necessary for these expenses.

2023 Department Budget Variance
The Aurora911 Department 2023 budget is $2.0 million (15.3 percent) higher than the 2022 Original Budget primarily due to the aforementioned compensation increase and the related transfer from the General Fund to the E-911 Fund. There is one $6,300 add related to online training, resources, and clinical tools in the 2023 budget. There are no additional FTE.

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-77,000
Compensation Adjustments	1,189,903
Mandated Costs	18,311
Other Adjustments	845,823
Total Base Adjustments	**$1,977,037**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Online Training, Resources and Clinical Tools	0.00	6,296	0	6,296

Aurora911

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	Budget	Revenue	Net
General Fund / New Appropriation				
Program affected: Aurora911 Strategic Outcome: Healthy and Safe Duration: Ongoing This amendment will contract with the National Emergency Responder and Public Safety Center (NERPSC, LLC) for an online training platform designed to provide public safety agency employees with online training, resources, and clinical tools utilizing a membership model.				
New Appropriation Total	**0.00**	**6,296**	**0**	**6,296**
General Fund Total	**0.00**	**6,296**	**0**	**6,296**
Amendment Request Total All Funds	**0.00**	**6,296**	**0**	**6,296**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Enhanced E-911 Fund	5,066,248	5,591,786	5,645,464	6,454,537	6,621,416
General Fund	6,861,527	6,782,061	7,331,734	8,078,692	8,339,115
Gifts & Grants Fund	0	0	0	259,507	0
Expenditures Total	**$11,927,775**	**$12,373,847**	**$12,977,198**	**$14,792,736**	**$14,960,531**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Enhanced E-911 Fund	75.00	75.00	75.00	75.00	75.00
General Fund	16.00	15.00	16.00	16.00	16.00
Staffing Total	**91.00**	**90.00**	**91.00**	**91.00**	**91.00**

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.

EXPENDITURE SUMMARY BY FUND	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Enhanced E-911 Fund	5,068,207	5,591,786	5,645,464	6,454,537	6,621,416
General Fund	6,861,527	6,782,061	7,331,734	8,078,692	8,339,115
Gifts & Grants Fund	0	0	0	259,507	0
Expenditures Total	**$11,929,734**	**$12,373,847**	**$12,977,198**	**$14,792,736**	**$14,960,531**

Aurora911

PROGRAM DETAIL

Aurora911

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	6,739,325	7,269,182	7,581,536	8,435,153	8,771,439
Supplies and Services	77,595	111,602	262,710	460,792	192,006
Interfund Charges	201,019	217,171	240,215	239,163	258,526
Capital Related	0	0	0	63,696	0
Transfers Out	4,911,795	4,775,892	4,892,737	5,593,932	5,738,560
Expenditures Total	**$11,929,734**	**$12,373,847**	**$12,977,198**	**$14,792,736**	**$14,960,531**
STAFFING SUMMARY					
Enhanced E-911 Fund	75.00	75.00	75.00	75.00	75.00
General Fund	16.00	15.00	16.00	16.00	16.00
Staffing Total	**91.00**	**90.00**	**91.00**	**91.00**	**91.00**

City Attorney

PROGRAM SUMMARY

Civil Division

$5,179,065 32 FTE

*Provide legal counsel to the Mayor & City Council, Council Appointees and City Departments

Criminal Justice Division

$4,083,672 34 FTE

*Prosecute Aurora ordinance violations

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**62.00**	**61.00**	**64.00**	**64.00**	**66.00**
EXPENDITURES	**7,449,224**	**9,190,052**	**8,271,801**	**8,310,764**	**9,262,737**

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	62.00	61.00	64.00	64.00	66.00
Personal Services	6,739,952	6,665,608	7,729,671	7,343,798	8,589,243
Supplies and Services	573,501	2,376,899	379,577	804,413	497,515
Interfund Charges	135,771	147,545	162,553	162,553	175,979
Expenditures Total	**$7,449,224**	**$9,190,052**	**$8,271,801**	**$8,310,764**	**$9,262,737**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The City Attorney's Office primarily resides in two funds, the General Fund and the Water Fund. On a bottom-line basis, the department's 2022 projection is slightly over budget by $39,000 (0.5 percent), but the funds themselves show larger variances. In the General Fund, the department is projected to be $150,500 (1.9 percent) over the 2022 Original Budget. This is due to Equal Pay / Equal Work (EPEW) pay adjustments that were not included in the original budget. After taking this into account, the City Attorney's Office is projected to be on budget. On a more granular level, the Criminal Justice Division is seeing significant vacancies which is in turn driving an increase in professional services to cover those vacancies. Vacancies in the Civil Division are not as striking.

In the Water Fund, personnel savings are driving a $111,600 (37.5 percent) variance in the Civil Division nearly covering the additional projection in the General Fund for EPEW wage adjustments. Due to the vacancies in the Water Fund, contracted services were used with those costs incurred in the Water Department budget. Internal water attorney positions are being recruited to to limit further outside counsel legal fees to backfill vacancies.

2023 Department Budget Variance
The City Attorney's Office 2023 Budget is $990,900 (12.0 percent) greater than the 2022 Original Budget. Much of this increase, $582,500, can be found in base adjustments. Of the base adjustments, the compensation increase of $575,500 is the single largest factor. The compensation adjustment is driven primarily by the reflection of the 2022 EPEW pay changes in the department, as well as the citywide assumptions for pay and benefit increases for 2023.

The 2023 budget includes three amendments. One is in the Water Fund and will add 1.0 FTE Paralegal II. This amendment has a zero dollar impact to the Water Fund as Aurora Water is reducing the legal services appropriaton to offset the cost of bringing this in-house. The remaining two will impact the General Fund. One will add 1.0 FTE City Attorney position for 2 years to fulfill an intergovernmental agreement with the U.S. Attorney's Office. A second is for $166,400 associated with weekend court. Weekend court is a state mandate per HB22-1067 requiring municipal courts to hold a bond hearing within 48 hours for a jailed person on a municipal hold. More information on this amendment can be found in the Budget Amendment Request section.

City Attorney

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-5,460
Compensation Adjustments	575,486
Mandated Costs	20,626
Other Adjustments	-8,202
Total Base Adjustments	**$582,450**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Add 1.0 FTE Criminal City Attorney for US Attorney's Office IGA (two years)	1.00	141,992	0	141,992

Program affected: City Attorney Criminal Division
Strategic Outcome: Healthy and Safe
Duration: One-time $142,000 (2 years 2023/2024)
This amendment will add appropriation for 1.0 FTE in the City Attorney's Criminal Division for two years (2023/2024). Recent changes in state law have impacted the ability for law enforcement to prosecute certain crimes, including Possession of a Weapon by Previous Offenders (POWPO) in state court. These offenses remain federal offenses and there is the ability for law enforcement to pursue federal prosecution of these cases. The City and the US Attorney's Office have entered into an Intergovernmental Agreement (IGA), whereby the US Attorney's Office will appoint an Assistant City Attorney as a Special Assistant to the US Attorney (SAUSA). As a SAUSA, the Assistant City Attorney will work directly with and under the supervision of the US Attorney's Office to prosecute violent crimes involving a firearm under the U.S. Code, specifically felons illegally in possession of a firearm under 18 USC Section 922 but may include other violent offenses involving firearms, that originate in or are connected to Aurora.

Add 1.0 FTE Paralegal II and Reduce Outside Legal Services	0.00	1,000	0	1,000

Program affected: City Attorney Civil Division (Water Fund)
Strategic Outcome: Planned and Maintained
Duration: Ongoing $0 (Water Fund), $1,000 (GF)
This zero dollar ongoing amendment will add FTE authority for 1.0 FTE in the City Attorney's Office Water Fund budget. To offset the cost of adding the FTE, the department, in coordination with Aurora Water, has reduced the outside legal services appropriation housed in Aurora Water. There is a small ongoing increase of $1,000 for office-related needs in the City Attorney's General Fund budget. This position will address the increasing need for more in-house water acquisition support for the Water Department. The increase is due to the retirement of the long-used outside water attorney and will support the new in-house water attorney authorized in the 2022 budget. This position will report to the development group manager and support the senior water attorney. As the in-house staffing comes on board, the outside legal services budget will continue to be reviewed and adjusted as needed.

City Attorney

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Weekend Court	0.00	166,396	0	166,396

Programs affected: Case Management, City Attorney Criminal Division, Courtroom Assistants, Detention, Judicial, Marshal, Public Defender
Strategic Outcome: Healthy and Safe
Duration: Various across noted departments
In order to comply with HB22-1067, the city will begin to hold court over the weekend starting January 1, 2023. This amendment adds appropriation to cover the staffing needs at the courthouse for weekend court. To accomplish this, several staffing options will be used including relief staff, overtime, contracted staff and the addition of 1.0 FTE Public Defender. This request is based on the Court being open one day per weekend unless there is a holiday requiring the Court be open both weekend days, for a total of 63 weekend days.

Per the bill, municipal courts are required to hold a bond hearing within 48 hours for a person jailed only on a municipal hold, regardless of whether the deadline falls on a weekend or holiday. The 48-hour clock begins once the jail notifies the municipal court that a person is being held solely on the basis of a municipal hold, and the jail must ensure that the person is made available for the hearing. There are exceptions if the defendant refuses or is unable to attend the hearing in certain circumstances.

New Appropriation Total	**1.00**	**309,388**	**0**	**309,388**
General Fund Total	**1.00**	**309,388**	**0**	**309,388**
Water Fund / New Appropriation				
Add 1.0 FTE Paralegal II and Reduce Outside Legal Services	1.00	99,098	0	99,098

Program affected: City Attorney Civil Division (Water Fund)
Strategic Outcome: Planned and Maintained
Duration: Ongoing $0 (Water Fund), $1,000 (GF)
This zero dollar ongoing amendment will add FTE authority for 1.0 FTE in the City Attorney's Office Water Fund budget. To offset the cost of adding the FTE, the department, in coordination with Aurora Water, has reduced the outside legal services appropriation housed in Aurora Water. There is a small ongoing increase of $1,000 for office-related needs in the City Attorney's General Fund budget. This position will address the increasing need for more in-house water acquisition support for the Water Department. The increase is due to the retirement of the long-used outside water attorney and will support the new in-house water attorney authorized in the 2022 budget. This position will report to the development group manager and support the senior water attorney. As the in-house staffing comes on board, the outside legal services budget will continue to be reviewed and adjusted as needed.

New Appropriation Total	**1.00**	**99,098**	**0**	**99,098**
Water Fund Total	**1.00**	**99,098**	**0**	**99,098**
Amendment Request Total All Funds	**2.00**	**408,486**	**0**	**408,486**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	7,023,694	7,086,640	7,974,613	8,125,147	8,869,590
Gifts & Grants Fund	21,932	0	0	0	0
Water Fund	403,598	2,103,412	297,188	185,617	393,147
Expenditures Total	**$7,449,224**	**$9,190,052**	**$8,271,801**	**$8,310,764**	**$9,262,737**

City Attorney

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	60.00	60.00	62.00	62.00	63.00
Gifts & Grants Fund	1.00	0.00	0.00	0.00	0.00
Water Fund	1.00	1.00	2.00	2.00	3.00
Staffing Total	**62.00**	**61.00**	**64.00**	**64.00**	**66.00**

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.

The Civil Division FTE count goes up by 1.0 FTE in 2023 for the addition of the Paralegal II in the Water Fund. See amendment detail for more information.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	3,896,490	4,031,823	4,476,064	4,585,159	4,785,918
Water Fund	403,598	2,103,412	297,188	185,617	393,147
Expenditures Total	**$4,300,088**	**$6,135,235**	**$4,773,252**	**$4,770,776**	**$5,179,065**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	3,770,724	3,842,395	4,398,373	4,482,788	4,792,600
Supplies and Services	393,593	2,145,295	212,326	125,435	210,486
Interfund Charges	135,771	147,545	162,553	162,553	175,979
Expenditures Total	**$4,300,088**	**$6,135,235**	**$4,773,252**	**$4,770,776**	**$5,179,065**
STAFFING SUMMARY					
General Fund	28.00	28.00	29.00	29.00	29.00
Water Fund	1.00	1.00	2.00	2.00	3.00
Staffing Total	**29.00**	**29.00**	**31.00**	**31.00**	**32.00**

City Attorney

PROGRAM DETAIL

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.

The Criminal Division FTE count goes up by 1.0 FTE in 2023 for the addition of the attorney position added for two years in accordance with the IGA with the U.S. Attorney's Office. See amendment detail for more information.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	3,127,204	3,054,817	3,498,549	3,539,988	4,083,672
Gifts & Grants Fund	21,932	0	0	0	0
Expenditures Total	**$3,149,136**	**$3,054,817**	**$3,498,549**	**$3,539,988**	**$4,083,672**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,969,228	2,823,213	3,331,298	2,861,010	3,796,643
Supplies and Services	179,908	231,604	167,251	678,978	287,029
Expenditures Total	**$3,149,136**	**$3,054,817**	**$3,498,549**	**$3,539,988**	**$4,083,672**
STAFFING SUMMARY					
General Fund	32.00	32.00	33.00	33.00	34.00
Gifts & Grants Fund	1.00	0.00	0.00	0.00	0.00
Staffing Total	**33.00**	**32.00**	**33.00**	**33.00**	**34.00**

City Council

PROGRAM SUMMARY

City Council

$4,410,257 — 15 FTE

*City Council and associated legislative activities

Council Contingency

$16,000 — 0 FTE

* Contingency for unanticipated items

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**
EXPENDITURES	**1,239,327**	**1,194,484**	**1,422,800**	**1,420,969**	**4,426,257**

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	15.00	15.00	15.00	15.00	15.00
Personal Services	791,693	755,514	845,960	844,129	847,928
Supplies and Services	438,737	429,301	566,187	566,187	3,566,796
Interfund Charges	8,897	9,669	10,653	10,653	11,533
Expenditures Total	**$1,239,327**	**$1,194,484**	**$1,422,800**	**$1,420,969**	**$4,426,257**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The variance in the City Council budget from the 2022 Original Budget to the 2022 Projection is due to a small amount of vacancy savings.

2023 Department Budget Variance
The City Council 2023 budget is $3.0 million higher than the 2022 Original Budget, due almost entirely to a one-time amendment setting aside funds for Council use. The base budget increased $3,500, with the removal a one-time add for Arts Festival funding made in 2022 mostly offsetting pay and benefit increases in accordance with city policy.

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

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-10,000
Compensation Adjustments	12,577
Mandated Costs	880
Total Base Adjustments	**$3,457**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
One-Time Council Set Aside	0.00	3,000,000	0	3,000,000

Program affected: City Council
Strategic Outcome: TBD
Duration: One-time
As part of the creation of the 2023 Proposed Budget, $3.0 million was added as a set-aside to fund one-time Council requests made at the budget workshop.

City Council

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
New Appropriation Total	**0.00**	**3,000,000**	**0**	**3,000,000**
General Fund Total	**0.00**	**3,000,000**	**0**	**3,000,000**
Amendment Request Total All Funds	**0.00**	**3,000,000**	**0**	**3,000,000**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	1,239,327	1,194,484	1,422,800	1,420,969	4,426,257
Expenditures Total	**$1,239,327**	**$1,194,484**	**$1,422,800**	**$1,420,969**	**$4,426,257**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	15.00	15.00	15.00	15.00	15.00
Staffing Total	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**

PROGRAM DETAIL

City Council

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

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,239,327	1,194,484	1,406,800	1,404,969	4,410,257
Expenditures Total	**$1,239,327**	**$1,194,484**	**$1,406,800**	**$1,404,969**	**$4,410,257**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	791,693	755,514	845,960	844,129	847,928
Supplies and Services	438,737	429,301	550,187	550,187	3,550,796
Interfund Charges	8,897	9,669	10,653	10,653	11,533
Expenditures Total	**$1,239,327**	**$1,194,484**	**$1,406,800**	**$1,404,969**	**$4,410,257**
STAFFING SUMMARY					
General Fund	15.00	15.00	15.00	15.00	15.00
Staffing Total	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**

City Council

PROGRAM DETAIL

Council Contingency

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

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	0	0	16,000	16,000	16,000
Expenditures Total	**$0**	**$0**	**$16,000**	**$16,000**	**$16,000**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	0	0	16,000	16,000	16,000
Expenditures Total	**$0**	**$0**	**$16,000**	**$16,000**	**$16,000**

Civil Service Commission

PROGRAM SUMMARY

Civil Service Commission

$1,010,420 4 FTE

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

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**
EXPENDITURES	**1,091,501**	**1,147,495**	**1,228,968**	**1,226,659**	**1,010,420**

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	4.00	4.00	4.00	4.00	4.00
Personal Services	754,006	837,085	842,262	849,880	684,330
Supplies and Services	333,614	306,193	382,060	372,133	321,060
Interfund Charges	3,881	4,217	4,646	4,646	5,030
Expenditures Total	**$1,091,501**	**$1,147,495**	**$1,228,968**	**$1,226,659**	**$1,010,420**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
For 2022, the Civil Service Commission is projected to be on budget compared to the 2022 Original Budget.

2023 Department Budget Variance
The Civil Service 2023 Budget is $218,500 (17.8 percent) less than the 2022 Original Budget. The budget decrease is primarily due to the removal of a prior-year $249,000 one-time amendment. The amendment addressed contractual costs and temporary salaries associated with background investigations and other testing related to larger Police and Fire academies that will continue. This is slightly offset with $30,100 compensation adjustments in accordance with city policy.

There are no amendments included in the 2023 Proposed Budget. FTE counts are remaining the same.

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-249,000
Compensation Adjustments	30,068
Mandated Costs	384
Total Base Adjustments	**($218,548)**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	1,091,501	1,147,495	1,228,968	1,226,659	1,010,420
Expenditures Total	**$1,091,501**	**$1,147,495**	**$1,228,968**	**$1,226,659**	**$1,010,420**

Civil Service Commission

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**

PROGRAM DETAIL

Civil Service Commission

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

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,091,501	1,147,495	1,228,968	1,226,659	1,010,420
Expenditures Total	**$1,091,501**	**$1,147,495**	**$1,228,968**	**$1,226,659**	**$1,010,420**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	754,006	837,085	842,262	849,880	684,330
Supplies and Services	333,614	306,193	382,060	372,133	321,060
Interfund Charges	3,881	4,217	4,646	4,646	5,030
Expenditures Total	**$1,091,501**	**$1,147,495**	**$1,228,968**	**$1,226,659**	**$1,010,420**
STAFFING SUMMARY					
General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**

Communications

PROGRAM SUMMARY

Art Media

$382,079 4 FTE

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

Aurora Channel

$867,166 5 FTE

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

Mail Center

$428,321 2 FTE

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

Marketing and Branding

$352,000 0 FTE

*Strategically promotes Aurora to various audiences in our community and throughout the entire metro area

Media and Public Relations

$1,717,934 11 FTE

*Provide internal/external communications, branding and marketing, public and media relations, and web compliance

Multimedia Support

$110,758 1 FTE

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

Printing Services

$677,409 3.5 FTE

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

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**29.50**	**28.50**	**29.50**	**25.50**	**26.50**
EXPENDITURES	**3,326,581**	**3,625,920**	**4,414,139**	**4,226,157**	**4,535,667**

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. 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, 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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	29.50	28.50	29.50	25.50	26.50
Personal Services	2,221,737	2,531,780	3,030,847	2,755,884	3,037,326
Supplies and Services	1,065,271	1,063,042	1,254,921	1,341,902	1,368,801
Interfund Charges	22,473	25,012	28,371	28,371	29,540
Capital Related	17,100	6,086	100,000	100,000	100,000
Expenditures Total	**$3,326,581**	**$3,625,920**	**$4,414,139**	**$4,226,157**	**$4,535,667**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Communications Department 2022 projection is $188,000 (4.3 percent) lower than the 2022 Original Budget with the transfer of the Access Aurora Program to the Aurora Water Department being the biggest contributing factor.

2023 Department Budget Variance
The Communications Department 2023 budget is $121,500 (2.8 percent) higher than the 2022 Original Budget. The decision to move the Access Aurora Program to Aurora Water resulted in a savings of $329,400 offset by the amendment to the budget for a new Website and Digital Accessibility Coordinator in the amount of $132,300 to ensure the city's web compliance with new state law. Additional variance can be attributed to the impact of citywide assumptions for benefit and pay increases.
The department is increasing by 1.0 FTE for 2023, as noted above to support web compliance with the Colorado House Bill 21-1110 which requires local public entities in Colorado to meet the OIT website accessibility standards.

BASE ADJUSTMENTS

Base Adjustments	2023
Mid Year Modifications	-329,422
Compensation Adjustments	258,164
Mandated Costs	60,476
Total Base Adjustments	**($10,782)**

Communications

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Add 1.0 FTE Website and Digital Accessibility Coordinator	1.00	132,310	0	132,310

Program affected: Media and Public Relations
Duration: $130,300 Ongoing, $2,000 One-time
This amendment will add 1.0 FTE Website Digital Accessibility Coordinator to lead the implementation and manage website compliance of new ADA standards as defined by State House Bill 21-1110.

New Appropriation Total	**1.00**	**132,310**	**0**	**132,310**
General Fund Total	**1.00**	**132,310**	**0**	**132,310**
Amendment Request Total All Funds	**1.00**	**132,310**	**0**	**132,310**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Designated Revenues Fund	96,057	128,479	230,266	226,266	230,211
General Fund	3,179,692	3,497,441	4,183,873	3,999,891	4,305,456
Gifts & Grants Fund	50,832	0	0	0	0
Expenditures Total	**$3,326,581**	**$3,625,920**	**$4,414,139**	**$4,226,157**	**$4,535,667**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	29.50	28.50	29.50	25.50	26.50
Staffing Total	**29.50**	**28.50**	**29.50**	**25.50**	**26.50**

PROGRAM DETAIL

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.

EXPENDITURE SUMMARY BY FUND	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	229,985	292,702	369,132	401,698	382,079
Expenditures Total	**$229,985**	**$292,702**	**$369,132**	**$401,698**	**$382,079**

Communications

PROGRAM DETAIL

Art Media

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	215,565	248,532	337,656	381,398	356,579
Supplies and Services	14,420	44,170	31,476	20,300	25,500
Expenditures Total	**$229,985**	**$292,702**	**$369,132**	**$401,698**	**$382,079**
STAFFING SUMMARY					
General Fund	5.00	4.00	4.00	4.00	4.00
Staffing Total	**5.00**	**4.00**	**4.00**	**4.00**	**4.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	96,057	128,479	230,266	226,266	230,211
General Fund	502,472	519,741	560,453	602,373	636,955
Expenditures Total	**$598,529**	**$648,220**	**$790,719**	**$828,639**	**$867,166**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	483,593	502,815	527,150	569,370	603,952
Supplies and Services	97,355	139,072	163,303	159,003	163,003
Interfund Charges	481	247	266	266	211
Capital Related	17,100	6,086	100,000	100,000	100,000
Expenditures Total	**$598,529**	**$648,220**	**$790,719**	**$828,639**	**$867,166**
STAFFING SUMMARY					
General Fund	6.00	5.00	5.00	5.00	5.00
Staffing Total	**6.00**	**5.00**	**5.00**	**5.00**	**5.00**

Communications

PROGRAM DETAIL

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. The employment of mail technicians as couriers has allowed the city to save on external document delivery costs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	319,055	404,990	379,089	387,775	428,321
Expenditures Total	**$319,055**	**$404,990**	**$379,089**	**$387,775**	**$428,321**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	108,592	130,016	127,615	147,207	155,199
Supplies and Services	208,868	272,737	247,767	236,861	270,467
Interfund Charges	1,595	2,237	3,707	3,707	2,655
Expenditures Total	**$319,055**	**$404,990**	**$379,089**	**$387,775**	**$428,321**
STAFFING SUMMARY					
General Fund	3.00	2.00	2.00	2.00	2.00
Staffing Total	**3.00**	**2.00**	**2.00**	**2.00**	**2.00**

Marketing and Branding

This group promotes the city of Aurora and all it has to offer to residents of Aurora and the broader metro area including production of the Aurora Eats Food Guide. The target audiences are current and future residents, business leaders, realtors, and other influencers with the goal of raising awareness of our many attributes and cultivating a better understanding of our community. They also oversee the strategic implementation of marketing campaigns and materials, and work with partner organizations to maximize use of resources and strengthen Aurora's brand.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	0	0	0	372,275	352,000
Expenditures Total	**$0**	**$0**	**$0**	**$372,275**	**$352,000**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	0	0	0	372,275	352,000
Expenditures Total	**$0**	**$0**	**$0**	**$372,275**	**$352,000**

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. A 2023 Amendment to the budget adds 1.0 FTE to this program to support the city's compliance with Colorado House Bill 21-1110.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,378,629	1,451,521	1,804,258	1,528,314	1,717,934
Expenditures Total	**$1,378,629**	**$1,451,521**	**$1,804,258**	**$1,528,314**	**$1,717,934**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	907,913	1,090,932	1,295,667	1,297,444	1,492,899
Supplies and Services	458,607	347,430	494,093	216,372	209,340
Interfund Charges	12,109	13,159	14,498	14,498	15,695
Expenditures Total	**$1,378,629**	**$1,451,521**	**$1,804,258**	**$1,528,314**	**$1,717,934**
STAFFING SUMMARY					
General Fund	8.00	10.00	10.00	10.00	11.00
Staffing Total	**8.00**	**10.00**	**10.00**	**10.00**	**11.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	91,418	96,302	100,369	105,987	110,758
Expenditures Total	**$91,418**	**$96,302**	**$100,369**	**$105,987**	**$110,758**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	90,206	94,926	95,000	100,618	105,097
Supplies and Services	885	658	5,000	5,000	5,000
Interfund Charges	327	718	369	369	661
Expenditures Total	**$91,418**	**$96,302**	**$100,369**	**$105,987**	**$110,758**

Communications

PROGRAM DETAIL

Multimedia Support

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
General Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	502,370	525,012	622,336	601,469	677,409
Expenditures Total	**$502,370**	**$525,012**	**$622,336**	**$601,469**	**$677,409**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	261,142	260,052	305,948	259,847	323,600
Supplies and Services	233,267	256,309	306,857	332,091	343,491
Interfund Charges	7,961	8,651	9,531	9,531	10,318
Expenditures Total	**$502,370**	**$525,012**	**$622,336**	**$601,469**	**$677,409**
STAFFING SUMMARY					
General Fund	3.50	3.50	3.50	3.50	3.50
Staffing Total	**3.50**	**3.50**	**3.50**	**3.50**	**3.50**

Court Administration

PROGRAM SUMMARY

Case Management

$2,269,008 — 23 FTE

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

Detention

$5,993,067 — 57 FTE

*Provide safe environment for staff and detainees

Marshal

$1,299,935 — 10 FTE

*Provide safe environment for staff and public
*Transport prisoners

Office of the Court Administrator

$1,764,692 — 8 FTE

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

Probation

$1,038,482 — 11 FTE

*Supervise and monitor defendants sentenced to probation programs

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**107.00**	**107.00**	**108.00**	**108.00**	**109.00**
EXPENDITURES	**9,960,227**	**9,956,642**	**11,311,355**	**11,590,807**	**12,365,184**

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, domestic violence, 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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	107.00	107.00	108.00	108.00	109.00
Personal Services	8,295,537	8,159,252	9,332,239	8,694,810	9,892,385
Allocated Expenses	0	-4,492	0	-5,600	0
Supplies and Services	1,268,361	1,374,421	1,512,989	2,420,126	1,958,028
Interfund Charges	392,223	427,461	466,127	481,471	514,771
Capital Related	4,106	0	0	0	0
Expenditures Total	**$9,960,227**	**$9,956,642**	**$11,311,355**	**$11,590,807**	**$12,365,184**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The 2022 projection for the Court Administration Department is $279,500 (2.5 percent) higher than the 2022 Original Budget. This is due to the 2022 Spring Supplemental appropriation for the body worn camera contract, as well as, Equal Pay / Equal Work (EPEW) pay adjustments that were not included in the original budget. After taking these into account, Court Administration is projected to be on budget. Personal services are projected to be under the original budget by $637,400, due primarily to significant vacancies in the Detention Program. These savings will be used to cover a detention center improvement project.

2023 Department Budget Variance
The Court Administration Department 2023 Budget is $1.1 million (9.3 percent) greater than the 2022 Original Budget. The majority of this increase, $958,500, can be found in base adjustments. Of the base adjustments, the compensation increase of $503,600 is the single largest factor. The compensation adjustment is driven by the reflection of the 2022 EPEW pay changes in the department, as well as the citywide assumptions for pay and benefit increases for 2023. From the 2022 Spring Supplemental, an ongoing $300,000 associated with body-worn cameras for the Detention and Marshal Divisions is also included in base adjustments.

There are two amendments in the 2023 budget. The first adds 1.0 FTE Deputy Court Administrator offset with an ongoing vacancy savings assumption for a zero-dollar ongoing impact to the General Fund. There is a small amount of one-time budget for a computer and other office-related essentials. In addition, there is an $89,300 amendment associated with weekend court. Weekend court is a state mandate per HB22-1067 requiring municipal courts to hold a bond hearing within 48 hours for a jailed person on a municipal hold. More information on this amendment can be found in the Budget Amendment Request section.

Court Administration

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-6,500
Mid Year Modifications	300,000
Compensation Adjustments	503,576
Mandated Costs	48,644
Grant / Designated Revenue Adjustments	112,779
Total Base Adjustments	**$958,499**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Add 1.0 FTE Deputy Court Administrator	1.00	6,000	0	6,000

Program affected: Office of the Court Administrator
Strategic Outcome: Healthy and Safe
Duration: One-time
This amendment adds authority for 1.0 FTE Deputy Court Administrator and one-time appropriation for a computer and other office-related essentials. Due to the ongoing challenges facing the court system, the addition of a Deputy Court Administrator is imperative for successful completion of projects and improvements needed to meet the needs of internal and external customers and citizen expectations. It also allows for a career succession plan and provides for more seamless operations while the Court Administrator is on leave or otherwise offsite.

In order to accomplish this with a zero-dollar ongoing impact to the General Fund, the department is offsetting the cost of adding this position with an ongoing vacancy savings assumption of $157,200. Historical data shows that this vacancy savings assumption is conservative.

Weekend Court	0.00	89,330	0	89,330

Programs affected: Case Management, City Attorney Criminal Division, Courtroom Assistants, Detention, Judicial, Marshal, Public Defender
Strategic Outcome: Healthy and Safe
Duration: Various across noted departments
In order to comply with HB22-1067, the city will begin to hold court over the weekend starting January 1, 2023. This amendment adds appropriation to cover the staffing needs at the courthouse for weekend court. To accomplish this, several staffing options will be used including relief staff, overtime, contracted staff and the addition of 1.0 FTE Public Defender. This request is based on the Court being open one day per weekend unless there is a holiday requiring the Court be open both weekend days, for a total of 63 weekend days.

Per the bill, municipal courts are required to hold a bond hearing within 48 hours for a person jailed only on a municipal hold, regardless of whether the deadline falls on a weekend or holiday. The 48-hour clock begins once the jail notifies the municipal court that a person is being held solely on the basis of a municipal hold, and the jail must ensure that the person is made available for the hearing. There are exceptions if the defendant refuses or is unable to attend the hearing in certain circumstances.

New Appropriation Total	**1.00**	**95,330**	**0**	**95,330**
General Fund Total	**1.00**	**95,330**	**0**	**95,330**
Amendment Request Total All Funds	**1.00**	**95,330**	**0**	**95,330**

Court Administration

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Designated Revenues Fund	0	0	22,325	0	135,104
General Fund	9,946,307	9,940,562	11,289,030	11,590,807	12,230,080
Gifts & Grants Fund	13,920	16,080	0	0	0
Expenditures Total	**$9,960,227**	**$9,956,642**	**$11,311,355**	**$11,590,807**	**$12,365,184**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	107.00	107.00	108.00	108.00	109.00
Staffing Total	**107.00**	**107.00**	**108.00**	**108.00**	**109.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,798,848	1,793,416	2,049,759	2,063,047	2,269,008
Expenditures Total	**$1,798,848**	**$1,793,416**	**$2,049,759**	**$2,063,047**	**$2,269,008**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,595,659	1,597,916	1,767,608	1,821,077	1,953,369
Allocated Expenses	0	-4,492	0	-5,600	0
Supplies and Services	203,189	199,992	282,151	247,570	315,639
Expenditures Total	**$1,798,848**	**$1,793,416**	**$2,049,759**	**$2,063,047**	**$2,269,008**
STAFFING SUMMARY					
General Fund	23.00	23.00	23.00	23.00	23.00
Staffing Total	**23.00**	**23.00**	**23.00**	**23.00**	**23.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	4,970,690	4,900,288	5,655,860	5,132,545	5,993,067
Expenditures Total	**$4,970,690**	**$4,900,288**	**$5,655,860**	**$5,132,545**	**$5,993,067**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	4,011,525	3,844,294	4,590,789	4,008,698	4,836,424
Supplies and Services	947,525	1,043,012	1,054,587	1,106,752	1,139,409
Interfund Charges	11,640	12,982	10,484	17,095	17,234
Expenditures Total	**$4,970,690**	**$4,900,288**	**$5,655,860**	**$5,132,545**	**$5,993,067**
STAFFING SUMMARY					
General Fund	57.00	57.00	57.00	57.00	57.00
Staffing Total	**57.00**	**57.00**	**57.00**	**57.00**	**57.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	980,418	948,080	1,000,468	1,188,090	1,299,935
Expenditures Total	**$980,418**	**$948,080**	**$1,000,468**	**$1,188,090**	**$1,299,935**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	925,861	918,496	969,866	930,591	1,045,098
Supplies and Services	45,124	22,903	24,239	242,403	243,689
Interfund Charges	5,327	6,681	6,363	15,096	11,148
Capital Related	4,106	0	0	0	0
Expenditures Total	**$980,418**	**$948,080**	**$1,000,468**	**$1,188,090**	**$1,299,935**
STAFFING SUMMARY					
General Fund	10.00	10.00	10.00	10.00	10.00
Staffing Total	**10.00**	**10.00**	**10.00**	**10.00**	**10.00**

Court Administration

PROGRAM DETAIL

Office of the Court Administrator

This program provides direction and oversight of activities performed by the administrative divisions of the Aurora Municipal Court which includes: Case Management, Court Information System Services, Marshals, Probation, and Detention. It ensures that these divisions provide a high level of customer service, operate efficiently and effectively, promote fiscal responsibility, and adhere to city and judicial policies as well as city, state, and federal laws. It serves as information coordinator and staff support for administrative services provided to court employees and customers. This program also handles all grants awarded to the department. The 2023 budget includes the addition of 1.0 FTE Deputy Court Administrator.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	0	0	22,325	0	135,104
General Fund	1,318,262	1,386,386	1,569,577	2,203,522	1,629,588
Gifts & Grants Fund	13,920	16,080	0	0	0
Expenditures Total	**$1,332,182**	**$1,402,466**	**$1,591,902**	**$2,203,522**	**$1,764,692**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	899,826	891,908	1,003,555	950,310	1,026,957
Supplies and Services	57,100	102,760	139,067	803,932	251,346
Interfund Charges	375,256	407,798	449,280	449,280	486,389
Expenditures Total	**$1,332,182**	**$1,402,466**	**$1,591,902**	**$2,203,522**	**$1,764,692**
STAFFING SUMMARY					
General Fund	6.00	6.00	7.00	7.00	8.00
Staffing Total	**6.00**	**6.00**	**7.00**	**7.00**	**8.00**

Probation

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

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	878,089	912,392	1,013,366	1,003,603	1,038,482
Expenditures Total	**$878,089**	**$912,392**	**$1,013,366**	**$1,003,603**	**$1,038,482**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	862,666	906,638	1,000,421	984,134	1,030,537
Supplies and Services	15,423	5,754	12,945	19,469	7,945
Expenditures Total	**$878,089**	**$912,392**	**$1,013,366**	**$1,003,603**	**$1,038,482**

Court Administration

PROGRAM DETAIL

Probation

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
General Fund	11.00	11.00	11.00	11.00	11.00
Staffing Total	**11.00**	**11.00**	**11.00**	**11.00**	**11.00**

Finance

PROGRAM SUMMARY

Accounting

$1,716,342 13 FTE

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

Accounts Payable

$291,693 3 FTE

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

Administration

$789,397 3 FTE

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

Budget & Financial Planning

$1,261,071 8.5 FTE

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

Business Licensing

$719,728 6 FTE

*Manage business and special licensing for city businesses; conduct investigations and enforcement; provide customer service

Central Cashiering

$292,989 3 FTE

*Central receipt and management of all city cash

Debt, Investments & Treasury Management

$534,099 3 FTE

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

Marijuana Licensing

$423,515 3 FTE

*Regulate marijuana through licensing, development assistance, plan review and enforcement through regular inspections

Payroll

$990,345 9 FTE

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

Purchasing and Contracts

$520,330 8.5 FTE

*Solicit and execute procurement awards
*Enforce and terminate contracts

Tax Audit

$1,484,256 13 FTE

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

Taxpayer Services

$1,088,626 10 FTE

*Administers the City's taxes; processes returns; collects unpaid taxes; provides customer service

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**70.00**	**71.00**	**79.00**	**80.00**	**83.00**
EXPENDITURES	**7,682,187**	**8,142,398**	**9,819,798**	**9,696,080**	**10,112,391**

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	70.00	71.00	79.00	80.00	83.00
Personal Services	7,215,155	7,865,305	8,767,163	8,651,618	9,668,965
Allocated Expenses	-935,996	-1,055,926	-1,019,696	-1,088,595	-1,100,102
Supplies and Services	1,344,946	1,250,567	1,997,800	2,027,016	1,461,364
Interfund Charges	57,920	62,970	70,531	72,559	76,764
Capital Related	162	19,482	4,000	33,482	5,400
Expenditures Total	**$7,682,187**	**$8,142,398**	**$9,819,798**	**$9,696,080**	**$10,112,391**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Finance Department 2022 projection is $123,700 (1.3 percent) under the 2022 Original Budget which is almost completely attributable to the General Fund. The department is projected to be under due predominantly to vacancy savings in personal services as well as a department reorganization of the Tax & Licensing Division into two new separate divisions: Taxpayer Services and Business Licensing.

There is a net 1.0 FTE increase to the General Fund from the 2022 Original Budget to the 2022 projection due to the addition of a Licensing Officer in the 2022 Spring Supplemental to assist the Marijuana Licensing Division.

2023 Department Budget Variance
The Finance Department 2023 budget is $292,600 (3.0 percent) higher than the 2022 Original Budget. This increase is primarily driven by compensation adjustments, including 2022 Equal Pay/Equal Work (EPEW) adjustments and citywide pay and benefit increases for 2023.

As mentioned previously, 1.0 FTE was added in the 2022 Spring Supplemental, but further increases in expenditures are due to an amendment in the 2023 Proposed Budget to add 3.0 FTE. The Finance Department will add two payroll accountants to the Payroll Division and a business system analyst to Accounting, which will provide needed reinforcement of the Enterprise Resource Planning (ERP) implementation effort. Added staffing costs will be offset by elimination of the existing budget for positive timekeeping, as is discussed in the Budget Amendment Requests section.

Finance

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-373,960
Mid Year Modifications	33,547
Compensation Adjustments	568,433
Mandated Costs	17,408
Other Adjustments	-80,406
Total Base Adjustments	**$165,022**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Add 3.0 FTE - Enterprise Resource Planning Implementation	3.00	127,571	0	127,571

Programs affected: Payroll and Accounting
Strategic Outcome: Planned and Maintained
Duration: Ongoing

Two payroll accountant adds are necessary to handle new manual processes for the Workday ERP implementation that will replace current, highly customized and automated processes. These positions will ensure the same level of service and support from Payroll that is currently provided.

The Business System Analyst position will be a general information systems resource within the Finance Department to support financial functions within the department and across the city in areas of report writing, configuration changes, trouble-shooting issues, researching enhancements, testing, etc. This position will be the Workday ERP point person within the Finance Department and will work daily with the Finance ERP subject matter experts and the Budget Business Systems Analyst. This position will be expected to research, design, document, test, implement, provide training for, and maintain financial ERP functions.The $301,800 ongoing cost of these three adds will be offset by elimination of the $174,300 of ongoing positive timekeeping budget to lower costs.

New Appropriation Total	**3.00**	**127,571**	**0**	**127,571**
General Fund Total	**3.00**	**127,571**	**0**	**127,571**
Amendment Request Total All Funds	**3.00**	**127,571**	**0**	**127,571**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Designated Revenues Fund	15,100	14,875	29,805	30,405	30,110
General Fund	7,667,087	8,127,523	9,789,993	9,665,675	10,082,281
Expenditures Total	**$7,682,187**	**$8,142,398**	**$9,819,798**	**$9,696,080**	**$10,112,391**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	70.00	71.00	79.00	80.00	83.00
Staffing Total	**70.00**	**71.00**	**79.00**	**80.00**	**83.00**

Finance

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.

There is a 1.0 FTE increase for the Business Systems Analyst position being added to support financial functions within the department. This position will be expected to research, design, document, test, implement, provide training for, and maintain financial ERP functions.

A major reduction of 2023 proposed funding is due to the removal of a $300,000 one-time funding amendment in 2022 for ERP report writing consulting services.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,251,993	1,340,528	1,873,428	1,736,954	1,716,342
Expenditures Total	**$1,251,993**	**$1,340,528**	**$1,873,428**	**$1,736,954**	**$1,716,342**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,058,698	1,226,340	1,454,484	1,318,010	1,600,877
Allocated Expenses	0	-115,356	-119,147	-119,147	-126,436
Supplies and Services	193,295	229,544	538,091	538,091	241,901
Expenditures Total	**$1,251,993**	**$1,340,528**	**$1,873,428**	**$1,736,954**	**$1,716,342**
STAFFING SUMMARY					
General Fund	9.00	9.00	12.00	12.00	13.00
Staffing Total	**9.00**	**9.00**	**12.00**	**12.00**	**13.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	256,531	271,810	272,942	281,511	291,693
Expenditures Total	**$256,531**	**$271,810**	**$272,942**	**$281,511**	**$291,693**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	249,836	264,262	269,642	275,607	288,213
Supplies and Services	6,695	7,548	3,300	5,904	3,480
Expenditures Total	**$256,531**	**$271,810**	**$272,942**	**$281,511**	**$291,693**

Finance

PROGRAM DETAIL

Accounts Payable

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

Administration

Headed by the Director of Finance, 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.

The Administration Program has an increase of 1.0 FTE due to the transfer of existing personnel from Central Cashiering.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	15,100	14,875	29,805	30,405	30,110
General Fund	838,620	782,726	990,998	875,489	759,287
Expenditures Total	**$853,720**	**$797,601**	**$1,020,803**	**$905,894**	**$789,397**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	335,547	372,909	351,233	427,893	455,726
Supplies and Services	463,390	365,359	604,407	412,816	262,296
Interfund Charges	54,621	59,333	65,163	65,185	71,375
Capital Related	162	0	0	0	0
Expenditures Total	**$853,720**	**$797,601**	**$1,020,803**	**$905,894**	**$789,397**
STAFFING SUMMARY					
General Fund	2.50	2.00	2.00	3.00	3.00
Staffing Total	**2.50**	**2.00**	**2.00**	**3.00**	**3.00**

Finance

PROGRAM DETAIL

Budget & Financial Planning

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

The majority of the increase in the 2023 budget is attributed to the transfer of budget from the Administration Program for the budget system contractor, along with city wage adjustments.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	813,544	840,563	1,078,565	1,107,230	1,261,071
Expenditures Total	**$813,544**	**$840,563**	**$1,078,565**	**$1,107,230**	**$1,261,071**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	929,164	885,006	1,158,333	1,035,895	1,181,918
Allocated Expenses	-178,284	-180,720	-187,245	-187,245	-201,153
Supplies and Services	62,664	136,277	107,477	258,580	280,306
Expenditures Total	**$813,544**	**$840,563**	**$1,078,565**	**$1,107,230**	**$1,261,071**
STAFFING SUMMARY					
General Fund	7.50	6.50	8.50	8.50	8.50
Staffing Total	**7.50**	**6.50**	**8.50**	**8.50**	**8.50**

Business Licensing

This function accepts applications for review and issues and manages all city general business, grants special licenses, and provides corresponding customer service. This function also identifies and follows-up on businesses that may not be licensed and performs periodic compliance checks. Licensing assists law enforcement by acting as a gatekeeper and enforcement entity to prevent or remove problematic operations in the city. This includes participating in investigations of commercial operations to ensure compliance with state and local laws and taking enforcement action as needed. The cost for this function is covered by fees and identification of audit leads.

This is the first of two newly created divisions resulting from the reorganziational split of the old Tax & Licensing Program into two separate but related factions: 5.0 FTE moved to Business Licensing and 10.0 FTE moved to Taxpayer Services. Increased spending for 2023 is due to the movement of an employee into Business Licensing from Marijuana Licensing for 6.0 FTE total for this program.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	0	0	0	592,410	719,728
Expenditures Total	**$0**	**$0**	**$0**	**$592,410**	**$719,728**

Finance

PROGRAM DETAIL

Business Licensing

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	0	0	0	584,604	666,315
Supplies and Services	0	0	0	7,589	50,466
Interfund Charges	0	0	0	217	1,057
Capital Related	0	0	0	0	1,890
Expenditures Total	**$0**	**$0**	**$0**	**$592,410**	**$719,728**
STAFFING SUMMARY					
General Fund	0.00	0.00	0.00	6.00	6.00
Staffing Total	**0.00**	**0.00**	**0.00**	**6.00**	**6.00**

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.

Decreased expenditures in this program are the result of department reorganization, with 1.0 FTE being moved from Central Cashiering to Administration.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	272,389	307,080	344,121	350,412	292,989
Expenditures Total	**$272,389**	**$307,080**	**$344,121**	**$350,412**	**$292,989**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	264,979	273,465	279,687	200,836	228,455
Supplies and Services	7,410	33,615	64,434	149,576	64,534
Expenditures Total	**$272,389**	**$307,080**	**$344,121**	**$350,412**	**$292,989**
STAFFING SUMMARY					
General Fund	4.00	4.00	4.00	3.00	3.00
Staffing Total	**4.00**	**4.00**	**4.00**	**3.00**	**3.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	400,554	356,310	505,211	507,285	534,099
Expenditures Total	**$400,554**	**$356,310**	**$505,211**	**$507,285**	**$534,099**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	288,990	320,732	372,842	387,604	405,477
Allocated Expenses	-323,012	-328,222	-294,194	-338,093	-296,221
Supplies and Services	431,946	360,942	423,414	453,313	421,434
Interfund Charges	2,630	2,858	3,149	4,461	3,409
Expenditures Total	**$400,554**	**$356,310**	**$505,211**	**$507,285**	**$534,099**
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

Marijuana Licensing

This division was formed in 2014 to create, implement, and enforce the rules and regulations for retail marijuana establishments. Cross-functional teams provide 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 current allowed marijuana business types.

In 2022, a Spring Supplemental added a Licensing Officer to this program, but 1.0 FTE was moved from Marijuana Licensing to Business Licensing. This explains the net zero change in FTE for this program.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	501,120	462,523	536,395	546,853	423,515
Expenditures Total	**$501,120**	**$462,523**	**$536,395**	**$546,853**	**$423,515**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	431,293	433,681	428,226	474,932	365,346
Allocated Expenses	0	0	25,000	0	25,000
Supplies and Services	69,827	9,360	83,169	41,962	33,169
Interfund Charges	0	0	0	477	0
Capital Related	0	19,482	0	29,482	0
Expenditures Total	**$501,120**	**$462,523**	**$536,395**	**$546,853**	**$423,515**

Finance

PROGRAM DETAIL

Marijuana Licensing

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

Payroll

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

Payroll is currently projected to finish higher in 2022 due to higher personnel costs to cover staff overtime during the implementation phase of the new ERP system. The 2023 Proposed Budget includes the addition of 2.0 FTE for payroll accountants to assist with new, manual processes associated with the ERP.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	588,141	695,134	796,441	858,793	990,345
Expenditures Total	**$588,141**	**$695,134**	**$796,441**	**$858,793**	**$990,345**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	559,706	666,578	784,552	846,500	977,848
Supplies and Services	28,435	28,556	11,889	12,293	12,497
Expenditures Total	**$588,141**	**$695,134**	**$796,441**	**$858,793**	**$990,345**
STAFFING SUMMARY					
General Fund	5.00	5.00	7.00	7.00	9.00
Staffing Total	**5.00**	**5.00**	**7.00**	**7.00**	**9.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	321,291	375,165	472,432	445,712	520,330
Expenditures Total	**$321,291**	**$375,165**	**$472,432**	**$445,712**	**$520,330**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	744,890	797,252	885,375	861,891	992,435
Allocated Expenses	-434,700	-431,628	-444,110	-444,110	-501,292
Supplies and Services	11,101	9,541	31,167	27,931	29,187
Expenditures Total	**$321,291**	**$375,165**	**$472,432**	**$445,712**	**$520,330**

Finance

PROGRAM DETAIL

Purchasing and Contracts

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
General Fund	8.00	7.50	8.50	8.50	8.50
Staffing Total	**8.00**	**7.50**	**8.50**	**8.50**	**8.50**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,076,157	1,317,391	1,409,319	1,386,908	1,484,256
Expenditures Total	**$1,076,157**	**$1,317,391**	**$1,409,319**	**$1,386,908**	**$1,484,256**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,054,251	1,306,367	1,393,259	1,370,113	1,467,956
Supplies and Services	21,906	11,024	16,060	16,795	16,300
Expenditures Total	**$1,076,157**	**$1,317,391**	**$1,409,319**	**$1,386,908**	**$1,484,256**
STAFFING SUMMARY					
General Fund	10.00	13.00	13.00	13.00	13.00
Staffing Total	**10.00**	**13.00**	**13.00**	**13.00**	**13.00**

Taxpayer Services

This function collects past due taxes, processes tax returns, and provides customer information and assistance. 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. Revenues from collection enforcement activities allow this program to more than fully cover its direct expenditures.

This is the second of two newly created divisions resulting from the reorganizational split of the old Tax & Licensing Program into two separate but related factions.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	0	0	0	976,118	1,088,626
Expenditures Total	**$0**	**$0**	**$0**	**$976,118**	**$1,088,626**

Finance

PROGRAM DETAIL

Taxpayer Services

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	0	0	0	867,733	1,038,399
Supplies and Services	0	0	0	102,166	45,794
Interfund Charges	0	0	0	2,219	923
Capital Related	0	0	0	4,000	3,510
Expenditures Total	**$0**	**$0**	**$0**	**$976,118**	**$1,088,626**
STAFFING SUMMARY					
General Fund	0.00	0.00	0.00	10.00	10.00
Staffing Total	**0.00**	**0.00**	**0.00**	**10.00**	**10.00**

Fire

PROGRAM SUMMARY

Administration

$9,685,366 — 20 FTE

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

Arson Investigation

$527,614 — 3 FTE

*Investigate fires, explosions, and illegal disposal of hazardous materials

Community Engagement

$685,591 — 4 FTE

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

Emergency Management and Planning

$425,955 — 3 FTE

*Manage the city's disaster preparedness operations

Fire Emergency Response Services

$66,777,259 — 415 FTE

*Respond to all requests for fire and EMS emergency assistance

Fire Inspections

$748,810 — 7 FTE

*Conduct fire inspections

Fire Training

$2,386,649 — 11 FTE

*Provide training to Fire Department personnel

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
CIVIL - FTE	424.00	424.00	441.00	441.00	445.00
REGULAR - FTE	18.00	18.00	18.00	18.00	18.00
EXPENDITURES	63,665,143	66,177,388	72,889,537	73,550,164	81,237,244

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	442.00	442.00	459.00	459.00	463.00
Personal Services	55,886,488	58,875,177	62,579,777	63,076,307	72,231,749
Supplies and Services	2,043,010	2,358,750	3,400,995	3,862,820	2,734,162
Utilities	220,575	234,401	247,100	244,525	280,600
Interfund Charges	4,216,897	4,292,206	4,947,239	4,575,789	5,514,333
Capital Related	960,947	79,628	1,377,200	1,453,497	0
Transfers Out	337,226	337,226	337,226	337,226	476,400
Expenditures Total	**$63,665,143**	**$66,177,388**	**$72,889,537**	**$73,550,164**	**$81,237,244**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Aurora Fire Rescue (AFR) Department 2022 projection is $660,600 (0.9 percent) higher than the 2022 Original Budget, with the Gifts and Grants Fund projection over by $478,600, and the General Fund over by $182,000. In the Gifts and Grants Fund, the overage is driven primarily by timing issues with grant awards. The FY20 Assistance to Firefighters Grant ($252,000) and the FY20 Fire Prevention and Safety Grant ($198,500) were awarded in August 2021 and will be expended in 2022. The award date was after the deadline for budget submissions. The General Fund overage is primarily due to inflationary cost drivers on essential fire and EMS supplies as well as higher than budgeted overtime and acting pay costs. Supplementals will be necessary to adjust both the Gifts and Grants Fund and the General Fund.

2023 Department Budget Variance
The AFR Department 2023 budget is $8.3 million (11.5 percent) higher than the 2022 Original Budget, with $7.7 million of that coming in base adjustments, including mandated costs. Most of the base adjustments occur in the General Fund and consist of compensation adjustments, as well as a one-time retention bonus as an outcome of the latest collective bargaining agreement. This is offset by a $444,600 reduction of base budget in the Gifts and Grants Fund as SAFER grants are closed and allocated admin adjustments are taken out.

There are $696,000 in General Fund amendments in AFR. The largest is a $507,700 amendment adding funding for firefighter personnel dedicated to managing logistics, equipment management, and fleet support functions.

The department is increasing by 4.0 FTE for 2023, all included in the General Fund amendment referenced above.

Fire

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-3,456,647
Compensation Adjustments	9,699,130
Mandated Costs	955,340
Other Adjustments	453,874
Total Base Adjustments	**$7,651,697**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Add 4.0 FTE Firefighters for 24-Hour Logistics, Equipment, and Fleet Support	4.00	507,732	0	507,732

Programs affected: Fire Emergency Response Services, Community Engagement, Fire Training
Strategic Outcome: Healthy and Safe
Duration: $437,000 Ongoing, $70,800 One-time
This amendment adds staffing dedicated to managing logistics, equipment management, and fleet support functions. The department currently utilizes several positions and individuals to piecemeal these functions. Apparatus, EMS equipment, self-contained breathing apparatus (SCBA), and small tools needs to be be managed in a consistent manner to reduce costs and extend the life of the equipment. The individuals assigned to this role would be responsible for the day-to-day management of the following: SCBA repair and inventory management; fleet repair and inventory management; repair and inventory management of small tools, nozzles, and ancillary equipment. In addition, these personnel will respond to multi-alarm fires using the new Air and Light Truck, where they will provide rehabilitation, command post operations and replenishment of routine air supply needs.

Emergency Medical Services Supplies	0.00	63,738	0	63,738

Program affected: Fire Emergency Response Services
Strategic Outcome: Healthy and Safe
Duration: Ongoing
This amendment will provide additional funding for the increased volume of required Emergency Medical Services supplies. Advanced life support and basic life support calls continue to increase, and new COVID-19 procedures demand increased personal protection equipment for each call. In addition, cost increases for N-95 masks, gloves, and disinfectants are nearly double what they were prior to the pandemic.

Increase Medical Director Hours	0.00	63,750	0	63,750

Program affected: Fire Emergency Response Services
Strategic Outcome: Healthy and Safe
Duration: One-time
This amendment provides additional funding for increased Medical Director hours needed to comply with the consent decree.

Self-Contained Breathing Apparatus Regulators	0.00	60,790	0	60,790

Program affected: Fire Emergency Response Services
Strategic Outcome: Healthy and Safe
Duration: Ongoing
The Coronavirus Aid, Relief, and Economic Security (CARES) Act funding was used to purchase new regulators for all firefighting members, following best practice of not sharing breathing apparatus during a respiratory pandemic. There is a Union safety push that all employees get a new regulator at the time of hire and continue this practice after the COVID pandemic has diminished. Each year an average of more than thirty new firefighters are hired annually. New safety protocol requires these additional resources be available.

Fire

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
New Appropriation Total	**4.00**	**696,010**	**0**	**696,010**
General Fund Total	**4.00**	**696,010**	**0**	**696,010**
Amendment Request Total All Funds	**4.00**	**696,010**	**0**	**696,010**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	62,019,521	64,721,613	72,329,087	72,511,093	81,121,358
Gifts & Grants Fund	1,645,622	1,455,775	560,450	1,039,071	115,886
Expenditures Total	**$63,665,143**	**$66,177,388**	**$72,889,537**	**$73,550,164**	**$81,237,244**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	17.00	17.00	17.00	17.00	17.00
General Fund Civil FTE	424.00	424.00	441.00	441.00	445.00
Gifts & Grants Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	**442.00**	**442.00**	**459.00**	**459.00**	**463.00**

PROGRAM DETAIL

Administration

This function provides management support to Aurora Fire Rescue 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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	8,123,784	8,737,109	9,176,084	9,321,441	9,672,366
Gifts & Grants Fund	4,557	11,451	13,000	13,000	13,000
Expenditures Total	**$8,128,341**	**$8,748,560**	**$9,189,084**	**$9,334,441**	**$9,685,366**

Fire

PROGRAM DETAIL

Administration

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	5,728,256	6,166,043	6,369,943	6,508,234	6,580,833
Supplies and Services	308,797	313,569	340,871	334,147	392,126
Utilities	220,575	234,401	247,100	244,525	280,600
Interfund Charges	1,870,713	2,024,247	2,231,170	2,247,535	2,431,807
Capital Related	0	10,300	0	0	0
Expenditures Total	**$8,128,341**	**$8,748,560**	**$9,189,084**	**$9,334,441**	**$9,685,366**
STAFFING SUMMARY					
General Fund	8.00	8.00	8.00	8.00	8.00
General Fund Civil FTE	13.00	12.00	12.00	12.00	12.00
Staffing Total	**21.00**	**20.00**	**20.00**	**20.00**	**20.00**

Arson Investigation

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

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	418,678	480,378	459,729	510,101	527,614
Gifts & Grants Fund	0	0	0	198,501	0
Expenditures Total	**$418,678**	**$480,378**	**$459,729**	**$708,602**	**$527,614**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	413,838	473,658	452,078	502,591	519,963
Supplies and Services	4,840	6,720	7,651	206,011	7,651
Expenditures Total	**$418,678**	**$480,378**	**$459,729**	**$708,602**	**$527,614**
STAFFING SUMMARY					
General Fund Civil FTE	3.00	3.00	3.00	3.00	3.00
Staffing Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

Fire

PROGRAM DETAIL

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. For 2023, 1.0 FTE has been moved to Fire Emergency Response Services.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	717,066	689,523	725,444	818,519	685,591
Gifts & Grants Fund	1,901	38,399	0	56,000	0
Expenditures Total	**$718,967**	**$727,922**	**$725,444**	**$874,519**	**$685,591**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	674,112	644,226	676,001	716,561	627,970
Supplies and Services	40,619	75,377	49,443	140,063	34,168
Interfund Charges	4,236	8,319	0	17,895	23,453
Expenditures Total	**$718,967**	**$727,922**	**$725,444**	**$874,519**	**$685,591**
STAFFING SUMMARY					
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	4.00	4.00	4.00	4.00	3.00
Staffing Total	**5.00**	**5.00**	**5.00**	**5.00**	**4.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	331,023	194,535	289,769	298,042	323,069
Gifts & Grants Fund	134,780	124,301	93,576	150,173	102,886
Expenditures Total	**$465,803**	**$318,836**	**$383,345**	**$448,215**	**$425,955**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	390,762	310,006	349,640	368,131	385,422
Allocated Expenses	2,428	-10,275	0	0	0
Supplies and Services	70,112	17,666	31,131	19,820	37,256
Interfund Charges	2,501	1,439	2,574	2,724	3,277
Capital Related	0	0	0	57,540	0
Expenditures Total	**$465,803**	**$318,836**	**$383,345**	**$448,215**	**$425,955**

Fire

PROGRAM DETAIL

Emergency Management and Planning

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
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
Staffing Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

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. For 2023, 1.0 FTE has been moved from Community Engagement and 4.0 FTE has been added to this program as presented in the Budget Amendment Request section.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	50,242,471	52,264,049	58,522,176	58,300,335	66,777,259
Gifts & Grants Fund	1,504,384	1,281,624	453,874	621,397	0
Expenditures Total	**$51,746,855**	**$53,545,673**	**$58,976,050**	**$58,921,732**	**$66,777,259**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	46,850,622	49,279,741	52,630,848	52,912,454	61,818,133
Allocated Expenses	-2,428	10,275	0	0	0
Supplies and Services	1,297,671	1,643,879	1,954,592	2,017,475	1,488,436
Interfund Charges	2,302,817	2,205,224	2,676,184	2,258,620	2,994,290
Capital Related	960,947	69,328	1,377,200	1,395,957	0
Transfers Out	337,226	337,226	337,226	337,226	476,400
Expenditures Total	**$51,746,855**	**$53,545,673**	**$58,976,050**	**$58,921,732**	**$66,777,259**
STAFFING SUMMARY					
General Fund Civil FTE	393.00	393.00	410.00	410.00	415.00
Staffing Total	**393.00**	**393.00**	**410.00**	**410.00**	**415.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	603,782	658,612	689,456	681,821	748,810
Expenditures Total	**$603,782**	**$658,612**	**$689,456**	**$681,821**	**$748,810**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	565,225	607,503	652,873	642,525	696,869
Supplies and Services	16,073	14,712	14,164	14,217	14,164
Interfund Charges	22,484	36,397	22,419	25,079	37,777
Expenditures Total	**$603,782**	**$658,612**	**$689,456**	**$681,821**	**$748,810**
STAFFING SUMMARY					
General Fund	6.00	6.00	6.00	6.00	6.00
General Fund Civil FTE	1.00	1.00	1.00	1.00	1.00
Staffing Total	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,582,717	1,697,407	2,466,429	2,580,834	2,386,649
Expenditures Total	**$1,582,717**	**$1,697,407**	**$2,466,429**	**$2,580,834**	**$2,386,649**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,263,673	1,394,000	1,448,394	1,425,811	1,602,559
Supplies and Services	304,898	286,827	1,003,143	1,131,087	760,361
Interfund Charges	14,146	16,580	14,892	23,936	23,729
Expenditures Total	**$1,582,717**	**$1,697,407**	**$2,466,429**	**$2,580,834**	**$2,386,649**
STAFFING SUMMARY					
General Fund	1.00	1.00	1.00	1.00	1.00
General Fund Civil FTE	9.00	10.00	10.00	10.00	10.00
Staffing Total	**10.00**	**11.00**	**11.00**	**11.00**	**11.00**

General Management

PROGRAM SUMMARY

Independent Police Monitor

$419,568 — 3 FTE

* Monitor investigations regarding sworn personnel, making recommendations regarding findings, and public reporting on findings

Intergovernmental Relations

$328,303 — 1 FTE

*Manage federal, state, and local government affairs

Internal Audit

$550,776 — 4 FTE

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

Office of Development Assistance

$1,260,645 — 10 FTE

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

Office of Diversity, Equity and Inclusion

$492,421 — 3 FTE

*Lead efforts to enhance diversity, equity, inclusion, and cultural competency in the workplace and in providing service to citizens

Office of International and Immigrant Affairs

$543,670 — 2 FTE

*Foster relationships with Aurora's immigrant and refugee community
*Liaison to Sister Cities program

Office of Process Improvement

$489,508 — 4 FTE

* Provides methods, resources, and training to optimize business processes for timeliness, code compliance, and quality

Office of the City Clerk

$1,208,477 — 8 FTE

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

Office of the City Manager

$1,975,691 — 9 FTE

*Provide direction and oversight of all city operations

Oil and Gas Division

$514,401 — 4 FTE

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

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**37.00**	**38.00**	**48.00**	**48.00**	**48.00**
EXPENDITURES	**4,945,860**	**5,819,179**	**7,524,778**	**6,457,439**	**7,783,460**

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	37.00	38.00	48.00	48.00	48.00
Personal Services	4,305,154	4,701,371	6,276,605	5,159,543	6,567,833
Supplies and Services	857,449	1,019,124	1,079,195	1,177,519	1,134,676
Interfund Charges	61,899	66,999	73,978	75,211	80,951
Capital Related	-278,642	31,685	95,000	45,166	0
Expenditures Total	**$4,945,860**	**$5,819,179**	**$7,524,778**	**$6,457,439**	**$7,783,460**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The General Management budget is primarily housed in the General Fund and the Development Review Fund. Across all funds, General Management is projected to be $1.1 million under budget, $568,200 in Development Review, and $489,000 in General Fund, all associated with personal services savings. The savings are primarily in Office of Development Assistance and Office of Process Improvement in the Development Review Fund and the Independent Police Monitor in the General Fund.

2023 Department Budget Variance
Across all funds, General Management expenses will be $258,700 (3.4 percent) higher than the 2022 Original Budget. Increases in personal services in accordance with city policy account for most of the increase. It is partially offset with the elimination of 2022 one-time budgets not recurring in 2023.

There are two amendments in the budget for 2023. The first is the addition of 1.0 FTE Americans with Disabilities Act Project Manager partially offset with the lapse of 1.0 FTE Project Coordinator in the Oil and Gas Division. The other amendment has some ongoing and one-time funds related to campaign finance and lobbyist reporting software. Additional details can be found in the Budget Amendment Request Section.

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-224,840
Compensation Adjustments	223,749
Mandated Costs	22,294
Total Base Adjustments	**$21,203**

General Management

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Add 1.0 FTE ADA Project Manager Offset with 1.0 FTE Lapse of Oil and Gas Position	0.00	69,479	0	69,479
Program affected: Office of the City Manager, Oil and Gas Division Strategic Outcome: Diverse Duration: Ongoing The Americans with Disabilities Act (ADA) ensures that individuals with disabilities have equal access and opportunities to all governmental activities, programs, and services. This 1.0 FTE ADA Project Manager is needed for various duties including overseeing ADA-related projects and implementing/enforcing ADA rules. The cost of the project manager is being partially offset by the lapse of an Oil and Gas Project Coordinator, which is not needed for the foreseeable future.				
Campaign Finance and Lobbyist Reporting Software	0.00	168,000	0	168,000
Program affected: Office of the City Clerk Strategic Outcome: Planned and Maintained Duration: $108,000 Ongoing, $60,000 One-time In 2022, City Council approved an ordinance amending the reporting requirements for campaign finance and an ordinance requiring lobbyists to register and file financial reports.These ordinances require significant reporting on the part of the candidates, committees, and lobbyists. This amendment will provide appropriation to purchase the software for this purpose. There is a one-time implementation fee and annual fee for each module (lobbyist module and campaign finance module).				
New Appropriation Total	**0.00**	**237,479**	**0**	**237,479**
General Fund Total	**0.00**	**237,479**	**0**	**237,479**
Amendment Request Total All Funds	**0.00**	**237,479**	**0**	**237,479**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Development Review Fund	1,000,439	1,039,058	1,704,803	1,136,603	1,750,153
Fleet Management Fund	-67,849	0	0	0	0
General Fund	3,903,502	4,711,285	5,797,675	5,308,686	6,011,007
Gifts & Grants Fund	109,768	68,836	22,300	12,150	22,300
Expenditures Total	**$4,945,860**	**$5,819,179**	**$7,524,778**	**$6,457,439**	**$7,783,460**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Development Review Fund	7.00	9.00	14.00	14.00	14.00
General Fund	30.00	29.00	34.00	34.00	34.00
Staffing Total	**37.00**	**38.00**	**48.00**	**48.00**	**48.00**

General Management

PROGRAM DETAIL

Independent Police Monitor

The Police Monitor Division has 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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	0	0	442,779	113,828	419,568
Expenditures Total	**$0**	**$0**	**$442,779**	**$113,828**	**$419,568**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	0	0	431,839	102,888	414,568
Supplies and Services	0	0	10,940	10,940	5,000
Expenditures Total	**$0**	**$0**	**$442,779**	**$113,828**	**$419,568**
STAFFING SUMMARY					
General Fund	0.00	0.00	3.00	3.00	3.00
Staffing Total	**0.00**	**0.00**	**3.00**	**3.00**	**3.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	293,928	261,945	295,405	301,430	328,303
Expenditures Total	**$293,928**	**$261,945**	**$295,405**	**$301,430**	**$328,303**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	95,812	94,286	102,808	105,917	135,706
Supplies and Services	198,116	167,659	192,597	195,513	192,597
Expenditures Total	**$293,928**	**$261,945**	**$295,405**	**$301,430**	**$328,303**
STAFFING SUMMARY					
General Fund	2.00	1.00	1.00	1.00	1.00
Staffing Total	**2.00**	**1.00**	**1.00**	**1.00**	**1.00**

General Management

PROGRAM DETAIL

Internal Audit

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

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	391,714	468,540	520,105	509,310	550,776
Expenditures Total	**$391,714**	**$468,540**	**$520,105**	**$509,310**	**$550,776**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	377,425	456,062	493,245	482,421	515,826
Supplies and Services	14,289	12,478	26,860	26,889	34,950
Expenditures Total	**$391,714**	**$468,540**	**$520,105**	**$509,310**	**$550,776**
STAFFING SUMMARY					
General Fund	3.00	4.00	4.00	4.00	4.00
Staffing Total	**3.00**	**4.00**	**4.00**	**4.00**	**4.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Development Review Fund	980,525	816,767	1,216,209	839,556	1,260,645
Expenditures Total	**$980,525**	**$816,767**	**$1,216,209**	**$839,556**	**$1,260,645**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	967,286	812,298	1,202,107	824,283	1,250,170
Supplies and Services	9,867	805	10,065	11,236	6,105
Interfund Charges	3,372	3,664	4,037	4,037	4,370
Expenditures Total	**$980,525**	**$816,767**	**$1,216,209**	**$839,556**	**$1,260,645**
STAFFING SUMMARY					
Development Review Fund	7.00	8.00	10.00	10.00	10.00
Staffing Total	**7.00**	**8.00**	**10.00**	**10.00**	**10.00**

General Management

PROGRAM DETAIL

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	580,168	403,398	631,412	605,387	480,121
Gifts & Grants Fund	0	26,017	12,300	12,150	12,300
Expenditures Total	**$580,168**	**$429,415**	**$643,712**	**$617,537**	**$492,421**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	498,738	329,230	441,058	411,733	405,747
Supplies and Services	81,430	100,185	202,654	205,804	86,674
Expenditures Total	**$580,168**	**$429,415**	**$643,712**	**$617,537**	**$492,421**
STAFFING SUMMARY					
General Fund	4.00	2.00	3.00	3.00	3.00
Staffing Total	**4.00**	**2.00**	**3.00**	**3.00**	**3.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	451,551	520,115	512,148	535,689	533,670
Gifts & Grants Fund	109,768	42,819	10,000	0	10,000
Expenditures Total	**$561,319**	**$562,934**	**$522,148**	**$535,689**	**$543,670**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	221,074	224,811	226,512	241,899	248,034
Supplies and Services	340,245	338,123	295,636	293,790	295,636
Expenditures Total	**$561,319**	**$562,934**	**$522,148**	**$535,689**	**$543,670**
STAFFING SUMMARY					
General Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Development Review Fund	19,914	222,291	488,594	297,047	489,508
Expenditures Total	**$19,914**	**$222,291**	**$488,594**	**$297,047**	**$489,508**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	19,914	222,291	486,614	295,067	489,508
Supplies and Services	0	0	1,980	1,980	0
Expenditures Total	**$19,914**	**$222,291**	**$488,594**	**$297,047**	**$489,508**
STAFFING SUMMARY					
Development Review Fund	0.00	1.00	4.00	4.00	4.00
Staffing Total	**0.00**	**1.00**	**4.00**	**4.00**	**4.00**

Office of the City Clerk

The Office of the City Clerk is responsible for managing the City Code and Charter; managing all City Council meetings, including the production of Council agendas and packets; conducting successful coordinated elections; effective administration of Boards and Commissions; coordinating all open records requests and maintaining the citywide records management program for hard copy and electronic records.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	745,886	936,626	957,193	1,054,357	1,208,477
Expenditures Total	**$745,886**	**$936,626**	**$957,193**	**$1,054,357**	**$1,208,477**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	534,362	577,705	702,721	715,378	779,028
Supplies and Services	194,070	339,954	233,576	318,083	406,827
Interfund Charges	17,454	18,967	20,896	20,896	22,622
Expenditures Total	**$745,886**	**$936,626**	**$957,193**	**$1,054,357**	**$1,208,477**
STAFFING SUMMARY					
General Fund	7.00	7.00	8.00	8.00	8.00
Staffing Total	**7.00**	**7.00**	**8.00**	**8.00**	**8.00**

General Management

PROGRAM DETAIL

Office of the City Manager

In accordance with the policy guidelines of the Mayor and City Council, this program provides direction and oversight of all city operations, ensures achievement of City Council's stated goals, plans major development projects, prepares the city's budget and multi-year capital improvement program, enforces all ordinances and regulations, helps promote economic development, enhances intergovernmental relations, maintains the city's sound financial condition, manages the personnel and benefits system, provides for construction and maintenance of the city's infrastructure and public facilities, and implements all city policies. This program houses the City Manager, Deputy City Managers, and administrative support staff.

In the 2023 Proposed Budget, 1.0 FTE Americans with Disabilities Act Project Manager has been added.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,689,248	1,731,894	1,776,765	1,797,171	1,975,691
Expenditures Total	**$1,689,248**	**$1,731,894**	**$1,776,765**	**$1,797,171**	**$1,975,691**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,430,517	1,635,294	1,663,833	1,646,506	1,858,160
Supplies and Services	217,658	53,176	63,887	101,620	65,887
Interfund Charges	41,073	43,424	49,045	49,045	51,644
Expenditures Total	**$1,689,248**	**$1,731,894**	**$1,776,765**	**$1,797,171**	**$1,975,691**
STAFFING SUMMARY					
General Fund	7.00	8.00	8.00	8.00	9.00
Staffing Total	**7.00**	**8.00**	**8.00**	**8.00**	**9.00**

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 staff members will conduct plan reviews, construction inspections, ongoing inspections, and track all required monitoring and documentation. In the 2023 Proposed Budget, 1.0 FTE Project Coordinator will be eliminated.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	273,591	388,767	661,868	391,514	514,401
Expenditures Total	**$273,591**	**$388,767**	**$661,868**	**$391,514**	**$514,401**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	160,026	349,394	525,868	333,451	471,086
Supplies and Services	113,565	6,744	41,000	11,664	41,000
Interfund Charges	0	944	0	1,233	2,315
Capital Related	0	31,685	95,000	45,166	0
Expenditures Total	**$273,591**	**$388,767**	**$661,868**	**$391,514**	**$514,401**

General Management

PROGRAM DETAIL

Oil and Gas Division

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
General Fund	5.00	5.00	5.00	5.00	4.00
Staffing Total	**5.00**	**5.00**	**5.00**	**5.00**	**4.00**

Housing and Community Services

PROGRAM SUMMARY

Administration

$794,045 — 6.3 FTE

*Provides oversight, administration, and management of programs, budget, and personnel

Affordable Housing

$2,099,089 — 0 FTE

*Provides pass-through federal funds and general funds to create/retain affordable housing units in Aurora

Animal Services

$3,405,887 — 27 FTE

*Provides shelter, veterinary care, placement through adoption, transfer, or other means; pet licensing and education, and enforcement

Aurora Mobile Response Team

$804,501 — 2 FTE

*Provides an alternative to the traditional law enforcement response

Community Development Program Management

$1,473,858 — 18.5 FTE

*Provides oversight, administration, and management of CDBG, HOME, and ESG programs and projects

Community Engagement

$4,192,235 — 9.7 FTE

*Resources for human, community, social, and cultural services

COVID-19 Relief Grants

$1,341,897 — 0 FTE

*Offset Aurora's COVID-related expenses
*Fund programs to provide support to residents and small businesses

Emergency Solutions Grants

$264,000 — 0 FTE

*Pass-through federal funds for grants to nonprofit emergency shelter and rapid rehousing/homelessness prevention providers

Homelessness Initiative

$5,633,504 — 5 FTE

*Supports services along the homelessness crisis response system continuum

Neighborhood Support

$2,671,309 — 25 FTE

*Promotes a well-maintained city
*Provides education and enforcement of city ordinances
*Promotes community engagement

Rehabilitation

$850,000 — 0 FTE

*Provides a wide range of housing and commercial rehabilitation programs

Transfers and Other Requirements

$579,896 — 0 FTE

*Anticipated/unprogrammed gifts and grants to be transferred to programs
*Other one-time grants or programs

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**83.50**	**88.50**	**89.00**	**90.50**	**93.50**
EXPENDITURES	**16,288,891**	**32,402,009**	**24,298,765**	**21,472,841**	**24,110,221**

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 also 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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	83.50	88.50	89.00	90.50	93.50
Personal Services	5,930,299	6,303,530	7,302,402	7,821,321	8,416,313
Allocated Expenses	-19,141	-18,801	80,000	-230,000	182,292
Supplies and Services	10,025,080	25,677,936	16,605,386	13,306,540	15,038,804
Utilities	0	2,395	0	0	0
Interfund Charges	275,123	286,030	310,977	305,980	397,812
Capital Related	77,530	0	0	269,000	75,000
Transfers Out	0	150,919	0	0	0
Expenditures Total	**$16,288,891**	**$32,402,009**	**$24,298,765**	**$21,472,841**	**$24,110,221**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Housing and Community Services (HCS) Department resides in multiple funds, including the General Fund, Community Development Fund, Marijuana Tax Revenue Fund, and the Gifts and Grants Fund. On a bottom-line basis, the department's 2022 projection is under the 2022 Original Budget by $2.8 million (11.6 percent), which is the net of significant ups and downs in the different funds.

In the General Fund, the department is projected to be over the 2022 Original Budget by $2.1 million. The 2022 Spring Supplemental accounts for $784,100 of this, including $557,100 one-time for the re-appropriation of Affordable Housing Seed Funding that was not spent in 2021, and a one-time $203,400 of additional funding for further development of the Aurora Mobile Response Team. The projection also includes $1.7 million in 2022 estimated costs for the Camping Ordinance Implementation that will require a supplemental budget request in the spring of 2023. Savings in the rest of the General Fund operations come primarily from vacancy savings. These savings are significantly offset by additional costs related to the 2022 Camping Ordinance, and Equal Pay/Equal Work (EPEW) pay adjustments in the General Fund.

In the Gift and Grants Fund, the department is projected to be under the 2022 Original Budget by $3.7 million. The 2022 budget assumed grant funds, primarily for the COVID-19 response, would be spent in 2022 when instead a greater amount of spending than assumed occurred in 2021 or will be stretched out until 2023 and beyond. The projection for the Community Development Fund grants is slightly under budget by $58,300 to reflect the actual 2022 grant awards for the Community Development Block Grant and the Home Investment Partnerships Grant.

In the Marijuana Tax Revenue Fund, the department is projected to be under the original budget by $1.2 million. Homelessness Services and Youth Violence Prevention are the two programs in HCS that are funded with marijuana tax revenue. The Youth Violence Prevention Program is projected to spend 45.9 percent of the 2022 Original Budget, which is the primary reason the projection is under budget. This program is taking a bit longer to develop than anticipated. Additionally, marijuana tax revenue collections in 2022 are projected to be lower, also reducing the projection for the amount obligated for Homelessness Services.

Housing and Community Services

DEPARTMENT NARRATIVE

2023 Department Budget Variance
The HCS Department 2023 budget is $188,500 (0.8 percent) less than the 2022 Original Budget. This small adjustment down is the net of significant ups and downs. Base adjustments outlined in the Base Adjustment section account for a $2.7 million decrease at the department level for all funds combined. Amendments for 2023 outlined in the Budget Amendment Request section total $2.5 million for all funds, offsetting the significant decrease in the base.

Significant base increases include $659,400 in compensation adjustments for the citywide assumptions for pay and benefits as well as the reflection of the 2022 EPEW wage adjustments in the department. Other Adjustments of $1.6 million account for an increase in the programs funded by the Marijuana Tax Revenue Fund. This will adjust the 2023 appropriation of these fund to reflect the 2023 revenue forecast plus projected 2022 year-end funds available. Grant budgets are adjusted down by $5.1 million to right-size the grant budgets to the expected expenditures for 2023 as the COVID-19 grants are winding down.

There are five amendments in the 2023 budget. One of these amendments is the annual amendment in the Community Development Fund to adjust the appropriation to reflect the 2023 estimated grant awards for the Community Development Block Grant and the Home Investment Partnerships Grant. The remaining four amendments are in the General Fund. The most significant is for $2.1 million to provide ongoing appropriation to carry out the efforts required by the new camping ordinance. This amendment includes the addition of 2.0 FTE, including 1.0 FTE Outreach Manager and 1.0 FTE Abatement Coordinator. Another significant amendment for $536,600 ongoing will expand the Aurora Mobile Response Team budget. This amendment includes the addition of 1.0 FTE Data Analyst. The remaining two amendments are primarily one-time and will add appropriations for an Animal Care vehicle and to retrofit the Aurora Cold Weather Outreach Team shuttle to accommodate a new service to underserved Aurora residents called "City Hall to Go." More information on these amendments can be found in the Budget Amendment Request section.

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-141,921
Mid Year Modifications	174,999
Compensation Adjustments	659,409
Mandated Costs	82,835
Grant / Designated Revenue Adjustments	-5,110,130
Other Adjustments	1,632,451
Total Base Adjustments	**($2,702,357)**

BUDGET AMENDMENT REQUESTS

	2023			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Community Development Fund / New Appropriation				
Anticipated CDBG and HOME Grant Adjustments	0.00	-224,823	0	-224,823

Program affected: CDBG Funded Programs
Strategic Outcome: Thriving
Duration: Ongoing
This amendment makes the necessary adjustments to appropriation for the 2023 anticipated grant awards for the Community Development Block Grant (CDBG) and Home Investment Partnerships Grant (HOME).

The anticipated CDBG funding level is assumed to be equal to the 2022 actual grant award of $2.6 million and $100,000 of program income. The anticipated HOME grant funding level is assumed to be equal to the actual 2022 grant award of $1.2 million and $400,000 of program income. The assumed General Fund grant match is $280,500.

Total anticipated funding for these two grants, including program income and the General Fund match, is $4.6 million. Please see Public Input section of the 2023 Proposed Budget for the detailed plan by project as approved by the Citizens' Advisory Committee on Housing and Community Development.

Housing and Community Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
Community Development Fund / New Appropriation				
New Appropriation Total	**0.00**	**-224,823**	**0**	**-224,823**
Community Development Fund Total	**0.00**	**-224,823**	**0**	**-224,823**
General Fund / New Appropriation				
Animal Services Vehicle	0.00	79,000	0	79,000

Program affected: Animal Services
Strategic Outcome: Healthy and Safe
Duration: $4,000 Ongoing; $75,000 One-time
This amendment adds one-time appropriation for a large, specially equipped Animal Services vehicle and a small amount of ongoing funding for fuel. This vehicle will be the second four-wheel drive vehicle in the Animal Services fleet of seven. The division currently utilizes three small trucks, two vans, and two large trucks for 12 field staff. This vehicle will allow the division to more efficiently respond to calls in inclement winter weather and the summer heat. The cooling/heating system gives the officer the ability to regulate the temperature in the animal storage area. This allows the officer to stay out on the road longer to handle more calls, rather than transporting animals back to the shelter before returning back out on a call.

Aurora Mobile Reponse Team Expansion	1.00	536,636	0	536,636

Program affected: Aurora Mobile Response Team
Strategic Outcome: Healthy and Safe
Duration: Ongoing
This amendment will provide additional ongoing appropriation to expand the Aurora Mobile Response Team (AMRT) Program. This program provides an alternative to police response for individuals identified to be experiencing a behavioral health crisis.

Currently the AMRT Program staffs 1.0 FTE Program Manager and one contracted team (1 paramedic/1 clinician) 40 hours a week within northwest Aurora. This amendment will add 1.0 FTE Data Analyst and expand the AMRT to two teams to allow for more coverage. The service level is not finalized yet, but as an example, a minimum staffing model could be used for 24/7 coverage, or optimized coverage could be obtained with 10-hour coverage per day, 7 days a week.

The Mobile Response Team is a resource seen as valuable not only by the community, but our public safety partners. Calls come in through Aurora911 and are triaged to determine the appropriateness of an unarmed response. This model, combined with a law enforcement co-responder model (Crisis Response Team), provides a spectrum of care to individuals in Aurora, giving them the right response at the right time, while allowing the Aurora Police and Fire Departments to focus on criminal and lifesaving calls for service.

Housing and Community Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Camping Ordinance Implementation	2.00	2,100,000	0	2,100,000

Program affected: Homelessness Initiative
Strategic Outcome: Healthy and Safe
Duration: Ongoing
This amendment will provide ongoing appropriation to carry out the implementation of the approved Unauthorized Camping Ordinance 2022-12 that went into effect April 30, 2022. This ordinance was created in response to Resolution number 2022-49 directing the City Manager to look for, create, and maintain sufficient shelter options to provide a safe space for individuals and families in an unauthorized camp that desire to use a shelter option. For 2023, this program will include the efforts that began with the Safe Outdoor Space Program funded primarily by the 2020 ESG-COVID and ARPA grants.

Ongoing efforts for 2023 include site abatement, outreach, Safe Outdoor Space (SOS) operations, as well as care and maintenance of pallet shelters. To accomplish this, 2.0 FTE are requested and agency funding. The two FTEs include 1.0 FTE Abatement Coordinator and 1.0 FTE Outreach Manager. Recruiting efforts for these positions will begin mid to late 2022. Agency funding will cover an outreach team, shelter site management, shelter staff, case management, and meals. Ongoing abatement funding approved in the 2022 budget is believed to be adequate. This complex program will continue to develop throughout 2023 and the years to come.

City Hall to Go	0.00	23,000	0	23,000

Program affected: Neighborhood Liaisons
Stragegic Outcome: Diverse
Duration: $3,000 Ongoing, $20,000 One-time
This amendment will add one-time appropriation to retrofit the Aurora Cold Weather Outreach Team shuttle. The City Hall to Go van will be used to enhance community engagement for our underserved and diverse community, who often have limited access to participate in venues (e.g. limited Internet or technology, language barriers). A small amount of ongoing appropriation is included for fuel and other fleet expenses.

The City Hall to Go van will include outreach materials like iPads/laptops, folding tables, chairs, city promotional materials, Wi-Fi hotspots, screens/speakers, pop-up tents, etc. for flexible engagement opportunities in underserved communities. The vinyl wrap could be designed through a commission to a local artist to brand the engagement van to increase recognition in the field. City Hall to Go will build our capacity as a city to engage meaningfully with our community, increase access, and boost long-term civic engagement and trust, which is pivotal to our recovery as a community. City personnel can utilize the City Hall to Go van for any engagement needs / events out in the field where community members are already gathered.

New Appropriation Total	**3.00**	**2,738,636**	**0**	**2,738,636**
General Fund Total	**3.00**	**2,738,636**	**0**	**2,738,636**
Amendment Request Total All Funds	**3.00**	**2,513,813**	**0**	**2,513,813**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Community Development Fund	7,248,147	7,972,864	4,706,221	4,647,947	4,647,947
General Fund	5,373,683	6,677,263	7,118,171	9,246,347	10,542,899
Gifts & Grants Fund	893,971	14,473,830	7,912,027	4,189,700	2,464,976
Marijuana Tax Revenue Fund	2,773,090	3,278,052	4,562,346	3,388,847	6,454,399
Expenditures Total	**$16,288,891**	**$32,402,009**	**$24,298,765**	**$21,472,841**	**$24,110,221**

Housing and Community Services

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Community Development Fund	18.20	18.50	18.50	18.50	18.50
General Fund	64.30	64.00	64.50	65.00	68.00
Gifts & Grants Fund	1.00	0.00	0.00	0.00	0.00
Marijuana Tax Revenue Fund	0.00	6.00	6.00	7.00	7.00
Staffing Total	**83.50**	**88.50**	**89.00**	**90.50**	**93.50**

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 troubleshooting, managing special projects, and resolving difficult or sensitive issues.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	688,267	628,016	742,369	706,448	794,045
Expenditures Total	**$688,267**	**$628,016**	**$742,369**	**$706,448**	**$794,045**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	564,592	495,469	604,924	569,799	646,238
Supplies and Services	18,890	18,675	11,990	11,193	11,990
Interfund Charges	104,785	113,872	125,455	125,456	135,817
Expenditures Total	**$688,267**	**$628,016**	**$742,369**	**$706,448**	**$794,045**
STAFFING SUMMARY					
General Fund	5.80	5.80	6.30	6.30	6.30
Staffing Total	**5.80**	**5.80**	**6.30**	**6.30**	**6.30**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	700,000	4,077,190	1,885,187	5,590,956	1,999,089
General Fund	52,922	700,000	100,000	657,078	100,000
Marijuana Tax Revenue Fund	300,000	0	0	-40,000	0
Expenditures Total	**$1,052,922**	**$4,777,190**	**$1,985,187**	**$6,208,034**	**$2,099,089**

Housing and Community Services

PROGRAM DETAIL

Affordable Housing

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	1,052,922	4,777,190	1,985,187	6,208,034	2,099,089
Expenditures Total	**$1,052,922**	**$4,777,190**	**$1,985,187**	**$6,208,034**	**$2,099,089**

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 safeguard public health and safety. The shelter is a member of the Metro Denver Animal Welfare Alliance, a consortium of metro Denver shelter and rescue organizations working together towards 100 percent placement of adoptable animals. The shelter is also a member of the Colorado Federation of Animal Welfare Agencies whose shared vision is to make Colorado a state of humane communities for all pets and people. The cost of Animal Services operations is significantly offset by revenue from licenses, permits, fees, and fines.

In the 2022 Spring Supplemental, a part-time Animal Shelter Assistant position was increased by 0.5 FTE to create a full-time position.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,700,524	2,154,430	2,316,732	2,278,370	2,780,494
Gifts & Grants Fund	122,193	161,745	201,000	1,858	625,393
Expenditures Total	**$1,822,717**	**$2,316,175**	**$2,517,732**	**$2,280,228**	**$3,405,887**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,586,741	1,887,754	2,048,932	1,978,018	2,394,837
Allocated Expenses	-659	0	0	0	0
Supplies and Services	195,400	230,670	420,158	254,390	844,551
Interfund Charges	41,235	46,832	48,642	47,820	91,499
Capital Related	0	0	0	0	75,000
Transfers Out	0	150,919	0	0	0
Expenditures Total	**$1,822,717**	**$2,316,175**	**$2,517,732**	**$2,280,228**	**$3,405,887**
STAFFING SUMMARY					
General Fund	27.50	26.50	26.50	27.00	27.00
Gifts & Grants Fund	1.00	0.00	0.00	0.00	0.00
Staffing Total	**28.50**	**26.50**	**26.50**	**27.00**	**27.00**

Housing and Community Services

PROGRAM DETAIL

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 in the northwest part of Aurora. The team includes a program manager, mental health worker, and an EMT.

The 2022 projection includes one-time supplemental funding for further development of the Aurora Mobile Response Team. The additional 2023 ongoing appropriation will add 1.0 FTE Data Analyst and a second paramedic/clinician team.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	0	175,355	268,042	434,413	804,501
Expenditures Total	**$0**	**$175,355**	**$268,042**	**$434,413**	**$804,501**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	0	37,940	108,042	100,352	229,501
Supplies and Services	0	137,415	160,000	334,061	575,000
Expenditures Total	**$0**	**$175,355**	**$268,042**	**$434,413**	**$804,501**
STAFFING SUMMARY					
General Fund	0.00	1.00	1.00	1.00	2.00
Staffing Total	**0.00**	**1.00**	**1.00**	**1.00**	**2.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	1,281,286	1,081,270	1,401,034	1,306,991	1,398,858
Gifts & Grants Fund	15,378	18,650	18,800	21,730	75,000
Expenditures Total	**$1,296,664**	**$1,099,920**	**$1,419,834**	**$1,328,721**	**$1,473,858**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,527,380	1,290,037	1,366,244	2,012,559	1,509,762
Allocated Expenses	-18,482	-18,801	0	-275,000	-92,708
Supplies and Services	-260,622	-224,192	1,017	-458,193	0
Interfund Charges	48,388	52,876	52,573	49,355	56,804
Expenditures Total	**$1,296,664**	**$1,099,920**	**$1,419,834**	**$1,328,721**	**$1,473,858**
STAFFING SUMMARY					
Community Development Fund	18.20	18.50	18.50	18.50	18.50
Staffing Total	**18.20**	**18.50**	**18.50**	**18.50**	**18.50**

Housing and Community Services

PROGRAM DETAIL

Community Engagement

The Community Engagement Division is responsible for developing an organizational framework and programs that support long-lasting relationships between communities and the city thereby cultivating trust and encouraging 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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	166,670	237,102	436,782	476,247	488,040
Marijuana Tax Revenue Fund	0	274,435	1,525,090	700,600	3,704,195
Expenditures Total	**$166,670**	**$511,537**	**$1,961,872**	**$1,176,847**	**$4,192,235**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	165,995	398,351	839,353	803,801	905,239
Supplies and Services	675	113,186	1,122,519	373,046	3,286,996
Expenditures Total	**$166,670**	**$511,537**	**$1,961,872**	**$1,176,847**	**$4,192,235**
STAFFING SUMMARY					
General Fund	3.00	3.70	3.70	3.70	3.70
Marijuana Tax Revenue Fund	0.00	6.00	6.00	6.00	6.00
Staffing Total	**3.00**	**9.70**	**9.70**	**9.70**	**9.70**

COVID-19 Relief Grants

Many of the city's activities in response 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 grants and rental assistance, city personnel costs and personal protective equipment (PPE), and safety improvements to city facilities.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	1,729,114	1,752,084	0	0	0
Gifts & Grants Fund	622,858	14,025,893	7,386,345	3,739,365	1,341,897
Expenditures Total	**$2,351,972**	**$15,777,977**	**$7,386,345**	**$3,739,365**	**$1,341,897**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	10,907	83,431	0	0	0
Allocated Expenses	0	115,007	195,000	160,000	75,000
Supplies and Services	2,263,535	15,577,144	7,191,345	3,579,365	1,266,897
Utilities	0	2,395	0	0	0
Capital Related	77,530	0	0	0	0
Expenditures Total	**$2,351,972**	**$15,777,977**	**$7,386,345**	**$3,739,365**	**$1,341,897**

Housing and Community Services

PROGRAM DETAIL

Emergency Solutions Grants

The Emergency Solutions Grant (ESG) Program provides federal funding to non-profit Emergency Shelter subrecipients in Aurora. It also allocates funds to nonprofit agencies for provision of Rapid Re-Housing funds to either place homeless persons into housing, or Homelessness Prevention funds to prevent households from becoming homeless during a crisis.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Gifts & Grants Fund	89,006	246,044	231,882	284,197	264,000
Expenditures Total	**$89,006**	**$246,044**	**$231,882**	**$284,197**	**$264,000**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	0	23,495	0	9,453	0
Supplies and Services	89,006	222,549	231,882	274,744	264,000
Expenditures Total	**$89,006**	**$246,044**	**$231,882**	**$284,197**	**$264,000**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	-200,916	0	0	0	0
Gifts & Grants Fund	33,531	20,826	24,000	50	0
Expenditures Total	**($167,385)**	**$20,826**	**$24,000**	**$50**	**$0**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	30,023	9,274	0	0	0
Supplies and Services	-197,408	11,552	24,000	50	0
Expenditures Total	**($167,385)**	**$20,826**	**$24,000**	**$50**	**$0**

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 a comprehensive and 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.

In 2023, an amendment for the Camping Ordinance Implementation adds $2.1 million ongoing to the General Fund budget. This amendment includes the addition of 2.0 FTE, including 1.0 FTE Outreach Manager and 1.0 FTE Abatement Coordinator.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	467,991	379,632	399,697	2,163,437	2,883,300
Marijuana Tax Revenue Fund	2,473,090	3,003,617	3,037,256	2,728,247	2,750,204
Expenditures Total	**$2,941,081**	**$3,383,249**	**$3,436,953**	**$4,891,684**	**$5,633,504**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	160,391	181,924	202,897	468,838	540,141
Allocated Expenses	0	-115,007	-115,000	-115,000	200,000
Supplies and Services	2,780,690	3,316,332	3,349,056	4,447,846	4,893,363
Capital Related	0	0	0	90,000	0
Expenditures Total	**$2,941,081**	**$3,383,249**	**$3,436,953**	**$4,891,684**	**$5,633,504**
STAFFING SUMMARY					
General Fund	2.00	2.00	2.00	2.00	4.00
Marijuana Tax Revenue Fund	0.00	0.00	0.00	1.00	1.00
Staffing Total	**2.00**	**2.00**	**2.00**	**3.00**	**5.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	2,278,022	2,385,407	2,833,339	2,512,355	2,671,309
Expenditures Total	**$2,278,022**	**$2,385,407**	**$2,833,339**	**$2,512,355**	**$2,671,309**

Housing and Community Services

PROGRAM DETAIL

Neighborhood Support

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,884,270	1,895,855	2,132,010	1,878,501	2,190,595
Supplies and Services	313,037	417,102	617,022	371,505	367,022
Interfund Charges	80,715	72,450	84,307	83,349	113,692
Capital Related	0	0	0	179,000	0
Expenditures Total	**$2,278,022**	**$2,385,407**	**$2,833,339**	**$2,512,355**	**$2,671,309**
STAFFING SUMMARY					
General Fund	26.00	25.00	25.00	25.00	25.00
Staffing Total	**26.00**	**25.00**	**25.00**	**25.00**	**25.00**

Public Service

This program may include a range of activities that non-profit partners carry out such as services for homeless persons, services for seniors, fair housing activities, employment services, and recreational services.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	79,000	100,000	100,000	100,000	0
Expenditures Total	**$79,000**	**$100,000**	**$100,000**	**$100,000**	**$0**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	79,000	100,000	100,000	100,000	0
Expenditures Total	**$79,000**	**$100,000**	**$100,000**	**$100,000**	**$0**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	536,454	462,997	1,300,000	1,000,000	850,000
Expenditures Total	**$536,454**	**$462,997**	**$1,300,000**	**$1,000,000**	**$850,000**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	536,454	462,997	1,300,000	1,000,000	850,000
Expenditures Total	**$536,454**	**$462,997**	**$1,300,000**	**$1,000,000**	**$850,000**

Housing and Community Services

PROGRAM DETAIL

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. Negative amounts indicate that carryforward funds will be moved to a different program.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	2,745,125	71,787	0	-3,350,000	400,000
General Fund	19,287	17,321	21,210	17,999	21,210
Gifts & Grants Fund	0	0	50,000	142,500	158,686
Expenditures Total	**$2,764,412**	**$89,108**	**$71,210**	**($3,189,501)**	**$579,896**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	2,764,412	89,108	71,210	-3,189,501	579,896
Expenditures Total	**$2,764,412**	**$89,108**	**$71,210**	**($3,189,501)**	**$579,896**

Human Resources

PROGRAM SUMMARY

Administration

$624,547 3.5 FTE

*Central Human Resources administration and special projects

Human Resources Operations

$3,912,576 30 FTE

*Recruitment, hiring, salary and benefit administration; citizen volunteer services; employee relations, training, and wellness

Risk Management

$15,995,920 10 FTE

*Administer general liability claims and workers' compensation claims, employee safety program, and occupational health services

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**31.00**	**31.00**	**38.50**	**40.50**	**43.50**
EXPENDITURES	**14,785,421**	**24,542,688**	**18,363,152**	**19,241,734**	**20,533,043**

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 business management, strategy, workforce management, and planning through the following operations: employee relations; labor relations; recruiting, hiring and onboarding employees; employee training and development; benefits, wellness and leave of absence management; compensation and classification; and Human Resources Information Systems (HRIS). 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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	31.00	31.00	38.50	40.50	43.50
Personal Services	3,169,877	3,560,855	4,197,333	4,246,912	5,056,248
Supplies and Services	11,512,002	20,878,795	14,045,000	14,874,003	15,346,599
Interfund Charges	94,816	103,038	113,519	113,519	122,896
Capital Related	8,726	0	7,300	7,300	7,300
Expenditures Total	**$14,785,421**	**$24,542,688**	**$18,363,152**	**$19,241,734**	**$20,533,043**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Human Resources (HR) Department's 2022 projection is $878,600 (4.8 percent) higher than the 2022 Original Budget, with the Risk Management Fund over by $775,000 and the General Fund over by $103,500. In the Risk Management Fund, the overage is driven primarily by a $1.3 million projected increase in public entity liability claims and vehicle accident claims. A supplemental will be necessary to cover this, although savings in other types of risk claims and in program administration will reduce the amount of supplemental funds needed. In the General Fund, the Department received a 2022 Spring Supplemental providing an additional $243,100 and 2.0 FTE for a Compensation Manager and a Public Safety Coordinator. When including the additional spending authority provided in the supplemental, the department is not projecting to be over its General Fund working budget in 2022.

2023 Department Budget Variance
The Human Resources (HR) Department's 2023 budget is $2.2 million (11.8 percent) higher than the 2022 Original Budget, with $1.8 million of that coming in base adjustments, including mandated costs. Base adjustments include $1.5 million of additional funding related to the city's self-insured risk management program, including additional funding to pay higher risk insurance premiums, to cover claims liability adjustments, to better address vehicle accident claims, and to pay for the cost of the Origami risk management system. All of these Loss Fund expenses are funded from the Risk Management Fund. The city's compensation increases are also found in mandated costs, with these increases funded by both the General Fund and Risk Management Fund.

There are $332,700 in amendments in HR, all of which is funded from the General Fund. In the continued effort to enhance staffing to the level needed to fully address the needs of a growing city, HR amendments will add 3.0 FTE's, including a Compensation Analyst, a Talent Acquisition Specialist, and an Employee Relations Specialist.

The department is increasing by 5.0 FTE for 2023, including a 1.0 FTE Compensation Manager and a 1.0 FTE Public Safety Coordinator added through the 2022 Spring Supplemental Process. Additionally, 2023 FTE also include a 1.0 FTE Compensation Analyst, a 1.0 FTE Talent Acquisition Specialist, and a 1.0 FTE Employee Relations Specialist, all of which are added as 2023 amendments.

Human Resources

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-181,825
Mid Year Modifications	243,103
Compensation Adjustments	297,621
Mandated Costs	1,478,251
Total Base Adjustments	**$1,837,150**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Add 1.0 FTE Compensation Analyst	1.00	119,986	0	119,986
Program affected: Human Resources Operations Strategic Outcome: Planned and Maintained Duration: $118,000 Ongoing, $2,000 One-time In an effort to better meet critical human resources needs of a growing city, this request would convert a current variable-hour benefit-eligible (VHB) position to a full-time Compensation Analyst. This specific request would assist with the department's workload of compensation and classification requests.				
Add 1.0 FTE Employee Relations Specialist	1.00	114,549	0	114,549
Program affected: Employee Relations Strategic Outcome: Planned and Maintained Duration: $112,500 Ongoing, $2,000 One-time In an effort to better meet the critical human resources needs of a growing city and support the needs for enhanced employee performance management support, this request would provide a full-time Employee Relations Specialist. This employee would help the Employee Relations Division manage the newly developed Performance Management Program. This position will provide vital support, coaching, development, policy advisement, employee evaluations guidance, programs to recognize employee achievement and high-performance, Workday support, and pay-for-performance oversight.				
Add 1.0 FTE Talent Acquisition Specialist	1.00	98,206	0	98,206
Program affected: Recruiting Strategic Outcome: Planned and Maintained Duration: $96,200 Ongoing, $2,000 One-time In an effort to better meet critical human resources needs of a growing city, this request would convert a current variable-hour benefit-eligible (VHB) position to a full-time Talent Acquisition Specialist. The requested position would help with recruiting, onboarding new hires, and addressing employment-related inquiries. The additional employee would help the department to be more of a strategic business partner to other departments, would increase productivity, and would result in a higher service level for the city.				
New Appropriation Total	**3.00**	**332,741**	**0**	**332,741**
General Fund Total	**3.00**	**332,741**	**0**	**332,741**
Amendment Request Total All Funds	**3.00**	**332,741**	**0**	**332,741**

Human Resources

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	2,564,368	2,894,878	3,575,987	3,679,521	4,210,347
Gifts & Grants Fund	0	0	1,294	1,294	1,294
Risk Management Fund	12,221,053	21,647,810	14,785,871	15,560,919	16,321,402
Expenditures Total	**$14,785,421**	**$24,542,688**	**$18,363,152**	**$19,241,734**	**$20,533,043**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	21.00	21.00	27.50	29.50	32.50
Risk Management Fund	10.00	10.00	11.00	11.00	11.00
Staffing Total	**31.00**	**31.00**	**38.50**	**40.50**	**43.50**

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.

In 2023, a Project Specialist position in Administration was reduced by 0.5 FTE to allow a part-time Training Coordinator position in Human Resource Operations to be converted to full-time.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	308,642	294,567	601,629	563,251	624,547
Expenditures Total	**$308,642**	**$294,567**	**$601,629**	**$563,251**	**$624,547**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	224,388	203,048	498,662	460,401	513,269
Supplies and Services	214	191	2,349	2,232	2,349
Interfund Charges	84,040	91,328	100,618	100,618	108,929
Expenditures Total	**$308,642**	**$294,567**	**$601,629**	**$563,251**	**$624,547**
STAFFING SUMMARY					
General Fund	1.00	1.00	4.00	4.00	3.50
Staffing Total	**1.00**	**1.00**	**4.00**	**4.00**	**3.50**

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, providing preventative training, and employee performance management; and Employee Wellness, which coordinates various initiatives designed to manage claims and improve the overall health of the city's workforce.

In 2023, the FTE total includes a 1.0 FTE Compensation Manager and a 1.0 FTE Civil Service Administrator added with the 2022 Spring Supplemental. HR is also requesting to add 3.0 FTE as 2023 amendments, including a Compensation Analyst, a Talent Acquisition Analyst, and an Employee Relations Specialist. Finally, a Project Specialist position in Administration was reduced by 0.5 FTE to allow a part-time Training Coordinator position in Human Resource Operations to be converted to full-time. In total, these changes resulted in an increase of 5.5 FTE in Human Resource Operations from the 2022 Original Budget to the 2023 proposed budget.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	2,255,726	2,600,311	2,974,358	3,116,270	3,585,800
Gifts & Grants Fund	0	0	1,294	1,294	1,294
Risk Management Fund	273,575	249,243	358,763	308,697	325,482
Expenditures Total	**$2,529,301**	**$2,849,554**	**$3,334,415**	**$3,426,261**	**$3,912,576**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,075,572	2,401,591	2,572,426	2,701,027	3,310,163
Supplies and Services	453,729	447,963	761,989	725,234	602,413
Expenditures Total	**$2,529,301**	**$2,849,554**	**$3,334,415**	**$3,426,261**	**$3,912,576**
STAFFING SUMMARY					
General Fund	20.00	20.00	23.50	25.50	29.00
Risk Management Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	**21.00**	**21.00**	**24.50**	**26.50**	**30.00**

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 2023 budget includes several mandated cost-related increases, including an increase of $653,200 to pay the increasing cost of the city's risk insurance premiums, an increase of $175,300 to pay for risk claims related to vehicle accidents, and an increase of $125,000 to pay for technical services including the annual operating cost of the city's risk management system.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Risk Management Fund	11,947,478	21,398,567	14,427,108	15,252,222	15,995,920
Expenditures Total	**$11,947,478**	**$21,398,567**	**$14,427,108**	**$15,252,222**	**$15,995,920**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	869,917	956,216	1,126,245	1,085,484	1,232,816
Supplies and Services	11,058,059	20,430,641	13,280,662	14,146,537	14,741,837
Interfund Charges	10,776	11,710	12,901	12,901	13,967
Capital Related	8,726	0	7,300	7,300	7,300
Expenditures Total	**$11,947,478**	**$21,398,567**	**$14,427,108**	**$15,252,222**	**$15,995,920**
STAFFING SUMMARY					
Risk Management Fund	9.00	9.00	10.00	10.00	10.00
Staffing Total	**9.00**	**9.00**	**10.00**	**10.00**	**10.00**

Information Technology

PROGRAM SUMMARY

Administration

$1,292,189 2.5 FTE

*Deliver high quality technical solutions, securely, efficiently, and collaboratively to all city stakeholders

Client Services

$2,173,093 7 FTE

*Provide citywide software and hardware support and procurement for PC, laptop, peripheral device, and managed print services

Enterprise Solutions

$3,488,606 15 FTE

*Provide technical support, system maintenance, new solution implementation, and evaluation of citywide business processes

Enterprise Systems

$3,955,871 8 FTE

*Provide data center operations for the city. Responsible for server infrastructure, databases, and data storage for all city business

Geographic Information Systems

$661,145 4 FTE

*Provide technical strategy, data creation, systems administration, new solutions, and information to meet city spatial requirements

Information Security

$2,428,898 6 FTE

*Ensure stored information is managed in a secure and respectful manner in accordance with its sensitivity and risk

Networking

$2,794,742 6 FTE

*Design, install, monitor, and maintain voice and data networks, and security cameras for the city

Project Management Office

$2,054,942 9 FTE

*Provide IT portfolio and project management and support project execution. Facilitate the project governance process

Public Safety

$9,220,288 13.5 FTE

*Provide technical support, system maintenance, new solution implementation, and evaluation of public safety business processes

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**57.50**	**59.50**	**69.00**	**70.00**	**71.00**
EXPENDITURES	**17,923,271**	**18,592,516**	**22,397,021**	**22,881,981**	**28,069,774**

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	57.50	59.50	69.00	70.00	71.00
Personal Services	6,636,483	7,026,373	8,633,669	7,859,924	9,583,437
Allocated Expenses	-17,923	0	-56,142	-56,142	-63,478
Supplies and Services	11,028,941	11,058,688	13,423,319	14,679,690	18,327,609
Utilities	39,477	36,261	42,500	44,246	43,300
Interfund Charges	57,262	65,236	68,675	69,263	78,906
Capital Related	179,031	405,958	285,000	285,000	100,000
Expenditures Total	**$17,923,271**	**$18,592,516**	**$22,397,021**	**$22,881,981**	**$28,069,774**

DEPARTMENT NARRATIVE

2022 Department Projection Variance

The Information Technology (IT) Department 2022 projection is $485,000 (2.2 percent) higher than the 2022 Original Budget, with the Development Review Projection over by $1.0 million, offset with net budget savings of $552,600 in the other funds. In the Development Review Fund, the overage is driven primarily by a $1.0 million increase in expenses related to the Accela Program. A supplemental will be necessary to cover this.

The General Fund is $577,400 (3.1 percent) lower than the 2022 Original Budget. Personal service savings of $924,100 are projected throughout the General IT programs, with enterprise systems having the largest variance. These savings are partially offset with additional hosted subscription costs and contract personnel costs to fill personal services vacancies. The Enhanced E-911 Fund is projected close to budget.

2023 Department Budget Variance

The Information Technology (IT) Department 2023 budget is $5.7 million (25.3 percent) higher than the 2022 Original Budget, with $4.0 million of that coming in base adjustments, including mandated costs. Most of the base adjustments occur in the General Fund and consist of annual support increases for the majority of the city's technology portfolio, including the return of the PC/laptop (user devices) replacement program cut during the COVID-19 pandemic. The city's compensation increases are also found in base adjustments.

There are $1.7 million of amendments in IT, with $1.2 million of them in the General Fund. The largest is a $1.1 million amendment associated with Axon Technology for body-worn cameras and other public safety technology. There is also $478,900 in Enhanced E-911 Amendments, with the largest being a $403,400 Cybersecurity Program Amendment.

The department added a 1.0 FTE Business Solution Architect in the 2022 Spring Supplemental. In 2023, a 1.0 FTE Sr. Security Analyst is being added as part of the Cybersecurity amendment.

Information Technology

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-1,069,500
Mid Year Modifications	84,770
Compensation Adjustments	671,018
Mandated Costs	3,826,436
Other Adjustments	509,270
Total Base Adjustments	**$4,021,994**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
Enhanced E-911 Fund / New Appropriation				
911 Quality Assurance Tracking Application	0.00	8,000	0	8,000

Program affected: Public Safety
Strategic Outcome: Planned and Maintained
Duration: Ongoing
Aurora911 has unique industry-specific requirements for tracking and reporting training and certifications for the purposes of liability protection and alignment with published national industry standards. The same requirements exist for our formalized Quality Assurance Program, which measures compliance with formalized call taking protocols for police, fire, and EMS. WorkDay is not equipped to aggregate data related to protocol compliance. The Quality Assurance module not only tracks and reports individual employee performance, but also aggregates data in a way which highlights areas of success and improvement needs at the team level. This tool is important for the Professional Development Team to identify and address performance gaps at the individual and department level. As the department works toward seeking accreditation, this platform will play a central role in supporting that process.

911 Screen Capture Application	0.00	67,510	0	67,510

Program affect: Public Safety
Strategic Outcome: Planned and Maintained
Duration:$7,500 Ongoing, $60,000 One-time
This funding will provide the hardware, software, licensing, and storage upgrades needed for the existing recording system to allow screen capture of computers in the Aurora 911 Communications Center. Screen capture will provide Aurora911 with the ability to review call taker and dispatcher use of the applications for quality assurance and training purposes.

Add 1.0 FTE Senior Security Analyst - 911 Cybersecurity Program	1.00	403,353	0	403,353

Program affected: Public Safety
Strategic Outcome: Resilient
Duration: Ongoing
This appropriation provides for the ongoing expenses of licensing, services, and personnel that was funded as a 911 capital project in 2022. This program provides cybersecurity protection for the 911 infrastructure and use of applications by leveraging existing tools, recommending specific practices, and recommending additional tools to augment the security of the 911 infrastructure. It enhances 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. A 1.0 FTE Sr. Security Analyst is included in this amendment.

New Appropriation Total	**1.00**	**478,863**	**0**	**478,863**
Enhanced E-911 Fund Total	**1.00**	**478,863**	**0**	**478,863**

Information Technology

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Axon Technology and Equipment	0.00	1,071,896	0	1,071,896

Program affected: Public Safety
Strategic Outcome: Healthy and Safe
Duration: Ongoing
This is an ongoing request committing to a long term agreement to provide the Aurora Police Department with increased services and a standard replacement schedule with Axon company of their body worn cameras and conducted energy weapons. Additional services will include migration/storage of digital evidence, interview room audio and video recording, and virtual reality training. It also includes drones and their associated licensing.

Court Records Consultant	0.00	100,000	0	100,000

Program affeected: IT Administration
Strategic Outcome: Planned and Maintained
Duration: One-time
This is a one time request to provide a review with recommendations including the use of software tools and automation of the city requirements for the transfer and sharing of information required by the courts to execute their mission. This would include internal requirements as well as requirements from outside agencies and the discovery process.

New Appropriation Total	**0.00**	**1,171,896**	**0**	**1,171,896**
General Fund Total	**0.00**	**1,171,896**	**0**	**1,171,896**
Amendment Request Total All Funds	**1.00**	**1,650,759**	**0**	**1,650,759**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Development Review Fund	1,349,012	1,407,355	532,103	1,569,693	699,796
Enhanced E-911 Fund	2,829,963	3,137,372	3,384,343	3,409,114	4,405,435
General Fund	13,744,296	14,047,789	18,480,575	17,903,174	22,964,543
Expenditures Total	**$17,923,271**	**$18,592,516**	**$22,397,021**	**$22,881,981**	**$28,069,774**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Development Review Fund	3.00	3.00	0.00	0.00	0.00
Enhanced E-911 Fund	5.00	5.00	5.00	5.00	6.00
General Fund	49.50	51.50	64.00	65.00	65.00
Staffing Total	**57.50**	**59.50**	**69.00**	**70.00**	**71.00**

Information Technology

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	801,186	633,373	1,327,225	1,394,064	1,292,189
Expenditures Total	**$801,186**	**$633,373**	**$1,327,225**	**$1,394,064**	**$1,292,189**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	202,444	286,266	354,257	302,616	366,414
Supplies and Services	546,479	289,545	910,609	1,028,501	856,009
Utilities	4,202	2,374	4,700	4,700	3,500
Interfund Charges	48,061	55,188	57,659	58,247	66,266
Expenditures Total	**$801,186**	**$633,373**	**$1,327,225**	**$1,394,064**	**$1,292,189**
STAFFING SUMMARY					
General Fund	2.00	2.00	2.50	2.50	2.50
Staffing Total	**2.00**	**2.00**	**2.50**	**2.50**	**2.50**

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. For 2023, 2.0 FTE will be moved to the Information Security Program.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,370,376	1,253,378	1,403,326	1,287,042	2,173,093
Expenditures Total	**$1,370,376**	**$1,253,378**	**$1,403,326**	**$1,287,042**	**$2,173,093**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	683,704	710,156	730,259	613,975	612,518
Supplies and Services	686,672	543,222	673,067	673,067	1,560,575
Expenditures Total	**$1,370,376**	**$1,253,378**	**$1,403,326**	**$1,287,042**	**$2,173,093**
STAFFING SUMMARY					
General Fund	9.00	9.00	9.00	9.00	7.00
Staffing Total	**9.00**	**9.00**	**9.00**	**9.00**	**7.00**

Information Technology

PROGRAM DETAIL

Enterprise Solutions

The Enterprise Solutions Program acquires, develops, tests, provides technical training, coordinates vendor interaction, implements best practices, and maintains and supports all multi-user software applications used in the city's day-to-day business operations. The program's mission is to effectively deliver high-quality technology solutions securely and efficiently to all city stakeholders. These applications ensure that users have timely and appropriate access to applications containing work product and city information related to their duties. In 2022, 1.0 FTE Business Solutions Architect was added in the Spring Supplemental.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	2,751,240	2,512,990	3,324,479	2,914,976	3,488,606
Expenditures Total	**$2,751,240**	**$2,512,990**	**$3,324,479**	**$2,914,976**	**$3,488,606**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	809,026	1,022,136	1,689,988	1,563,282	1,974,862
Allocated Expenses	0	0	-286,651	-422,490	-443,917
Supplies and Services	1,607,266	1,176,077	1,921,142	1,774,184	1,957,661
Capital Related	334,948	314,777	0	0	0
Expenditures Total	**$2,751,240**	**$2,512,990**	**$3,324,479**	**$2,914,976**	**$3,488,606**
STAFFING SUMMARY					
General Fund	7.00	8.00	14.00	15.00	15.00
Staffing Total	**7.00**	**8.00**	**14.00**	**15.00**	**15.00**

Enterprise Systems

The Enterprise Systems Program is responsible for all data center operations including disaster recovery. The program designs, installs, and monitors computer infrastructure, databases, and data storage for all line of business operations at the city, providing 24/7 access and ensuring optimal system performance. The program is responsible for hardware and software life-cycle management to meet increased security requirements and computing demands. This program is also responsible for 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, hardware support and maintenance contracts, and performs break-fix services for system and database-related issues.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	2,298,839	2,593,525	2,754,094	2,651,554	3,955,871
Expenditures Total	**$2,298,839**	**$2,593,525**	**$2,754,094**	**$2,651,554**	**$3,955,871**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	977,441	996,832	1,183,508	779,822	1,155,882
Supplies and Services	1,321,398	1,596,693	1,538,586	1,839,732	2,767,989
Capital Related	0	0	32,000	32,000	32,000
Expenditures Total	**$2,298,839**	**$2,593,525**	**$2,754,094**	**$2,651,554**	**$3,955,871**

Information Technology

PROGRAM DETAIL

Enterprise Systems

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
General Fund	7.00	7.00	8.00	8.00	8.00
Staffing Total	**7.00**	**7.00**	**8.00**	**8.00**	**8.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	448,050	449,533	649,462	593,418	661,145
Expenditures Total	**$448,050**	**$449,533**	**$649,462**	**$593,418**	**$661,145**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	355,070	370,693	488,084	432,040	500,719
Supplies and Services	92,980	78,840	161,378	161,378	160,426
Expenditures Total	**$448,050**	**$449,533**	**$649,462**	**$593,418**	**$661,145**
STAFFING SUMMARY					
General Fund	3.00	3.00	4.00	4.00	4.00
Staffing Total	**3.00**	**3.00**	**4.00**	**4.00**	**4.00**

Information Security

The Information Security Program ensures information is handled and managed in a secure and respectful manner in accordance with its sensitivity and risk to the City of Aurora. This is accomplished through the design, application, and maturity of meaningful information security and privacy policies, practices, and controls throughout the city. In 2023, 2.0 FTE will be moved from Client Services to this program.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	999,759	1,035,479	2,023,975	1,970,833	2,428,898
Expenditures Total	**$999,759**	**$1,035,479**	**$2,023,975**	**$1,970,833**	**$2,428,898**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	401,604	424,063	598,247	519,020	832,651
Supplies and Services	598,155	611,416	1,425,728	1,451,813	1,596,247
Expenditures Total	**$999,759**	**$1,035,479**	**$2,023,975**	**$1,970,833**	**$2,428,898**

Information Technology

PROGRAM DETAIL

Information Security

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
General Fund	3.00	3.00	4.00	4.00	6.00
Staffing Total	**3.00**	**3.00**	**4.00**	**4.00**	**6.00**

Networking

The Networking Program designs, installs, monitors, and maintains voice and data networks and security camera services for the city which include fiber optic, copper, and wireless networks. The program is responsible for life-cycle management of networking hardware and software ensuring optimal performance and security. It also manages the voice and data network carrier contracts to ensure competitive pricing and performance, provides secure broadband internet services for all city employees, maintains the associated network security software and hardware, and provides break-fix services for network-related issues.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	2,060,680	2,286,059	2,552,620	2,758,381	2,794,742
Expenditures Total	**$2,060,680**	**$2,286,059**	**$2,552,620**	**$2,758,381**	**$2,794,742**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	634,882	604,510	750,408	741,264	861,259
Supplies and Services	1,425,798	1,681,549	1,754,212	1,969,117	1,885,483
Capital Related	0	0	48,000	48,000	48,000
Expenditures Total	**$2,060,680**	**$2,286,059**	**$2,552,620**	**$2,758,381**	**$2,794,742**
STAFFING SUMMARY					
General Fund	7.00	6.00	6.00	6.00	6.00
Staffing Total	**7.00**	**6.00**	**6.00**	**6.00**	**6.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Development Review Fund	1,349,012	1,407,355	532,103	1,569,693	699,796
General Fund	791,486	921,846	1,284,181	1,141,004	1,355,146
Expenditures Total	**$2,140,498**	**$2,329,201**	**$1,816,284**	**$2,710,697**	**$2,054,942**

Information Technology

PROGRAM DETAIL

Project Management Office

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,017,408	1,236,692	1,234,761	1,239,749	1,323,489
Allocated Expenses	0	0	230,509	366,348	380,439
Supplies and Services	1,123,090	1,051,747	351,014	1,104,600	351,014
Capital Related	0	40,762	0	0	0
Expenditures Total	**$2,140,498**	**$2,329,201**	**$1,816,284**	**$2,710,697**	**$2,054,942**
STAFFING SUMMARY					
Development Review Fund	3.00	3.00	0.00	0.00	0.00
General Fund	5.00	6.00	9.00	9.00	9.00
Staffing Total	**8.00**	**9.00**	**9.00**	**9.00**	**9.00**

Public Safety

The Public Safety Program provides technical support, system maintenance, and project implementation of technology systems and software to assist the city's Public Safety agencies in the conduct of their missions supporting the citizens of Aurora. This support not only includes the Aurora911, Police, and Fire, but also the Office of Emergency Management, the Unified Metropolitan Forensic Crime Lab, and the City of Aurora Public Safety Training Center. Functions include supporting 911 call-taking, dispatching, staff scheduling, records management systems, command and control systems and data analytic platforms. 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, systems and hardware vendors for the ongoing maintenance and upgrades of public safety systems on a 24/7 basis. In 2023, a 1.0 FTE Sr. Security Analyst is being added to this program.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Enhanced E-911 Fund	2,829,963	3,137,372	3,384,343	3,409,114	4,405,435
General Fund	2,222,680	2,361,606	3,161,213	3,191,902	4,814,853
Expenditures Total	**$5,052,643**	**$5,498,978**	**$6,545,556**	**$6,601,016**	**$9,220,288**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,554,904	1,375,025	1,604,157	1,668,156	1,955,643
Allocated Expenses	-17,923	0	0	0	0
Supplies and Services	3,627,103	4,029,599	4,687,583	4,677,298	7,192,205
Utilities	35,275	33,887	37,800	39,546	39,800
Interfund Charges	9,201	10,048	11,016	11,016	12,640
Capital Related	-155,917	50,419	205,000	205,000	20,000
Expenditures Total	**$5,052,643**	**$5,498,978**	**$6,545,556**	**$6,601,016**	**$9,220,288**
STAFFING SUMMARY					
Enhanced E-911 Fund	5.00	5.00	5.00	5.00	6.00
General Fund	6.50	7.50	7.50	7.50	7.50
Staffing Total	**11.50**	**12.50**	**12.50**	**12.50**	**13.50**

Judicial

PROGRAM SUMMARY

Court Reporting

$506,921 — 5 FTE

*Create the official court record for all court proceedings
*Maintain court system data

Courtroom Assistants

$683,334 — 9 FTE

*Maintain courtroom decorum
*Organize people and files for each court

Judicial

$2,263,653 — 9 FTE

*Preside over all court proceedings to ensure the fair and impartial administration of justice

Teen Court

$187,918 — 2 FTE

*Administer the Teen Court Program to divert first-time juvenile offenders from criminal activity

Wellness and Armed Forces Treatment Court

$363,935 — 2 FTE

*Administer Court for defendants whose criminal behavior is affected by mental illness with targeted services for military

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**26.50**	**26.50**	**26.50**	**26.50**	**27.00**
EXPENDITURES	**3,459,827**	**3,563,233**	**3,683,752**	**3,822,677**	**4,005,761**

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	26.50	26.50	26.50	26.50	27.00
Personal Services	3,075,975	3,294,739	3,413,931	3,454,254	3,737,833
Allocated Expenses	94,269	84,821	0	83,660	-44,300
Supplies and Services	258,160	149,526	232,200	158,542	227,200
Interfund Charges	31,423	34,147	37,621	37,621	40,728
Transfers Out	0	0	0	88,600	44,300
Expenditures Total	**$3,459,827**	**$3,563,233**	**$3,683,752**	**$3,822,677**	**$4,005,761**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Judicial Department resides in multiple funds, including the General Fund, Designated Revenues Fund, and the Gifts and Grants Fund. On a bottom-line basis, the department's 2022 projection is over the 2022 Original Budget by $138,900 (3.8 percent), but the funds themselves show larger variances. In the General Fund, the department is projected to be $73,400 (2.3 percent) over the 2022 Original Budget. This is due to the receipt of Equal Pay / Equal Work (EPEW) pay adjustments that were not included in the original budget. After taking this into account, the Judicial Department is projected to be on budget. The Designated Revenues Fund is projected to be $102,300 (20.7 percent) under budget with savings in the Special Courts including Teen Court and the Wellness and Armed Forces Treatment Courts. In the Gifts and Grants Fund, $172,300 for the extension of the DOLA 1st Appearance grant drives the variance in that fund.

2023 Department Budget Variance
The Judicial Department Budget for 2023 is $322,000 (8.7 percent) greater than the 2022 Original Budget. Base adjustments account for $264,000 of this increase. A breakout of this increase can be found in following base adjustments section which shows that the compensation increase of $265,900 is the single largest factor. The compensation adjustment is driven by the reflection of the 2022 EPEW pay changes in the department, as well as the citywide assumptions for pay and benefit increases for 2023.

There are two amendments in the proposed budget. The first is for a zero-dollar conversion of a part-time variable-hour Courtroom Assistant to a 0.5 FTE. The cost of the FTE is offset by a reduction in the temporary budget. In addition, a $58,000 amendment is included for the implementation of a weekend court. Weekend court is a state mandate per HB22-1067 requiring municipal courts to hold a bond hearing within 48 hours for a jailed person on a municipal hold. More information on this amendment can be found in the Budget Amendment Request section.

BASE ADJUSTMENTS

Base Adjustments	2023
Compensation Adjustments	265,912
Mandated Costs	3,107
Grant / Designated Revenue Adjustments	-5,000
Total Base Adjustments	**$264,019**

Judicial

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Add 0.5 FTE - Convert Variable Hour Courtroom Assistant	0.50	0	0	0

Program affected: Courtroom Assistants
Strategic Outcome: Healthy and Safe
Duration: Ongoing
This amendment will add authorization for 0.5 FTE to convert a part-time variable hour Courtroom Assistant to a part-time FTE. This conversion is necessary to promote a fair and equitable workgroup composition and satisfy an ongoing need. The cost of adding the FTE is offset by a reduction in the temporary budget to acheive a zero-dollar impact to the General Fund.

Weekend Court	0.00	57,990	0	57,990

Programs affected: Case Management, City Attorney Criminal Division, Courtroom Assistants, Detention, Judicial, Marshal, Public Defender
Strategic Outcome: Healthy and Safe
Duration: Various across noted departments
In order to comply with HB22-1067, the city will begin to hold court over the weekend starting January 1, 2023. This amendment adds appropriation to cover the staffing needs at the courthouse for weekend court. To accomplish this, several staffing options will be used including relief staff, overtime, contracted staff and the addition of 1.0 FTE Public Defender. This request is based on the Court being open one day per weekend unless there is a holiday requiring the Court be open both weekend days, for a total of 63 weekend days.

Per the bill, municipal courts are required to hold a bond hearing within 48 hours for a person jailed only on a municipal hold, regardless of whether the deadline falls on a weekend or holiday. The 48-hour clock begins once the jail notifies the municipal court that a person is being held solely on the basis of a municipal hold, and the jail must ensure that the person is made available for the hearing. There are exceptions if the defendant refuses or is unable to attend the hearing in certain circumstances.

New Appropriation Total	**0.50**	**57,990**	**0**	**57,990**
General Fund Total	**0.50**	**57,990**	**0**	**57,990**
Amendment Request Total All Funds	**0.50**	**57,990**	**0**	**57,990**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Designated Revenues Fund	404,425	333,169	494,863	392,613	551,853
General Fund	2,905,087	3,145,243	3,183,889	3,257,304	3,453,908
Gifts & Grants Fund	150,315	84,821	5,000	172,760	0
Expenditures Total	**$3,459,827**	**$3,563,233**	**$3,683,752**	**$3,822,677**	**$4,005,761**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Designated Revenues Fund	4.00	4.00	4.00	4.00	4.00
General Fund	22.50	22.50	22.50	22.50	23.00
Staffing Total	**26.50**	**26.50**	**26.50**	**26.50**	**27.00**

Judicial

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	469,231	476,639	495,805	486,951	506,921
Expenditures Total	**$469,231**	**$476,639**	**$495,805**	**$486,951**	**$506,921**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	461,218	475,619	492,027	482,327	503,143
Supplies and Services	8,013	1,020	3,778	4,624	3,778
Expenditures Total	**$469,231**	**$476,639**	**$495,805**	**$486,951**	**$506,921**
STAFFING SUMMARY					
General Fund	5.00	5.00	5.00	5.00	5.00
Staffing Total	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**

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. In 2023, a 0.5 FTE Courtroom Assistant is added as a variable hour conversion.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	585,002	627,364	667,226	614,813	683,334
Expenditures Total	**$585,002**	**$627,364**	**$667,226**	**$614,813**	**$683,334**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	585,002	627,364	666,026	614,813	682,134
Supplies and Services	0	0	1,200	0	1,200
Expenditures Total	**$585,002**	**$627,364**	**$667,226**	**$614,813**	**$683,334**
STAFFING SUMMARY					
General Fund	8.50	8.50	8.50	8.50	9.00
Staffing Total	**8.50**	**8.50**	**8.50**	**8.50**	**9.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,850,854	2,041,240	2,020,858	2,155,540	2,263,653
Gifts & Grants Fund	94,269	84,821	0	172,260	0
Expenditures Total	**$1,945,123**	**$2,126,061**	**$2,020,858**	**$2,327,800**	**$2,263,653**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,786,690	1,961,897	1,941,003	2,073,676	2,180,837
Allocated Expenses	94,269	84,821	0	83,660	-44,300
Supplies and Services	34,221	46,804	44,006	46,015	44,006
Interfund Charges	29,943	32,539	35,849	35,849	38,810
Transfers Out	0	0	0	88,600	44,300
Expenditures Total	**$1,945,123**	**$2,126,061**	**$2,020,858**	**$2,327,800**	**$2,263,653**
STAFFING SUMMARY					
General Fund	9.00	9.00	9.00	9.00	9.00
Staffing Total	**9.00**	**9.00**	**9.00**	**9.00**	**9.00**

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-19 pandemic has had an impact on participation data. Participation in 2022 is expected to return to a more typical level.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	88,390	93,401	160,074	104,691	187,918
Gifts & Grants Fund	0	0	5,000	0	0
Expenditures Total	**$88,390**	**$93,401**	**$165,074**	**$104,691**	**$187,918**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	82,399	86,685	145,086	97,919	172,784
Supplies and Services	4,511	5,108	18,216	5,000	13,216
Interfund Charges	1,480	1,608	1,772	1,772	1,918
Expenditures Total	**$88,390**	**$93,401**	**$165,074**	**$104,691**	**$187,918**
STAFFING SUMMARY					
Designated Revenues Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

Judicial

PROGRAM DETAIL

Wellness and Armed Forces Treatment Court

The Wellness Court and Armed Forces Treatment Court provide supervision, behavior health treatment, and an integrated continuum of care through services provided by community partners for justice involved individuals affected by mental illness. Both Courts serve targeted populations with targeted services. Each Court seeks to increase long-term public safety, reduce recidivism, and lower the costs for 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, sobriety, self-sufficiency, and to become law-abiding citizens.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	316,035	239,768	334,789	287,922	363,935
Gifts & Grants Fund	0	0	0	500	0
Expenditures Total	**$316,035**	**$239,768**	**$334,789**	**$288,422**	**$363,935**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	160,666	143,174	169,789	185,519	198,935
Supplies and Services	155,369	96,594	165,000	102,903	165,000
Expenditures Total	**$316,035**	**$239,768**	**$334,789**	**$288,422**	**$363,935**
STAFFING SUMMARY					
Designated Revenues Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

Library & Cultural Services

PROGRAM SUMMARY

Administration

$1,190,244 — 7.5 FTE

*Manages departmental personnel, finances, and public service library functions; houses all general and programming related donations

Art in Public Places

$749,734 — 1 FTE

*Coordinates, manages funding, selects, displays, and maintains public art per City Ordinance 93-63

Arts Programs

$1,862,207 — 10 FTE

*Manages Aurora Fox Arts Center, music, dance and visual arts programs, Bicentennial Art Center, and Aurora Summer Concerts

Cultural Services Division Management

$277,303 — 1.5 FTE

*Manages all Cultural Services programs

Historic Services

$594,180 — 6 FTE

*Manages all programs and facilities of the Aurora History Museum and Historic Preservation Sites

Library Collection Management and Systems

$1,287,725 — 5 FTE

*Manages acquisition and cataloging of new and donated materials
*Weeds collection for obsolete items
*Provides technical/computer support

Library Facilities and Public Services

$4,489,921 — 59 FTE

*Provides direct customer services to library users including adult and children's programming as well as public outreach

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**89.00**	**87.00**	**89.00**	**90.00**	**90.00**
EXPENDITURES	**8,580,180**	**8,560,343**	**10,327,746**	**10,307,997**	**10,451,314**

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	89.00	87.00	89.00	90.00	90.00
Personal Services	5,765,049	5,630,346	6,856,328	6,464,153	7,346,572
Supplies and Services	2,514,995	2,762,373	3,080,311	3,445,310	2,885,044
Utilities	41,329	46,356	51,100	51,337	61,400
Interfund Charges	111,580	119,419	134,007	133,096	147,298
Capital Related	147,227	1,849	206,000	214,101	11,000
Expenditures Total	**$8,580,180**	**$8,560,343**	**$10,327,746**	**$10,307,997**	**$10,451,314**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Library and Cultural Services Department manages budgets within several funds. Overall, the 2022 projection is $19,700 (0.2 percent) less than the 2022 Original Budget across all funds. The General Fund projection is $180,800 (2.7 percent) under the 2022 Original Budget due to vacancy savings. Several vacant positions are anticipated to be filled soon. A significant portion of vacancy savings will be used to replace library shelving and furniture, as well as to pay for contract workers temporarily covering operational needs until regular full-time employees can be hired. The Gifts & Grants Fund is projected to be $225,300 over the 2022 Original Budget due to additional donations from the Friends of the Aurora Public Library and library ARPA grant funds. A supplemental will be needed to appropriate spending for this.

The Cultural Services Fund is projected to come in under budget by $64,300 (1.9 percent) attributable to reduced programming during the first half of 2022. Operations have begun to normalize as the pandemic wanes. This trend is expected to continue contingent on the department's ability to attract and retain staff.

2023 Department Budget Variance
The 2023 budget will be $123,600 (1.2 percent) higher than the 2022 Original Budget. Much of this increase is related to a technical realignment of department personnel and the increase of two part-time positions to full-time resulting in a net 1.0 FTE increase that was done with the 2022 Spring Supplemental. Another driving factor for this increase is the citywide increase in pay and benefits that can be seen in the Base Adjustments section.

The 2023 budget proposes an amendment for $50,000 in one-time funds associated with improvements in programming, supplies, and equipment vital in tailoring content to be inclusive to the various community groups and cultural backgrounds of the city. More information on this amendment can be found in the Budget Amendment Request section.

The net 1.0 FTE increase in the Administration Program as seen in the 2022 Projection is attributable to the increase of two part-time positions to full-time employees that occurred with the 2022 Spring Supplemental.

Library & Cultural Services

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-485,000
Compensation Adjustments	490,244
Mandated Costs	68,324
Total Base Adjustments	**$73,568**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
One-Time Funds for Library Programming and Associated Marketing	0.00	50,000	0	50,000

Program affected: Library Facilities and Public Services
Strategic Outcome: Thriving
Duration: One-time
This amendment will improve programming supplies, equipment, and marketing vital to the library's ability to interact with and serve the community. These programs are tailored toward assisting the city of Aurora's various community groups including all walks of life, diverse cultural background, and all age groups with an emphasis on youth.

New Appropriation Total	**0.00**	**50,000**	**0**	**50,000**
General Fund Total	**0.00**	**50,000**	**0**	**50,000**
Amendment Request Total All Funds	**0.00**	**50,000**	**0**	**50,000**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Cultural Services Fund	2,706,978	2,857,712	3,447,636	3,383,328	3,483,424
General Fund	5,701,637	5,615,511	6,734,923	6,554,151	6,824,341
Gifts & Grants Fund	171,565	87,120	145,187	370,518	143,549
Expenditures Total	**$8,580,180**	**$8,560,343**	**$10,327,746**	**$10,307,997**	**$10,451,314**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Cultural Services Fund	19.00	19.00	19.00	18.50	18.50
General Fund	70.00	68.00	70.00	71.50	71.50
Staffing Total	**89.00**	**87.00**	**89.00**	**90.00**	**90.00**

Library & Cultural Services

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.

The increase of 1.5 FTE in this program occurred with the 2022 Spring Supplemental and is composed of an addition of an additional 1.0 FTE and a transfer of 0.5 FTE from the Cultural Services Division Management program to support operational needs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	673,180	848,236	982,145	1,086,403	1,046,695
Gifts & Grants Fund	5,330	0	145,187	152,091	143,549
Expenditures Total	**$678,510**	**$848,236**	**$1,127,332**	**$1,238,494**	**$1,190,244**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	542,477	683,071	644,541	828,285	867,364
Supplies and Services	65,395	91,245	312,165	241,521	222,165
Interfund Charges	70,638	73,920	84,626	82,688	89,715
Capital Related	0	0	86,000	86,000	11,000
Expenditures Total	**$678,510**	**$848,236**	**$1,127,332**	**$1,238,494**	**$1,190,244**
STAFFING SUMMARY					
General Fund	6.00	6.00	6.00	7.50	7.50
Staffing Total	**6.00**	**6.00**	**6.00**	**7.50**	**7.50**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Cultural Services Fund	496,825	557,166	742,540	824,241	749,734
Expenditures Total	**$496,825**	**$557,166**	**$742,540**	**$824,241**	**$749,734**

Library & Cultural Services

PROGRAM DETAIL

Art in Public Places

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	122,757	126,778	127,770	132,900	134,720
Supplies and Services	373,029	429,306	613,541	690,354	613,541
Utilities	597	602	700	458	900
Interfund Charges	442	480	529	529	573
Expenditures Total	**$496,825**	**$557,166**	**$742,540**	**$824,241**	**$749,734**
STAFFING SUMMARY					
Cultural Services Fund	1.00	1.00	1.00	1.00	1.00
Staffing Total	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Cultural Services Fund	1,214,915	1,359,569	1,788,389	1,560,618	1,862,207
Expenditures Total	**$1,214,915**	**$1,359,569**	**$1,788,389**	**$1,560,618**	**$1,862,207**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	843,636	884,320	1,093,487	968,520	1,154,691
Supplies and Services	332,416	431,658	647,774	546,147	651,774
Utilities	37,166	41,351	45,500	44,661	51,700
Interfund Charges	1,697	2,240	1,628	1,290	4,042
Expenditures Total	**$1,214,915**	**$1,359,569**	**$1,788,389**	**$1,560,618**	**$1,862,207**
STAFFING SUMMARY					
Cultural Services Fund	10.00	10.00	10.00	10.00	10.00
Staffing Total	**10.00**	**10.00**	**10.00**	**10.00**	**10.00**

Library & Cultural Services

PROGRAM DETAIL

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 Cultural Facilities District Tier II (SCFD) fund certification.

In the 2022 Spring Supplemental 0.5 FTE was transferred from the Cultural Services Division Management program into the Administration program to support operational needs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Cultural Services Fund	405,329	352,838	323,172	402,641	277,303
Expenditures Total	**$405,329**	**$352,838**	**$323,172**	**$402,641**	**$277,303**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	152,609	124,898	218,365	186,123	173,814
Supplies and Services	225,603	198,471	72,340	184,051	68,340
Interfund Charges	27,117	29,469	32,467	32,467	35,149
Expenditures Total	**$405,329**	**$352,838**	**$323,172**	**$402,641**	**$277,303**
STAFFING SUMMARY					
Cultural Services Fund	2.00	2.00	2.00	1.50	1.50
Staffing Total	**2.00**	**2.00**	**2.00**	**1.50**	**1.50**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Cultural Services Fund	589,909	588,139	593,535	595,828	594,180
Expenditures Total	**$589,909**	**$588,139**	**$593,535**	**$595,828**	**$594,180**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	513,108	522,833	515,530	537,794	516,875
Supplies and Services	73,993	63,090	74,105	55,594	74,105
Utilities	2,808	2,216	3,900	2,440	3,200
Expenditures Total	**$589,909**	**$588,139**	**$593,535**	**$595,828**	**$594,180**

Library & Cultural Services

PROGRAM DETAIL

Historic Services

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
Cultural Services Fund	6.00	6.00	6.00	6.00	6.00
Staffing Total	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**

Library 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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,319,899	1,238,374	1,417,470	1,338,587	1,287,725
Gifts & Grants Fund	86,178	87,120	0	98,996	0
Expenditures Total	**$1,406,077**	**$1,325,494**	**$1,417,470**	**$1,437,583**	**$1,287,725**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	242,490	245,864	340,591	314,679	409,079
Supplies and Services	1,161,346	1,077,399	1,073,430	1,118,090	873,430
Interfund Charges	2,241	2,231	3,449	4,814	5,216
Expenditures Total	**$1,406,077**	**$1,325,494**	**$1,417,470**	**$1,437,583**	**$1,287,725**
STAFFING SUMMARY					
General Fund	4.00	5.00	5.00	5.00	5.00
Staffing Total	**4.00**	**5.00**	**5.00**	**5.00**	**5.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	3,708,558	3,528,901	4,335,308	4,129,161	4,489,921
Gifts & Grants Fund	80,057	0	0	119,431	0
Expenditures Total	**$3,788,615**	**$3,528,901**	**$4,335,308**	**$4,248,592**	**$4,489,921**

Library & Cultural Services

PROGRAM DETAIL

Library Facilities and Public Services

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	3,347,972	3,042,582	3,916,044	3,495,852	4,090,029
Supplies and Services	283,213	471,204	286,956	609,553	381,689
Utilities	758	2,187	1,000	3,778	5,600
Interfund Charges	9,445	11,079	11,308	11,308	12,603
Capital Related	147,227	1,849	120,000	128,101	0
Expenditures Total	**$3,788,615**	**$3,528,901**	**$4,335,308**	**$4,248,592**	**$4,489,921**
STAFFING SUMMARY					
General Fund	60.00	57.00	59.00	59.00	59.00
Staffing Total	**60.00**	**57.00**	**59.00**	**59.00**	**59.00**

Non-Departmental

PROGRAM SUMMARY

American Rescue Plan Act (ARPA)

$1,632,121 2 FTE

*Support to those impacted by COVID-19
*Assist economic recovery, including critical infrastructure needs

Building Leases

$7,098,500 0 FTE

*Leases for city buildings

Compensation Reserve

$7,092,904 4 FTE

*Funding for compensation-related increases and vacancy savings assumptions, Development Review Fund unfunded FTE

Developer Incentives

$2,101,404 0 FTE

*Incentives and revenue cost-sharing agreements

Snow Removal

$2,998,751 0 FTE

*Overtime, equipment, and supplies for snow removal

Transfers and Other Requirements

$82,089,321 0 FTE

*Transfers to other funds

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**5.00**	**1.00**	**14.00**	**14.00**	**6.00**
EXPENDITURES	**98,899,025**	**142,918,118**	**103,408,288**	**212,441,588**	**103,013,001**

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	5.00	1.00	14.00	14.00	6.00
Personal Services	5,997,768	5,138,323	10,680,597	22,540,378	8,273,702
Allocated Expenses	195,352	85,171	2,827,990	2,960,471	3,256,738
Supplies and Services	34,877,471	14,239,193	15,902,172	63,699,033	10,664,718
Utilities	2,076	2,511	800	800	800
Interfund Charges	208,944	251,232	200,210	200,210	373,017
Debt Related	96,757	89,504	105,935	97,594	0
Capital Related	464,245	329,638	1,479,510	7,650,000	50,000
Transfers Out	57,056,412	122,782,546	72,211,074	115,293,102	80,394,026
Expenditures Total	**$98,899,025**	**$142,918,118**	**$103,408,288**	**$212,441,588**	**$103,013,001**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
Non-Departmental is the home for citywide compensation adjustments, transfers, and other expenditures not specifically tied to one department. It is found in nearly every fund. In 2022, the total city projection is $109.0 million over the 2022 Original Budget, nearly all for one-time needs. A large variance is found in the Gifts and Grants Fund, as $50.5 million in unbudgeted American Rescue Plan Act (ARPA) funds are projected. A supplemental will be needed for the ARPA spending.

Variances in the General Fund account for $56.2 million of the overage. Additional transfers account for $43.1 million, including $27.6 million to the Capital Projects Fund for additional revenue and inflation expenses and $13.3 million to pay off Hogan Parkway. Also in the General Fund is an additional net $7.2 million primarily to cover one-time anticipated retention and recruitment spending in an attempt to slow the city's high turnover rate. The final significant variance is the inclusion of a $4.7 million Independent Consent Decree Monitor in the 2022 Spring Supplemental. Supplementals will be necessary for these overages.

All other funds are projected close to or under budget with the exception of the Designated Revenues Fund, which paid a significant job-based incentive in 2022. A supplemental will be necessary for this as well.

2023 Department Budget Variance
Across all funds, Non-Departmental expenses will be $395,300 (0.4 percent) lower than the 2022 Original Budget. The General Fund is increasing $8.6 million (11.5 percent), primarily due to an $8.2 million increase in transfers. The transfer increases are primarily associated with the Capital Projects Fund transfer, subsidy increases, and interfund charge increases (primarily the Risk Management Fund).

The increase in the General Fund is completely offset with decreases in other fund, primarily one-time budgets in 2022 not recurring. The largest example of this is a $6.9 million decrease of ARPA spending in the Gifts and Grants Fund.

There are two amendments in Non-Departmental for 2023. The first is one zero-dollar amendment, where 8.0 FTE sitting in the Development Review Fund will be transferred to other departments and activated. The second is a technical transfer of grant match funding for the Home Investment Partnership Grant in the General Fund.

Non-Departmental

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-7,823,192
Mid Year Modifications	66,533
Compensation Adjustments	-2,406,895
Mandated Costs	747,807
Grant / Designated Revenue Adjustments	-34,300
Other Adjustments	9,031,933
Total Base Adjustments	**($418,114)**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	Budget	Revenue	Net
Development Review Fund / New Appropriation				
Activate and Fund 8.0 FTE Across Various Departments in the Development Review Fund	-8.00	0	0	0

Program affected: Various in Aurora Water, Public Works, Planning and Development Services
Strategic Outcome: Planned and Maintained
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 1.0 FTE Building Life Safety Supervisor, 1.0 FTE Permit Technician Supervisor, and 1.0 FTE Plan Review Manager for the new Development Review Division within the department. Aurora Water will add 1.0 FTE Engineer, 1.0 FTE Engineer Technician, and 1.0 FTE Project Engineer as the Drainage Review has been transferred from Public Works to Aurora Water. Planning and Development Services will add 1.0 FTE Planning Supervisor and 1.0 FTE Project Coordinator.

New Appropriation Total	**-8.00**	**0**	**0**	**0**
Development Review Fund Total	**-8.00**	**0**	**0**	**0**
General Fund / New Appropriation				
Anticipated CDBG and HOME Grant Adjustments	0.00	22,827	0	22,827

Program affected: CDBG Funded Programs
Strategic Outcome: Thriving
Duration: Ongoing
This amendment makes the necessary adjustments to appropriation for the 2023 anticipated grant awards for the Community Development Block Grant (CDBG) and Home Investment Partnerships Grant (HOME).

The anticipated CDBG funding level is assumed to be equal to the 2022 actual grant award of $2.6 million and $100,000 of program income. The anticipated HOME grant funding level is assumed to be equal to the actual 2022 grant award of $1.2 million and $400,000 of program income. The assumed General Fund grant match is $280,500.

Total anticipated funding for these two grants, including program income and the General Fund match, is $4.6 million. Please see Public Input section of the 2023 Proposed Budget for the detailed plan by project as approved by the Citizens' Advisory Committee on Housing and Community Development.

New Appropriation Total	**0.00**	**22,827**	**0**	**22,827**
General Fund Total	**0.00**	**22,827**	**0**	**22,827**

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
Amendment Request Total All Funds	**-8.00**	**22,827**	**0**	**22,827**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Community Development Fund	0	0	25,236	0	0
Conservation Trust Fund	250,000	250,000	261,860	250,000	250,000
Cultural Services Fund	218	0	67,998	0	22,992
Debt Service (SID) Fund	97,713	90,387	106,721	106,721	0
Designated Revenues Fund	2,379,054	2,360,581	3,531,280	8,267,300	3,433,000
Development Review Fund	2,397,026	2,424,702	3,293,246	3,327,077	3,624,596
Enhanced E-911 Fund	0	0	75,145	0	7,515
Fleet Management Fund	-6,365	0	114,054	0	15,669
General Fund	51,292,731	126,678,155	74,938,048	131,131,010	83,553,891
Gifts & Grants Fund	33,882,757	2,635,564	8,585,470	59,053,658	1,632,121
Golf Courses Fund	0	0	167,540	0	22,836
Marijuana Tax Revenue Fund	8,432,241	8,245,291	10,000,000	10,000,000	10,000,000
Open Space Fund	0	0	157,061	0	5,052
Parking and Mobility Fund	0	0	14,749	0	0
Recreation Fund	0	0	374,257	0	61,462
Risk Management Fund	0	0	44,969	0	0
Wastewater Fund	41,238	75,247	508,059	84,777	104,399
Water Fund	132,412	158,191	1,142,595	221,045	279,468
Expenditures Total	**$98,899,025**	**$142,918,118**	**$103,408,288**	**$212,441,588**	**$103,013,001**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Development Review Fund	5.00	1.00	12.00	12.00	4.00
Gifts & Grants Fund	0.00	0.00	2.00	2.00	2.00
Staffing Total	**5.00**	**1.00**	**14.00**	**14.00**	**6.00**

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 received $65.4 million in one-time assistance with the opportunity to apply for additional grants. The majority of the funds are allocated to specific needs.

Non-Departmental

PROGRAM DETAIL

American Rescue Plan Act (ARPA)

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Gifts & Grants Fund	0	2,562,289	8,576,403	59,053,658	1,632,121
Expenditures Total	**$0**	**$2,562,289**	**$8,576,403**	**$59,053,658**	**$1,632,121**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	0	1,071,297	240,933	7,377,481	230,121
Supplies and Services	0	1,490,992	6,905,960	44,076,177	1,402,000
Capital Related	0	0	1,429,510	7,600,000	0
Expenditures Total	**$0**	**$2,562,289**	**$8,576,403**	**$59,053,658**	**$1,632,121**
STAFFING SUMMARY					
Gifts & Grants Fund	0.00	0.00	2.00	2.00	2.00
Staffing Total	**0.00**	**0.00**	**2.00**	**2.00**	**2.00**

Building Leases

This program accounts for lease payments for the Aurora Municipal Center (AMC) and other city buildings. The leases are held with the Aurora Capital Leasing Corporation (ACLC), the capital leasing arm of the city. The ACLC board members are city staff. ACLC borrows money to purchase or construct the buildings. The lease payments from the city are used by ACLC to pay debt service on the borrowings.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	7,087,810	7,099,250	7,098,500	7,098,500	7,098,500
Expenditures Total	**$7,087,810**	**$7,099,250**	**$7,098,500**	**$7,098,500**	**$7,098,500**
EXPENDITURE SUMMARY BY TYPE					
Transfers Out	7,087,810	7,099,250	7,098,500	7,098,500	7,098,500
Expenditures Total	**$7,087,810**	**$7,099,250**	**$7,098,500**	**$7,098,500**	**$7,098,500**

Non-Departmental

PROGRAM DETAIL

Compensation Reserve

This program provides contingency/special funding, primarily for employee compensation. The budget includes unfunded FTE in the Development Review Fund to provide hiring flexibility for the departments in the fund. The large increase in the General Fund in 2022 is due to the anticipated retention and recruitment spending noted in the Department Narrative section. As part of the 2023 Proposed Budget, 8.0 FTE are being moved to other departments and activated, leaving 4.0 FTE remaining.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Community Development Fund	0	0	25,236	0	0
Conservation Trust Fund	0	0	11,860	0	0
Cultural Services Fund	0	0	67,998	0	22,992
Designated Revenues Fund	0	0	63,980	0	0
Development Review Fund	67,257	68,662	148,815	50,165	51,417
Enhanced E-911 Fund	0	0	75,145	0	7,515
Fleet Management Fund	0	0	114,054	0	15,669
General Fund	988,922	2,580,154	7,055,816	14,625,901	6,522,094
Gifts & Grants Fund	0	0	9,067	0	0
Golf Courses Fund	0	0	167,540	0	22,836
Open Space Fund	0	0	157,061	0	5,052
Parking and Mobility Fund	0	0	14,749	0	0
Recreation Fund	0	0	374,257	0	61,462
Risk Management Fund	0	0	44,969	0	0
Wastewater Fund	41,238	75,247	508,059	84,777	104,399
Water Fund	132,412	158,191	1,142,595	221,045	279,468
Expenditures Total	**$1,229,829**	**$2,882,254**	**$9,981,201**	**$14,981,888**	**$7,092,904**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,229,829	2,770,410	9,141,542	13,864,311	6,680,553
Supplies and Services	0	111,844	922,871	1,200,789	412,351
Interfund Charges	0	0	-83,212	-83,212	0
Expenditures Total	**$1,229,829**	**$2,882,254**	**$9,981,201**	**$14,981,888**	**$7,092,904**
STAFFING SUMMARY					
Development Review Fund	5.00	1.00	12.00	12.00	4.00
Staffing Total	**5.00**	**1.00**	**12.00**	**12.00**	**4.00**

Non-Departmental

PROGRAM DETAIL

COVID-19 Relief Grants

Many of the city's activities in response 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 grants and rental assistance, city personnel costs and personal protective equipment (PPE), and safety improvements to city facilities.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	-4,361,258	3,534,953	0	827,000	0
Gifts & Grants Fund	33,882,757	0	0	0	0
Expenditures Total	**$29,521,499**	**$3,534,953**	**$0**	**$827,000**	**$0**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,703,643	66,100	0	0	0
Allocated Expenses	541,650	4,075	0	0	0
Supplies and Services	25,811,961	3,414,382	0	827,000	0
Capital Related	464,245	50,396	0	0	0
Expenditures Total	**$29,521,499**	**$3,534,953**	**$0**	**$827,000**	**$0**

Developer Incentives

This program includes incentive payments made to developers and companies as well as payments made for revenue cost-sharing agreements.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	253,088	4,011	700,000	5,500,000	700,000
General Fund	1,130,201	1,172,342	1,401,404	1,450,000	1,401,404
Expenditures Total	**$1,383,289**	**$1,176,353**	**$2,101,404**	**$6,950,000**	**$2,101,404**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	0	64	0	0	0
Supplies and Services	1,383,289	1,176,289	2,101,404	6,950,000	2,101,404
Expenditures Total	**$1,383,289**	**$1,176,353**	**$2,101,404**	**$6,950,000**	**$2,101,404**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	2,607,522	2,478,827	2,862,765	2,844,378	2,998,751
Expenditures Total	**$2,607,522**	**$2,478,827**	**$2,862,765**	**$2,844,378**	**$2,998,751**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	624,590	760,267	927,822	928,286	974,213
Supplies and Services	1,773,333	1,422,557	1,600,721	1,581,870	1,600,721
Utilities	655	611	800	800	800
Interfund Charges	208,944	251,232	283,422	283,422	373,017
Capital Related	0	44,160	50,000	50,000	50,000
Expenditures Total	**$2,607,522**	**$2,478,827**	**$2,862,765**	**$2,844,378**	**$2,998,751**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Debt Service (SID) Fund	97,713	90,387	106,721	106,721	0
Expenditures Total	**$97,713**	**$90,387**	**$106,721**	**$106,721**	**$0**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	956	883	786	804	0
Debt Related	96,757	89,504	105,935	97,594	0
Transfers Out	0	0	0	8,323	0
Expenditures Total	**$97,713**	**$90,387**	**$106,721**	**$106,721**	**$0**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Conservation Trust Fund	250,000	250,000	250,000	250,000	250,000
Cultural Services Fund	218	0	0	0	0
Designated Revenues Fund	2,125,966	2,356,570	2,767,300	2,767,300	2,733,000
Development Review Fund	2,329,769	2,356,040	3,144,431	3,276,912	3,573,179
General Fund	43,839,533	109,812,629	56,519,563	104,285,231	65,533,142
Marijuana Tax Revenue Fund	8,432,241	8,245,291	10,000,000	10,000,000	10,000,000
Expenditures Total	**$56,977,727**	**$123,020,530**	**$72,681,294**	**$120,579,443**	**$82,089,321**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,439,706	470,185	370,300	370,300	388,815
Allocated Expenses	-339,933	81,096	2,827,990	2,960,471	3,256,738
Supplies and Services	5,907,931	6,622,246	4,370,430	9,062,393	5,148,242
Utilities	1,421	1,900	0	0	0
Capital Related	0	235,082	0	0	0
Transfers Out	49,968,602	115,610,021	65,112,574	108,186,279	73,295,526
Expenditures Total	**$56,977,727**	**$123,020,530**	**$72,681,294**	**$120,579,443**	**$82,089,321**

Parks, Recreation & Open Space

PROGRAM SUMMARY

Administration

$1,675,627 5 FTE

*Oversees planning and management of the PROS Department to ensure efficient and effective operations

Aquatics

$3,914,788 20 FTE

*Provides safe, fun, and healthy aquatic & concession facilities with activities to enhance the quality of life for the community

Forestry

$2,829,168 18 FTE

*Creates a healthy, natural environment by maintaining the urban forest and planting new trees throughout the city

Golf

$9,333,158 32 FTE

*Provides a superior golf experience through a well-maintained and fiscally responsible golf enterprise

Open Space and Natural Resources

$5,623,384 38 FTE

*Creates a healthy environment by acquiring and managing open space properties, trails, reservoirs, and programming nature centers

Parks Operations & Management

$14,762,183 86 FTE

*Creates healthy environments and encourages active lifestyles by maintaining parks and facilities, and providing great customer service

Planning, Design and Construction

$2,127,455 18 FTE

*Creates healthy environments by managing the planning, design and construction processes on park and open space properties

Recreation Centers & Fitness

$5,037,453 39 FTE

*Provides essential recreation and health/wellness programs, and facilities to promote active, healthy lifestyles

Recreation Division Management

$1,284,996 7 FTE

*Oversees planning and management of the Recreation Division to ensure efficient and effective operations fulfilling the department mission

Special Events and Marketing

$1,536,791 9 FTE

*Planning and production of citywide special events, marketing events, and programs which are essential to a strong & vibrant community

Special Programs

$2,420,051 18 FTE

*Essential programming for preschool, older adults, and persons with disabilities to maintain health and encourage social interaction

Sports Programs

$2,075,095 10 FTE

*Provides team/individual sports for youth and adults to positively impact the economy while encouraging an active and healthy lifestyle

Transfers and Other Requirements

$1,124,500 0 FTE

*Transfer to ACLC from the Open Space Fund

Youth Development

$1,792,151 9 FTE

*Provides programming for youth to ensure a safe environment, promote active and healthy lifestyles, and encourage positive development

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**279.00**	**277.00**	**305.00**	**305.00**	**309.00**
EXPENDITURES	**38,519,138**	**41,055,055**	**50,335,341**	**44,983,401**	**55,536,800**

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, establishing a high 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 pool; indoor pools; joint use school facilities; outdoor sports; citywide special events, and; programming that promote active, healthy lifestyles leading to quality of life in Aurora.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	279.00	277.00	305.00	305.00	309.00
Personal Services	23,148,578	24,211,631	31,242,860	25,983,722	34,785,672
Allocated Expenses	-52,511	-4,075	0	0	0
Supplies and Services	5,921,234	7,204,914	8,278,453	8,166,098	8,948,544
Utilities	5,326,136	5,562,631	5,893,950	6,049,560	6,726,159
Interfund Charges	2,231,236	2,317,276	2,782,845	2,770,845	3,090,442
Debt Related	409,618	427,564	445,680	445,680	462,680
Capital Related	198,625	123,111	568,553	444,496	398,803
Transfers Out	1,336,222	1,212,003	1,123,000	1,123,000	1,124,500
Expenditures Total	**$38,519,138**	**$41,055,055**	**$50,335,341**	**$44,983,401**	**$55,536,800**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The PROS 2022 projection is $5.4 million (10.6 percent) lower than the 2022 Original Budget, with the General Fund under by $1.0 million, the Recreation Fund under by $4.0 million, the Golf Courses Fund over by $964,000, and five other funds that support the department projected to be under-budget by a combined $1.3 million. Projected spending in the General Fund and Recreation Fund reflects the challenging labor market and the difficulty PROS has experienced filling and retaining various positions, including permanent staff, variable hour benefit eligible (VHBE) positions, and seasonal positions. In the Golf Courses Fund, PROS received a 2022 Spring Supplemental amendment, which provided an additional $512,900 to increase seasonal golf worker wages. After accounting for this and a transfer of $140,200 related to the implementation of the Equal Pay / Equal Work Act, operating expenses in the Golf Courses Fund is still projected to be over-budget by $310,900. This projected over-expenditure will require a supplemental and is driven by: (1) higher-than-anticipated merchandise purchases to meet public demand for goods sold at the pro shops of city golf courses, and; (2) significant cost increases associated with fertilizer, seed, and irrigation supplies.

2023 Department Budget Variance
The PROS 2023 budget is $5.2 million (10.3 percent) higher than the 2022 Original Budget, with $3.8 million of that coming in base adjustments, including mandated costs. Base adjustments include: (1) $2.4 million in compensation increases for both full-time, part-time, and seasonal staff; (2) $1.1 million for mandated cost increases; (3) a $916,000 reduction for one-time appropriations in 2022 that do not carry into 2023; (4) $513,000 in ongoing funding from the 2022 Spring Supplemental that will provide seasonal golf workers with a wage increase; (5) $782,100 associated with full-year compensation for 16.0 FTE at the Southeast Recreation Center that received partial-year funding in 2022; (6) a $500,000 reduction to better reflect projected spending in 2023 on temporary salaries, and; (7) $400,000 associated with inflationary increases in the cost of supplies needed for turf maintenance at golf courses and other PROS properties. Funding to cover base adjustments will include additional funding from the Recreation Fund ($1.6 million), Golf Courses Fund ($1.4 million), General Fund ($565,600), and other cash funds ($204,800).

There are $1.4 million of proposed amendments to the PROS budget, with $1.1 million funded from the Open Space Fund,

Parks, Recreation & Open Space

DEPARTMENT NARRATIVE

There are $1.4 million of proposed amendments to the PROS budget, with $1.1 million funded from the Open Space Fund, $456,200 in the General Fund, and $97,300 in the Parks Development Fund. The three largest requests are $571,400 to add 4.0 FTE Park Rangers and 1.0 FTE Park Ranger Supervisor, $408,800 to add nighttime security at city parks, and $291,200 to add security at recreation centers and the Del Mar pool. There are also $916,000 of one-time 2022 expenditures that will not carry-forward into 2023.

The department is increasing by 4.0 FTE for 2023, all of which are added through amendments. FTE increases include 4.0 FTE Park Rangers, 1.0 FTE Park Ranger Supervisor, and 1.0 FTE Senior Planner to restore a position that was eliminated in the 2020 budget. These increases are offset by a reduction of 2.0 FTE that are associated with the Morning Star Adult Day program.

BASE ADJUSTMENTS

Base Adjustments	**2023**
Prior Year One Times	-916,043
Mid Year Modifications	512,922
Compensation Adjustments	3,160,840
Mandated Costs	1,540,306
Grant / Designated Revenue Adjustments	33,000
Other Adjustments	-500,000
Total Base Adjustments	**$3,831,025**

BUDGET AMENDMENT REQUESTS

	2023			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Designated Revenues Fund / New Appropriation				
Transfer 1.96 FTE from Designated Revenues Fund into Open Space Fund	-1.96	-136,499	0	-136,499

Program affected: Parks Operations and Maintenance
Strategic Outcome: Planned and Maintained
Duration: Ongoing
This amendment will move funds associated with 1.96 FTE from the Designated Revenue Fund into the Open Space Fund. Currently, these FTE are funded from an Intergovernmental Agreement with Arapahoe County that will expire after 2023. This amendment will allow these FTE to continue to perform needed Parks O&M work in 2023 and beyond.

New Appropriation Total	**-1.96**	**-136,499**	**0**	**-136,499**
Designated Revenues Fund Total	**-1.96**	**-136,499**	**0**	**-136,499**
General Fund / New Appropriation				
Add Security to Recreation Centers and Del Mar Pool During Peak Hours	0.00	291,200	0	291,200

Program affected: Recreation
Strategic Outcome: Healthy and Safe
Duration: Ongoing
This amendment will provide off-duty police in combination with private security at recreation centers and Del Mar Pool. The recreation centers and the Del Mar Pool engage with thousands of visitors weekly. Staff is primarily focused on serving the needs of citizens and providing necessary services. The additional security will focus on any violation of park regulations or rules.

Parks, Recreation & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Purchase Trash Truck	0.00	165,000	0	165,000
Program affected: Parks Operations and Maintenance Strategic Outcome: Planned and Maintained Duration: One-time This amendment is for the purchase of a trash truck to service park properties. It creates efficiencies resulting in labor savings and also improves safety by reducing the amount of trash handling.				
New Appropriation Total	**0.00**	**456,200**	**0**	**456,200**
General Fund Total	**0.00**	**456,200**	**0**	**456,200**
Open Space Fund / New Appropriation				
Add 5.0 FTE - Adding Four Park Rangers and One Park Ranger Supervisor for Daytime Patrols in Parks	5.00	571,372	0	571,372
Program affected: Open Space and Natural Resources (OSNR) Strategic Outcome: Healthy and Safe Duration: $432,900 Ongoing, $138,500 One-time This amendment will add four Park Rangers, one Park Ranger Supervisor, and two Ranger vehicles. The OSNR Division has increased total acreage by 30% over the past 8 years. These Park Rangers will provide a safety presence by contacting park visitors, educating users regarding rules and regulations, and enforcing violations when appropriate. Common issues to address will include unauthorized camping, abandoned or unauthorized vehicles off the roadway, dogs off-leash, littering, and unruly visitors.				
Add Nighttime Security to Parks	0.00	408,800	0	408,800
Program affected: Open Space and Natural Resources (OSNR) Strategic Outcome: Healthy and Safe Duration: Ongoing This amendment will contract with a private security agency to improve security and safety of citizens by patrolling parks and trails at night. In the program, a private security company will provide two vehicles, each with one security guard, to patrol parks and trails with higher incidence of criminal activity. The patrol will educate citizens, enforce park rules, offer assistance when needed, and contact Aurora Police for more serious infractions.				
Transfer 1.96 FTE from Designated Revenues Fund into Open Space Fund	1.96	136,499	0	136,499
Program affected: Parks Operations and Maintenance Strategic Outcome: Planned and Maintained Duration: Ongoing This amendment will move funds associated with 1.96 FTE from the Designated Revenue Fund into the Open Space Fund. Currently, these FTE are funded from an Intergovernmental Agreement with Arapahoe County that will expire after 2023. This amendment will allow these FTE to continue to perform needed Parks O&M work in 2023 and beyond.				
New Appropriation Total	**6.96**	**1,116,671**	**0**	**1,116,671**
Open Space Fund Total	**6.96**	**1,116,671**	**0**	**1,116,671**

Parks, Recreation & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
Parks Development Fund / New Appropriation				
Add 1.0 FTE Senior Planner - Restore 2020 Cut	1.00	97,258	0	97,258

Program affected: Parks Planning Design and Construction (PD&C)
Strategic Outcome: Planned and Maintained
Duration: Ongoing
This amendment will restore one Senior Planner FTE that was cut in the 2021 budget due to the pandemic. This position was cut due to an anticipated decline in construction activity that never materialized. The requested FTE is critical to address internal planning and support plan review.

New Appropriation Total	**1.00**	**97,258**	**0**	**97,258**
Parks Development Fund Total	**1.00**	**97,258**	**0**	**97,258**
Recreation Fund / Budget Cut				
Cut 2.0 FTE - Eliminate Morning Star Adult Day Program	-2.00	-163,196	-290,000	126,804

Program affected: Recreation
Strategic Outcome: Planned and Maintained
Duration: Ongoing
The Morning Star Adult Day program closed in March 2020 due to the COVID pandemic. City Council voted to not reopen the program on February 7, 2022. The amendment eliminates 2 vacant FTE positions and other associated program expenses. The offsetting Medicaid and Veterans Administration revenue budgets are also eliminated. There is a third, currently-filled program position which would remain and will focus on program development for Aurora's older adults as informed by 2022/2023 PROS Department planning efforts, including a Needs Assessment for Older Adults and the PROS Master Plan. Both studies are to identify service level gaps and recommendations for Aurora's older adult population.

Budget Cut Total	**-2.00**	**-163,196**	**-290,000**	**126,804**
Recreation Fund Total	**-2.00**	**-163,196**	**-290,000**	**126,804**
Amendment Request Total All Funds	**4.00**	**1,370,434**	**-290,000**	**1,660,434**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Conservation Trust Fund	984,027	1,185,736	1,459,214	1,303,382	1,425,767
Designated Revenues Fund	812,602	1,070,173	1,536,711	1,091,969	1,379,008
Development Review Fund	53,004	56,726	163,137	148,709	155,110
General Fund	14,170,133	14,821,218	17,237,501	16,204,629	18,259,266
Gifts & Grants Fund	346,795	238,851	435,712	402,922	468,712
Golf Courses Fund	7,781,867	8,162,514	8,137,580	9,101,564	9,557,662
Open Space Fund	5,059,092	5,439,904	5,803,081	5,140,310	7,154,278
Parks Development Fund	24,805	0	0	0	97,258
Recreation Fund	9,286,813	10,079,933	15,562,405	11,589,916	17,039,739
Expenditures Total	**$38,519,138**	**$41,055,055**	**$50,335,341**	**$44,983,401**	**$55,536,800**

Parks, Recreation & Open Space

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Conservation Trust Fund	13.22	13.22	14.22	14.22	14.22
Designated Revenues Fund	12.96	12.96	12.96	12.96	11.00
Development Review Fund	0.00	0.00	1.00	1.00	1.00
General Fund	90.09	89.34	95.34	95.34	95.34
Golf Courses Fund	33.00	33.00	33.00	33.00	33.00
Open Space Fund	34.98	34.48	38.48	38.48	45.44
Parks Development Fund	0.75	0.00	0.00	0.00	1.00
Recreation Fund	94.00	94.00	110.00	110.00	108.00
Staffing Total	**279.00**	**277.00**	**305.00**	**305.00**	**309.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,232,869	1,298,587	1,406,595	1,314,550	1,512,699
Gifts & Grants Fund	16,714	27,069	15,000	15,000	48,000
Open Space Fund	85,444	96,358	106,160	106,160	114,928
Expenditures Total	**$1,335,027**	**$1,422,014**	**$1,527,755**	**$1,435,710**	**$1,675,627**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	586,399	589,765	615,616	523,571	666,218
Allocated Expenses	-3,225	0	0	0	0
Supplies and Services	94,539	119,907	126,411	126,411	159,411
Interfund Charges	657,314	711,542	785,728	785,728	849,998
Capital Related	0	800	0	0	0
Expenditures Total	**$1,335,027**	**$1,422,014**	**$1,527,755**	**$1,435,710**	**$1,675,627**
STAFFING SUMMARY					
General Fund	5.00	5.00	5.00	5.00	5.00
Staffing Total	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**

Parks, Recreation & Open Space

PROGRAM DETAIL

Aquatics

Aquatics provides a safe, healthy aquatics environment for citizens of all ages and strives to improve their quality of life through family exercise, 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. In 2023, there is a loss of 1.0 FTE as a result of a strategic resources deployment effort by PROS through programmatic reorganization of personal within recreation programs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Recreation Fund	1,933,282	2,618,665	4,079,472	2,626,169	3,914,788
Expenditures Total	**$1,933,282**	**$2,618,665**	**$4,079,472**	**$2,626,169**	**$3,914,788**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,570,853	2,152,324	3,423,139	2,112,407	3,250,369
Supplies and Services	177,172	233,545	379,570	236,999	379,570
Utilities	172,412	214,696	264,500	264,500	267,100
Interfund Charges	12,845	18,100	12,263	12,263	17,749
Expenditures Total	**$1,933,282**	**$2,618,665**	**$4,079,472**	**$2,626,169**	**$3,914,788**
STAFFING SUMMARY					
Recreation Fund	18.00	18.00	21.00	21.00	20.00
Staffing Total	**18.00**	**18.00**	**21.00**	**21.00**	**20.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	677,494	871,745	1,209,838	855,550	1,293,534
General Fund	1,333,561	1,312,941	1,482,726	1,190,192	1,535,634
Expenditures Total	**$2,011,055**	**$2,184,686**	**$2,692,564**	**$2,045,742**	**$2,829,168**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,139,881	1,251,468	1,575,226	1,239,898	1,692,026
Supplies and Services	681,591	778,192	947,322	635,828	947,322
Utilities	1,233	1,271	1,900	1,900	1,600
Interfund Charges	171,502	153,755	168,116	168,116	188,220
Capital Related	16,848	0	0	0	0
Expenditures Total	**$2,011,055**	**$2,184,686**	**$2,692,564**	**$2,045,742**	**$2,829,168**

Parks, Recreation & Open Space

PROGRAM DETAIL

Forestry

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
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
Staffing Total	**18.00**	**18.00**	**18.00**	**18.00**	**18.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Golf Courses Fund	7,650,346	8,042,737	7,917,931	8,882,112	9,333,158
Expenditures Total	**$7,650,346**	**$8,042,737**	**$7,917,931**	**$8,882,112**	**$9,333,158**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	4,180,215	4,256,913	4,401,243	4,894,420	5,336,374
Allocated Expenses	-1,957	0	0	0	0
Supplies and Services	1,575,153	1,982,976	1,540,152	1,992,956	1,845,152
Utilities	1,122,044	971,576	1,180,500	1,198,700	1,318,600
Interfund Charges	219,708	240,893	253,053	253,053	273,049
Debt Related	409,618	427,564	445,680	445,680	462,680
Capital Related	-54,435	88,815	97,303	97,303	97,303
Transfers Out	200,000	74,000	0	0	0
Expenditures Total	**$7,650,346**	**$8,042,737**	**$7,917,931**	**$8,882,112**	**$9,333,158**
STAFFING SUMMARY					
Golf Courses Fund	32.00	32.00	32.00	32.00	32.00
Staffing Total	**32.00**	**32.00**	**32.00**	**32.00**	**32.00**

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 via the Morrison Nature Center at Star K Ranch, the Senac Creek Nature Center at Aurora Reservoir, and the Plains Conservation Center. The 2023 budget contains an increase of $571,400 from the Open Space Fund to add 4.0 FTE Park Rangers and 1.0 FTE Park Ranger Supervisor for daytime patrols of city parks.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Conservation Trust Fund	451,488	582,523	656,229	620,947	649,847
General Fund	1,139,589	1,336,017	1,756,368	1,610,157	1,769,806
Gifts & Grants Fund	65,869	51,292	20,000	16,210	20,000
Open Space Fund	1,680,486	1,726,914	2,152,417	1,833,758	3,160,597
Recreation Fund	19,309	16,122	22,246	18,500	23,134
Expenditures Total	**$3,356,741**	**$3,712,868**	**$4,607,260**	**$4,099,572**	**$5,623,384**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,649,725	2,852,511	3,524,942	3,024,509	4,100,455
Allocated Expenses	-5,329	0	0	0	0
Supplies and Services	428,366	569,297	559,789	544,043	970,589
Utilities	98,965	96,720	113,900	118,900	118,000
Interfund Charges	185,045	169,092	241,129	241,129	297,840
Capital Related	-31	25,248	167,500	170,991	136,500
Expenditures Total	**$3,356,741**	**$3,712,868**	**$4,607,260**	**$4,099,572**	**$5,623,384**
STAFFING SUMMARY					
Conservation Trust Fund	6.50	6.50	6.50	6.50	6.50
General Fund	7.32	7.32	8.32	8.32	8.32
Open Space Fund	15.18	15.18	18.18	18.18	23.18
Staffing Total	**29.00**	**29.00**	**33.00**	**33.00**	**38.00**

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 for maintaining a healthy balance in citizens' lives.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Conservation Trust Fund	392,448	466,275	653,074	536,400	608,354
Designated Revenues Fund	135,108	198,428	326,873	236,419	85,474
General Fund	10,056,681	10,369,763	11,881,645	11,377,426	12,686,092
Open Space Fund	1,097,606	1,358,765	1,171,833	905,010	1,382,263
Expenditures Total	**$11,681,843**	**$12,393,231**	**$14,033,425**	**$13,055,255**	**$14,762,183**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	5,732,015	5,682,955	7,221,440	5,918,845	7,647,360
Allocated Expenses	-1,105	0	0	0	0
Supplies and Services	1,796,862	2,398,733	1,995,885	2,336,848	1,943,624
Utilities	3,321,340	3,514,595	3,516,000	3,639,010	3,888,700
Interfund Charges	768,751	788,700	999,100	987,100	1,117,499
Capital Related	63,980	8,248	301,000	173,452	165,000
Expenditures Total	**$11,681,843**	**$12,393,231**	**$14,033,425**	**$13,055,255**	**$14,762,183**
STAFFING SUMMARY					
Conservation Trust Fund	5.58	5.58	6.58	6.58	6.58
Designated Revenues Fund	1.96	1.96	1.96	1.96	0.00
General Fund	64.89	64.89	68.89	68.89	68.89
Open Space Fund	8.57	8.57	8.57	8.57	10.53
Staffing Total	**81.00**	**81.00**	**86.00**	**86.00**	**86.00**

Parks, Recreation & Open Space

PROGRAM DETAIL

Planning, Design and Construction

The Planning, Design and Construction Program oversees the plans, designs, and 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 allow Aurora citizens to maintain active, healthy lifestyles and provide city residents with a higher quality of life. The 2023 budget contains an increase of $97,300 from the Parks Development Fund to restore a 1.0 FTE Senior Planner position that was cut in 2020.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Conservation Trust Fund	140,091	136,938	149,911	146,035	167,566
Development Review Fund	53,004	56,726	163,137	148,709	155,110
General Fund	150,551	192,243	328,128	308,569	333,901
Gifts & Grants Fund	0	0	1,630	4,484	1,630
Open Space Fund	1,073,087	1,133,617	1,249,671	1,172,382	1,371,990
Parks Development Fund	24,805	0	0	0	97,258
Expenditures Total	**$1,441,538**	**$1,519,524**	**$1,892,477**	**$1,780,179**	**$2,127,455**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,385,335	1,483,357	1,839,251	1,699,840	2,082,068
Allocated Expenses	-40	0	0	0	0
Supplies and Services	15,084	18,985	29,795	56,908	23,463
Interfund Charges	16,354	17,182	20,681	20,681	21,924
Capital Related	24,805	0	2,750	2,750	0
Expenditures Total	**$1,441,538**	**$1,519,524**	**$1,892,477**	**$1,780,179**	**$2,127,455**
STAFFING SUMMARY					
Conservation Trust Fund	1.14	1.14	1.14	1.14	1.14
Development Review Fund	0.00	0.00	1.00	1.00	1.00
General Fund	2.88	2.13	3.13	3.13	3.13
Open Space Fund	11.23	10.73	11.73	11.73	11.73
Parks Development Fund	0.75	0.00	0.00	0.00	1.00
Staffing Total	**16.00**	**14.00**	**17.00**	**17.00**	**18.00**

Parks, Recreation & Open Space

PROGRAM DETAIL

Recreation Centers & Fitness

The Recreation Centers and Fitness Program provides recreational health and wellness services to 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 training, fitness, aerobics, and yoga. In 2023, there is an increase of 5.0 FTE as a result of a strategic resources deployment effort by PROS through programmatic reorganization of personal within recreation programs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Gifts & Grants Fund	100,020	0	0	0	0
Recreation Fund	2,068,913	2,035,546	3,640,370	2,736,528	5,037,453
Expenditures Total	**$2,168,933**	**$2,035,546**	**$3,640,370**	**$2,736,528**	**$5,037,453**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,512,515	1,391,333	2,695,053	1,893,473	3,810,795
Supplies and Services	278,864	182,256	396,026	289,164	396,026
Utilities	363,227	447,939	485,250	489,850	762,759
Interfund Charges	574	265	64,041	64,041	67,873
Transfers Out	13,753	13,753	0	0	0
Expenditures Total	**$2,168,933**	**$2,035,546**	**$3,640,370**	**$2,736,528**	**$5,037,453**
STAFFING SUMMARY					
Recreation Fund	24.00	23.00	34.00	34.00	39.00
Staffing Total	**24.00**	**23.00**	**34.00**	**34.00**	**39.00**

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. In 2023, there is a loss of 1.0 FTE as a result of a strategic resources deployment effort by PROS through programmatic reorganization of personnel within recreation programs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Gifts & Grants Fund	1,053	0	5,000	5,000	5,000
Recreation Fund	967,263	927,384	1,235,088	1,050,667	1,279,996
Expenditures Total	**$968,316**	**$927,384**	**$1,240,088**	**$1,055,667**	**$1,284,996**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	596,622	528,513	672,623	520,774	700,155
Allocated Expenses	-3,517	0	0	0	0
Supplies and Services	199,502	207,925	357,096	324,524	357,096
Interfund Charges	175,709	190,946	210,369	210,369	227,745
Expenditures Total	**$968,316**	**$927,384**	**$1,240,088**	**$1,055,667**	**$1,284,996**

Parks, Recreation & Open Space

PROGRAM DETAIL

Recreation Division Management

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
Recreation Fund	8.00	8.00	8.00	8.00	7.00
Staffing Total	**8.00**	**8.00**	**8.00**	**8.00**	**7.00**

Special Events and Marketing

Special Events and Marketing connects with both residents and visitors by creating dynamic special events and innovative marketing techniques, to cultivate a positive image of Aurora.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	256,882	311,667	382,039	403,735	421,134
Gifts & Grants Fund	7,603	11,616	0	0	0
Golf Courses Fund	131,521	119,777	219,649	219,452	224,504
Recreation Fund	373,199	412,536	862,446	687,065	891,153
Expenditures Total	**$769,205**	**$855,596**	**$1,464,134**	**$1,310,252**	**$1,536,791**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	644,981	692,687	826,308	828,172	898,024
Supplies and Services	118,084	159,064	631,210	475,464	631,210
Utilities	128	131	200	200	300
Interfund Charges	6,012	3,714	6,416	6,416	7,257
Expenditures Total	**$769,205**	**$855,596**	**$1,464,134**	**$1,310,252**	**$1,536,791**
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
Golf Courses Fund	1.00	1.00	1.00	1.00	1.00
Recreation Fund	5.00	5.00	5.00	5.00	5.00
Staffing Total	**9.00**	**9.00**	**9.00**	**9.00**	**9.00**

Parks, Recreation & Open Space

PROGRAM DETAIL

Special Programs

Special Programs provide programs ranging from preschool to adults age 50 and over, including young adults and children with disabilities, and promote active and healthy lifestyles along with enrichment programs for the elderly. These programs are essential for developing a sense of community. In 2023, there is a reduction of 2.0 FTE as part of an amendment to eliminate the Morning Star Program. There is also a loss of 1.0 FTE as a result of a strategic resources deployment effort by PROS through programmatic reorganization of personnel within recreation programs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Gifts & Grants Fund	228	0	30,000	1,000	30,000
Recreation Fund	2,009,259	1,765,869	2,393,439	1,957,896	2,390,051
Expenditures Total	**$2,009,487**	**$1,765,869**	**$2,423,439**	**$1,958,896**	**$2,420,051**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,672,629	1,591,051	2,119,365	1,683,922	2,130,046
Supplies and Services	127,364	102,434	221,596	189,596	201,480
Utilities	45,128	50,483	61,000	63,900	68,200
Interfund Charges	16,908	21,901	21,478	21,478	20,325
Capital Related	147,458	0	0	0	0
Expenditures Total	**$2,009,487**	**$1,765,869**	**$2,423,439**	**$1,958,896**	**$2,420,051**
STAFFING SUMMARY					
Recreation Fund	21.00	21.00	21.00	21.00	18.00
Staffing Total	**21.00**	**21.00**	**21.00**	**21.00**	**18.00**

Sports Programs

The Sports Programs provide organized teams and individual sports programs for youth and adults in a safe and structured environment to encourage active and healthy lifestyles while learning lifelong skills. 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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Gifts & Grants Fund	1,826	0	0	0	0
Recreation Fund	941,140	1,156,038	1,899,994	1,406,104	2,075,095
Expenditures Total	**$942,966**	**$1,156,038**	**$1,899,994**	**$1,406,104**	**$2,075,095**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	644,722	736,439	1,179,736	817,861	1,328,045
Supplies and Services	124,506	188,835	489,687	357,672	489,687
Utilities	173,224	229,626	230,100	230,100	256,400
Interfund Charges	514	1,138	471	471	963
Expenditures Total	**$942,966**	**$1,156,038**	**$1,899,994**	**$1,406,104**	**$2,075,095**

Parks, Recreation & Open Space

PROGRAM DETAIL

Sports Programs

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
Recreation Fund	8.00	8.00	10.00	10.00	10.00
Staffing Total	**8.00**	**8.00**	**10.00**	**10.00**	**10.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Open Space Fund	1,122,469	1,124,250	1,123,000	1,123,000	1,124,500
Expenditures Total	**$1,122,469**	**$1,124,250**	**$1,123,000**	**$1,123,000**	**$1,124,500**
EXPENDITURE SUMMARY BY TYPE					
Transfers Out	1,122,469	1,124,250	1,123,000	1,123,000	1,124,500
Expenditures Total	**$1,122,469**	**$1,124,250**	**$1,123,000**	**$1,123,000**	**$1,124,500**

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, where youth activities are the primary focus. 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. In 2023, there is a loss of 2.0 FTE as a result of a strategic resources deployment effort by PROS through programmatic reorganization of personnel within recreation programs.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Gifts & Grants Fund	153,482	81,714	364,082	361,228	364,082
Recreation Fund	974,448	1,147,773	1,429,350	1,106,987	1,428,069
Expenditures Total	**$1,127,930**	**$1,229,487**	**$1,793,432**	**$1,468,215**	**$1,792,151**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	832,686	940,115	1,148,918	826,030	1,143,737
Allocated Expenses	-37,338	-4,075	0	0	0
Supplies and Services	304,147	257,805	603,914	599,685	603,914
Utilities	28,435	35,594	40,600	42,500	44,500
Interfund Charges	0	48	0	0	0
Expenditures Total	**$1,127,930**	**$1,229,487**	**$1,793,432**	**$1,468,215**	**$1,792,151**

Parks, Recreation & Open Space

PROGRAM DETAIL

Youth Development

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
Recreation Fund	10.00	11.00	11.00	11.00	9.00
Staffing Total	**10.00**	**11.00**	**11.00**	**11.00**	**9.00**

Planning & Development Services

PROGRAM SUMMARY

Administration

$425,489 — 3 FTE

*Department administration and special projects

Aurora Urban Renewal

$0 — 3.5 FTE

*Promote and manage 21 urban renewal project areas

Business Services

$820,034 — 7 FTE

*Assist Aurora businesses and coordinate business programs
*Business Advisory Board
*Small Business Dev. Center (Host)

Development Services

$1,569,842 — 5.5 FTE

*Economic development incentives
*Contracts with AEDC and ACED
*Retail analysis and assistance

Multimodal Transportation Team

$570,363 — 4 FTE

*Transportation planning
*Liaison with regional transportation partners & RTD
*Bike/Ped Program

Planning

$3,572,110 — 29 FTE

*Customer service/data services
*Amend and update zoning code
*Process land use applications
*Update Comprehensive Plan

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**47.00**	**45.00**	**49.00**	**49.00**	**52.00**
EXPENDITURES	**5,545,752**	**6,052,130**	**6,714,105**	**6,262,232**	**6,957,838**

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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	47.00	45.00	49.00	49.00	52.00
Personal Services	4,432,894	4,651,269	5,497,656	5,055,837	6,065,707
Allocated Expenses	-10,699	0	-500,789	-500,789	-571,758
Supplies and Services	820,911	1,086,403	1,577,042	1,402,185	1,306,562
Utilities	13,166	17,804	15,600	21,400	22,000
Interfund Charges	104,480	113,369	124,596	124,599	135,327
Transfers Out	185,000	183,285	0	159,000	0
Expenditures Total	**$5,545,752**	**$6,052,130**	**$6,714,105**	**$6,262,232**	**$6,957,838**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Planning and Development Services Department resides in multiple funds, including the General Fund, Development Review Fund, and the Gifts and Grants Fund. On a bottom-line basis, the department 2022 projection is under the 2022 Original Budget by $451,900 (6.7 percent), but the funds themselves show larger variances. In the General Fund, the department is projected to be $296,600 (8.4 percent) under the 2022 Original Budget. This is primarily due to $197,600 (8.5 percent) personal services savings related to vacancies and the difficult hiring environment. In addition, professional and other expenditure savings in supplies and service are under budget by $263.800 (22.4 percent). The savings are offset by an additional $159,000 transfer of funds, including transfers of North Aurora Arts Grant to the Cultural Services Fund and arts facility renovation to the Capital Projects Fund budgeted in the 2022 Spring Supplemental.

In the Development Review Fund, the department is projected to be $216,900 (7.8 percent) under the 2022 Original Budget, mostly due to development services-related vacancies. The Gifts and Grants Fund is projected to be $61,700 (16.0 percent) higher than the 2022 Original Budget, which is primarily associated with the spending of a Small Business Development Center Accelerated Growth grant. Supplemental appropriation will be needed for the Gifts and Grants Fund.

2023 Department Budget Variance
The Planning and Development Services Department 2023 Budget is $243,700 (3.6 percent) greater than the 2022 Original Budget. The base budget decreased $17,800 with compensation increases offset by 2022 one-time amendments not recurring. The Development Review Fund saw the largest increase, up $268,100 (9.6 percent). Most of the increase is due to personal services increases of $356,900 (14.7 percent), including pay increases accordance with city policy and an amendment activating 1.0 FTE Planning Supervisor and 1.0 FTE Project Coordinator. More information on this amendment can be found in the Budget Amendment Requests section.

The General Fund bottom line is basically unchanged, with compensation increases of $93,400 (4.0 percent) offset with the elimination of a 2022 one-time City Center Master Plan expense not recurring. The Gifts and Grants Fund is decreasing $17,700 (4.6 percent), due primarily to a $50,000 Aurora business revolving loan in 2022 not budgeted for 2023. There is a technical transfer of 1.0 FTE Small Business Specialist from the Gifts and Grants Fund to the General Fund with a net-zero

Planning & Development Services

DEPARTMENT NARRATIVE

funding impact in an amendment that also adds 1.0 FTE Associate Director-SBDC to the Gifts and Grants Fund. More information on this amendment can be found in the Budget Amendment Requests section.

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-207,980
Compensation Adjustments	256,382
Mandated Costs	17,131
Grant / Designated Revenue Adjustments	-60,000
Other Adjustments	-23,316
Total Base Adjustments	**($17,783)**

BUDGET AMENDMENT REQUESTS

	2023			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Development Review Fund / New Appropriation				
Activate and Fund 8.0 FTE Across Various Departments in the Development Review Fund	2.00	228,671	0	228,671

Program affected: Various in Aurora Water, Public Works, Planning and Development Services
Strategic Outcome: Planned and Maintained
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 1.0 FTE Building Life Safety Supervisor, 1.0 FTE Permit Technician Supervisor, and 1.0 FTE Plan Review Manager for the new Development Review Division within the department. Aurora Water will add 1.0 FTE Engineer, 1.0 FTE Engineer Technician, and 1.0 FTE Project Engineer as the Drainage Review has been transferred from Public Works to Aurora Water. Planning and Development Services will add 1.0 FTE Planning Supervisor and 1.0 FTE Project Coordinator.

New Appropriation Total	**2.00**	**228,671**	**0**	**228,671**
Development Review Fund Total	**2.00**	**228,671**	**0**	**228,671**

Planning & Development Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	Budget	Revenue	Net
General Fund / New Appropriation				
Add 1.0 FTE Associate Director-SBDC and Technical Transfer of 1.0 FTE Small Business Specialist	1.00	0	0	0

Program affected: Business Services
Strategic Outcome: Thriving
Duration: $31,300 Ongoing, $1,500 One-time
The 1.0 FTE Associate Director-SBDC will be grant funded and primarily responsible for running programming offered by the Small Business Administration (SBA), State of Colorado, counties, and municipalities in the service area. The SBA and the Office of Economic Development and International Trade (OEDIT) require the Aurora-South Metro Small Business Development Center (SBDC) to cover the geographic area of all entrepreneurs in the City of Aurora, Arapahoe and Douglas counties. This position will focus on statewide and county-wide programs and technical assistance that will also expand City of Aurora services with these programs.

The technical transfer part of the amendment moves 1.0 FTE from the Gifts and Grants Fund to the General Fund. This will have a net-zero impact on the General Fund as Supplies and Services will be reduced, and the remainder will be funded through an allocation to the Auroura Urban Renewal Authority (AURA).

New Appropriation Total	**1.00**	**0**	**0**	**0**
General Fund Total	**1.00**	**0**	**0**	**0**
Gifts & Grants Fund / New Appropriation				
Add 1.0 FTE Associate Director-SBDC and Technical Transfer of 1.0 FTE Small Business Specialist	0.00	32,845	0	32,845

Program affected: Business Services
Strategic Outcome: Thriving
Duration: $31,300 Ongoing, $1,500 One-time
The 1.0 FTE Associate Director-SBDC will be grant funded and primarily responsible for running programming offered by the Small Business Administration (SBA), State of Colorado, counties, and municipalities in the service area. The SBA and the Office of Economic Development and International Trade (OEDIT) require the Aurora-South Metro Small Business Development Center (SBDC) to cover the geographic area of all entrepreneurs in the City of Aurora, Arapahoe and Douglas counties. This position will focus on statewide and county-wide programs and technical assistance that will also expand City of Aurora services with these programs.

The technical transfer part of the amendment moves 1.0 FTE from the Gifts and Grants Fund to the General Fund. This will have a net-zero impact on the General Fund as Supplies and Services will be reduced, and the remainder will be funded through an allocation to the Auroura Urban Renewal Authority (AURA).

New Appropriation Total	**0.00**	**32,845**	**0**	**32,845**
Gifts & Grants Fund Total	**0.00**	**32,845**	**0**	**32,845**
Amendment Request Total All Funds	**3.00**	**261,516**	**0**	**261,516**

Planning & Development Services

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Designated Revenues Fund	449,937	454,157	0	0	0
Development Review Fund	1,933,372	2,177,269	2,787,871	2,570,955	3,055,969
General Fund	2,840,828	2,777,907	3,541,868	3,245,235	3,535,211
Gifts & Grants Fund	321,615	642,797	384,366	446,042	366,658
Expenditures Total	**$5,545,752**	**$6,052,130**	**$6,714,105**	**$6,262,232**	**$6,957,838**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Designated Revenues Fund	3.25	3.50	0.00	0.00	0.00
Development Review Fund	22.00	22.00	23.00	23.00	25.00
General Fund	19.75	17.50	24.00	24.00	25.00
Gifts & Grants Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	**47.00**	**45.00**	**49.00**	**49.00**	**52.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	376,704	346,103	535,082	437,945	425,489
Expenditures Total	**$376,704**	**$346,103**	**$535,082**	**$437,945**	**$425,489**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	356,458	298,957	402,240	351,208	391,082
Supplies and Services	4,421	29,948	113,895	67,790	13,895
Interfund Charges	15,825	17,198	18,947	18,947	20,512
Expenditures Total	**$376,704**	**$346,103**	**$535,082**	**$437,945**	**$425,489**
STAFFING SUMMARY					
General Fund	3.00	2.00	3.00	3.00	3.00
Staffing Total	**3.00**	**2.00**	**3.00**	**3.00**	**3.00**

Planning & Development Services

PROGRAM DETAIL

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	449,937	454,157	0	0	0
General Fund	0	0	0	-5,848	0
Expenditures Total	**$449,937**	**$454,157**	**$0**	**($5,848)**	**$0**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	449,937	454,157	500,789	494,941	524,105
Allocated Expenses	0	0	-500,789	-500,789	-524,105
Expenditures Total	**$449,937**	**$454,157**	**$0**	**($5,848)**	**$0**
STAFFING SUMMARY					
Designated Revenues Fund	3.25	3.50	0.00	0.00	0.00
General Fund	0.00	0.00	3.50	3.50	3.50
Staffing Total	**3.25**	**3.50**	**3.50**	**3.50**	**3.50**

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. For 2023, 1.0 FTE was moved from Development Services to Business Services in the General Fund, 1.0 FTE was moved from Gifts and Grants to the General Fund, and 1.0 FTE Associate Director-SBDC was added to the the Gifts and Grants Fund.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	248,825	237,910	318,429	401,756	453,376
Gifts & Grants Fund	221,047	489,367	384,366	446,042	366,658
Expenditures Total	**$469,872**	**$727,277**	**$702,795**	**$847,798**	**$820,034**

Planning & Development Services

PROGRAM DETAIL

Business Services

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	409,752	440,582	526,735	540,398	764,127
Allocated Expenses	-22,919	-4,045	0	0	-47,653
Supplies and Services	83,039	290,740	176,060	307,400	103,560
Expenditures Total	**$469,872**	**$727,277**	**$702,795**	**$847,798**	**$820,034**
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	5.00
Gifts & Grants Fund	2.00	2.00	2.00	2.00	2.00
Staffing Total	**5.00**	**5.00**	**5.00**	**5.00**	**7.00**

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 and supports new and existing businesses, in conjunction with existing economic development organizations. For 2023, 1.0 FTE was moved from Development Services to Business Services in the General Fund.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,341,152	1,313,422	1,662,661	1,420,298	1,569,842
Expenditures Total	**$1,341,152**	**$1,313,422**	**$1,662,661**	**$1,420,298**	**$1,569,842**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	515,334	547,866	688,795	469,939	589,576
Supplies and Services	627,652	564,467	958,266	769,959	958,266
Utilities	13,166	17,804	15,600	21,400	22,000
Transfers Out	185,000	183,285	0	159,000	0
Expenditures Total	**$1,341,152**	**$1,313,422**	**$1,662,661**	**$1,420,298**	**$1,569,842**
STAFFING SUMMARY					
General Fund	5.75	5.50	6.50	6.50	5.50
Staffing Total	**5.75**	**5.50**	**6.50**	**6.50**	**5.50**

Planning & Development Services

PROGRAM DETAIL

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).

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	510,021	515,003	533,775	543,911	570,363
Expenditures Total	**$510,021**	**$515,003**	**$533,775**	**$543,911**	**$570,363**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	500,455	512,628	523,595	535,551	560,183
Supplies and Services	9,566	2,375	10,180	8,360	10,180
Expenditures Total	**$510,021**	**$515,003**	**$533,775**	**$543,911**	**$570,363**
STAFFING SUMMARY					
General Fund	4.00	4.00	4.00	4.00	4.00
Staffing Total	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**

Planning

Planning facilitates the efficient processing of land use applications with an emphasis on achieving quality development, creative solutions to land use issues, and an adequate balance between development and neighborhood interests. The program includes an environmental planning section that addresses city regulatory requirements and assists customers with evaluating compatible land uses where environmental issues are present. 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 2023, 1.0 FTE Planning Supervisor and 1.0 FTE Project Coordinator are included in the budget.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Development Review Fund	1,933,372	2,177,269	2,787,871	2,570,955	3,055,969
General Fund	364,126	365,469	491,921	447,173	516,141
Expenditures Total	**$2,297,498**	**$2,542,738**	**$3,279,792**	**$3,018,128**	**$3,572,110**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,159,141	2,324,468	2,855,502	2,663,800	3,236,634
Supplies and Services	49,702	122,099	318,641	248,676	220,661
Interfund Charges	88,655	96,171	105,649	105,652	114,815
Expenditures Total	**$2,297,498**	**$2,542,738**	**$3,279,792**	**$3,018,128**	**$3,572,110**

Planning & Development Services

PROGRAM DETAIL

Planning

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
Development Review Fund	22.00	22.00	23.00	23.00	25.00
General Fund	4.00	3.00	4.00	4.00	4.00
Staffing Total	**26.00**	**25.00**	**27.00**	**27.00**	**29.00**

Police

PROGRAM SUMMARY

Administration-Chief

$17,091,807 22 FTE

*Leads and directs Police services for the community
*Includes Internal Affairs, Wellness, & Public Affairs

Business Services Division

$11,846,308 89.5 FTE

*Provides financial support; manages grants, facilities, equipment, and IT systems; maintains records, property, evidence and vehicle impound

Community Relations Section

$1,497,157 8 FTE

*Engages and educates youth
*Hosts community outreach programs

District 1

$20,763,575 152 FTE

*Provides patrol within the District 1 area
*Applies specialized resources to solve quality of life issues

District 2

$18,737,361 137 FTE

*Provides patrol within the District 2 area
*Applies specialized resources to solve quality of life issues

District 3

$19,100,295 139 FTE

*Provides patrol within the District 3 area
*Applies specialized resources to solve quality of life issues

Investigations Bureau

$14,241,737 98 FTE

*Conducts criminal investigations, collects evidence, and assists victims of crimes

Investigative Support Section

$5,463,833 36 FTE

*Provides investigative and operations resources in support of specialized tasks

Narcotics Section

$1,900,714 10 FTE

*Detects and investigates crimes related to drugs, prostitution, and organized crime

Operations Support Section

$7,663,810 41 FTE

*Plans, directs, and controls highly specialized investigative and tactical teams
*Responds to mental health calls

Professional Standards and Training Division

$4,344,909 25 FTE

*Conducts recruiting, backgrounds, manages policy and accreditation
*Investigates uses of force
*Supports departmental technology

Regional Crime Lab

$2,473,780 11 FTE

*Processes, preserves, and analyzes physical evidence

Special Operations Bureau

$3,103,315 14 FTE

*Leads special operations sections, including Investigative Support, Narcotics, RAVEN, Operations Support, and Traffic

Traffic Section

$7,769,020 50 FTE

*Promotes transportation safety through directed enforcement of traffic laws and supports special events

Training Section

$12,726,380 97 FTE

*Conducts recruit academies and annual in-service training

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
CIVIL - FTE	**744.00**	**744.00**	**744.00**	**744.00**	**756.00**
REGULAR - FTE	**146.50**	**148.50**	**166.50**	**168.50**	**173.50**
EXPENDITURES	**128,017,950**	**128,808,843**	**136,764,493**	**134,977,552**	**148,724,001**

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 five divisions. The Patrol Division manages the Districts. The Investigations Division include the Major Investigations Section, General Investigations Section, and Regional Crime Lab. The Special Operations Division includes the Traffic Section, Investigation Support Section, Operations Support Section, and the Regional Anti-Violence Enforcement Network (RAVEN). The Professional Standards and Training 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 for the department include the Internal Affairs Bureau, Community Relations Section, Employee Support (Wellness) Unit, and Public Affairs Unit.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	890.50	892.50	910.50	912.50	929.50
Personal Services	113,880,933	111,479,250	117,293,778	113,336,269	127,350,113
Supplies and Services	6,294,899	8,751,664	9,508,640	10,895,228	10,389,720
Utilities	440	734	500	1,481	900
Interfund Charges	7,033,176	7,485,605	8,404,467	8,437,365	9,709,650
Capital Related	757,109	581,510	1,275,715	2,025,816	992,225
Transfers Out	51,393	510,080	281,393	281,393	281,393
Expenditures Total	**$128,017,950**	**$128,808,843**	**$136,764,493**	**$134,977,552**	**$148,724,001**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Aurora Police Department 2022 projection is $1.8 million (1.3 percent) lower than the 2022 Original Budget, with the Gifts and Grants Fund under by $1.9 million and the General Fund over by $89,400. In the Gifts and Grants Fund, the department is projecting to be under budget primarily due to anticipated grants not coming in as strongly as originally budgeted. In the General Fund, the department received a 2022 Spring Supplemental providing an additional $131,500 and 2.0 FTE to civilianize staff positions at the Impound Unit to replace sworn assignments. When including the additional spending authority provided in the 2022 supplemental, the department is projecting to spend just under its General Fund working budget in 2022.

2023 Department Budget Variance
The Aurora Police Department's 2023 budget is $12.0 million (8.7 percent) higher than the 2022 Original Budget, with $8.8 million of that coming in base adjustments, including mandated costs. The vast majority of these base adjustments occur in the General Fund. Base adjustments include:

- $8.9 million for compensation increases for both career and civil service staff, as well as other costs associated with the new 2023-2024 Civil Service Collective Bargaining Agreement;
- $1.6 million for mandated cost increases;
- $131,500 associated with the Impound Unit supplemental noted earlier;
- a reduction of $96,500 associated with other technical adjustments; and
- a decrease of $1.7 million for one-time budget from 2022 not recurring in 2023.

There are $3.2 million in amendments in Police, including an increase of $3.3 million in the General Fund and a decrease of $104,900 from the Gifts and Grants Fund. Amendments include:

- $1.2 million to fund 4.0 FTE Police Officers for a full year, as well as another 8.0 FTE Police Officers to be hired starting in the last quarter of 2023;

Police

DEPARTMENT NARRATIVE

- $1.0 million for 3.0 FTE Community Service Representatives for traffic, as well as an additional 3.0 FTE Community Service Representatives for theft reports;
- A net $549,600 ($654,500 in General Fund partially offset with $104,900 decrease in Gifts and Grants Fund) for Crisis Response Team funding;
- $215,000 for BearCat funding; and
- $200,000 for training.

The department is increasing by 19.0 FTE for 2023, including 2.0 FTE added through the 2022 Spring Supplemental process and 17.0 FTE added as 2023 amendments.

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-1,726,440
Mid Year Modifications	131,527
Compensation Adjustments	8,926,879
Mandated Costs	1,555,024
Other Adjustments	-96,465
Total Base Adjustments	**$8,790,525**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Add 4.0 FTE Officers and Equipment for Full-Year and 8.0 FTE Officers and Equipment for 1/4 Year	12.00	1,218,916	0	1,218,916

Program affected: Training Section
Strategic Outcome: Healthy and Safe
Duration: $678,800 Ongoing, $540,100 One-time
The Police Department will add 12.0 FTE Patrol Officers to its authorized strength in 2023 to meet the staffing mandate, with 4.0 budgeted for a full year and 8.0 FTE budgeted for a quarter of the year. This amendment provides appropriation for personal services, fully-marked patrol vehicles, Mobile Data Computers (MDCs), mobile radios, portable radios, Microsoft Office software licenses, tasers, body-worn cameras, and uniform costs for the officers.

Add 6.0 FTE Community Services Representatives for Traffic and Cold Burglary Investigations	6.00	985,436	0	985,436

Program affected: Traffic Section
Strategic Outcome: Healthy and Safe
Duration: $540,200 Ongoing, $445,300 One-Time
APD is requesting three civilian traffic personnel to handle responses to 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, so utilizing civilians for this work will allow sworn officers the time to focus on other issues. Additionally, APD is requesting three civilian community service officers to handle theft reports on cold burglaries to allow sworn officers to spend more time on other investigations. The amendment includes workstations, equipment, vehicles, uniforms, software, and other setup costs.

Police

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	Budget	Revenue	Net
General Fund / New Appropriation				
Crisis Response Team - Transition to General Fund and Eliminate Grant Funded Position	0.00	654,500	0	654,500
Program affected: Operations Support Section Strategic Outcome: Healthy and Safe Duration: $526,500 Ongoing, $128,000 One-time The Crisis Response Team (CRT) is a team of specially-trained officers and mental health clinicians who respond to mental health calls for service. The team had one Justice and Mental Health grant-funded FTE that is being eliminated due to the expiration of the grant. Additional CRT budget is being added in the General Fund, primarily professional services. There is also $128,000 one-time for CRT vehicles.				
Increase to the Police Training Budget	0.00	200,000	0	200,000
Program affected: Training Section Strategic Outcome: Healthy and Safe Duration: $200,000 Ongoing The current Training budget used department-wide has not been increased in years. Significant turnover has occurred in the department, so an increase to the budget is needed to provide additional training resources throughout the department.				
Ongoing Funding for Already Leased BearCat Vehicles and Budget for SWAT and K9 Needs	0.00	215,000	0	215,000
Program affected: Operations Support Section Strategic Outcome: Healthy and Safe Duration: $215,000 Ongoing Aurora Special Weapons and Tactics (SWAT) team has regularly faced situations where officers have needed two armored vehicles to achieve a desired resolution. Two BearCat vehicles have been approved to lease; this request is to fund lease payments through 2029 to provide reliable budget to address ongoing critical SWAT and K9 needs.				
New Appropriation Total	**18.00**	**3,273,852**	**0**	**3,273,852**
General Fund Total	**18.00**	**3,273,852**	**0**	**3,273,852**
Gifts & Grants Fund / New Appropriation				
Crisis Response Team - Transition to General Fund and Eliminate Grant Funded Position	-1.00	-104,869	0	-104,869
Program affected: Operations Support Section Strategic Outcome: Healthy and Safe Duration: $526,500 Ongoing, $128,000 One-time The Crisis Response Team (CRT) is a team of specially-trained officers and mental health clinicians who respond to mental health calls for service. The team had one Justice and Mental Health grant-funded FTE that is being eliminated due to the expiration of the grant. Additional CRT budget is being added in the General Fund, primarily professional services. There is also $128,000 one-time for CRT vehicles.				
New Appropriation Total	**-1.00**	**-104,869**	**0**	**-104,869**
Gifts & Grants Fund Total	**-1.00**	**-104,869**	**0**	**-104,869**
Amendment Request Total All Funds	**17.00**	**3,168,983**	**0**	**3,168,983**

Police

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Designated Revenues Fund	1,242,948	1,163,735	1,099,758	1,109,122	1,119,576
General Fund	123,718,068	123,511,760	130,265,718	130,355,128	142,301,734
Gifts & Grants Fund	3,056,934	4,133,348	5,399,017	3,513,302	5,302,691
Expenditures Total	**$128,017,950**	**$128,808,843**	**$136,764,493**	**$134,977,552**	**$148,724,001**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Designated Revenues Fund	8.00	7.00	7.00	7.00	7.00
Designated Revenues Fund Civil FTE	1.00	0.00	0.00	0.00	0.00
General Fund	137.50	140.50	158.50	160.50	166.50
General Fund Civil FTE	740.90	741.90	741.90	741.90	753.90
Gifts & Grants Fund	1.00	1.00	1.00	1.00	0.00
Gifts & Grants Fund Civil FTE	2.10	2.10	2.10	2.10	2.10
Staffing Total	**890.50**	**892.50**	**910.50**	**912.50**	**929.50**

PROGRAM DETAIL

Administration-Chief

The Chief of Police and executive staff lead and direct the planning, organization and operations of the department's law enforcement resources, including all uniformed officers and civilian employees, dedicated to the pursuit of a safer Aurora. This program includes the Internal Affairs Section and Public Affairs Unit. 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 2023, there is a net loss of 1.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	13,398,685	13,704,712	15,029,237	10,829,227	16,853,327
Gifts & Grants Fund	156,974	185,908	238,480	0	238,480
Expenditures Total	**$13,555,659**	**$13,890,620**	**$15,267,717**	**$10,829,227**	**$17,091,807**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	8,170,554	7,953,713	8,953,097	4,685,416	10,308,303
Supplies and Services	775,593	920,060	800,031	626,603	791,614
Interfund Charges	4,609,512	4,997,365	5,514,589	5,517,208	5,991,890
Capital Related	0	19,482	0	0	0
Expenditures Total	**$13,555,659**	**$13,890,620**	**$15,267,717**	**$10,829,227**	**$17,091,807**
STAFFING SUMMARY					
General Fund	6.00	7.00	8.00	8.00	8.00
General Fund Civil FTE	17.00	15.00	15.00	15.00	14.00
Staffing Total	**23.00**	**22.00**	**23.00**	**23.00**	**22.00**

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 the 2022 Spring Supplemental, 2.0 FTE Impound Lot Technicians were added. In 2023, there is a net loss of 3.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	8,894,595	9,487,426	9,721,473	13,068,481	9,634,166
Gifts & Grants Fund	504,922	683,909	1,681,905	373,960	2,212,142
Expenditures Total	**$9,399,517**	**$10,171,335**	**$11,403,378**	**$13,442,441**	**$11,846,308**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	7,419,158	6,826,020	7,413,665	7,806,826	8,256,067
Supplies and Services	1,867,189	3,265,246	2,854,368	3,698,861	3,216,812
Interfund Charges	28,483	52,228	65,630	66,039	79,114
Capital Related	84,687	27,841	1,069,715	1,870,715	294,315
Expenditures Total	**$9,399,517**	**$10,171,335**	**$11,403,378**	**$13,442,441**	**$11,846,308**
STAFFING SUMMARY					
General Fund	80.50	77.50	83.50	85.50	83.50
General Fund Civil FTE	7.00	7.00	7.00	7.00	6.00
Staffing Total	**87.50**	**84.50**	**90.50**	**92.50**	**89.50**

Community Relations Section

The Community Relations Section houses programs to connect with youth, educate the public, and accommodate citizen volunteers. 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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	232,863	408,687	0	0	1,696
General Fund	2,455,598	1,258,919	1,378,407	1,621,829	1,329,633
Gifts & Grants Fund	62,155	130,251	165,828	52,728	165,828
Expenditures Total	**$2,750,616**	**$1,797,857**	**$1,544,235**	**$1,674,557**	**$1,497,157**

Police

PROGRAM DETAIL

Community Relations Section

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,580,233	1,073,755	1,168,551	1,207,542	1,186,298
Supplies and Services	90,344	219,007	279,205	370,716	279,205
Interfund Charges	43,074	26,793	96,479	96,299	31,654
Capital Related	36,965	69,615	0	0	0
Transfers Out	0	408,687	0	0	0
Expenditures Total	**$2,750,616**	**$1,797,857**	**$1,544,235**	**$1,674,557**	**$1,497,157**
STAFFING SUMMARY					
Designated Revenues Fund Civil FTE	1.00	0.00	0.00	0.00	0.00
General Fund	2.00	3.00	3.00	3.00	3.00
General Fund Civil FTE	24.00	5.00	5.00	5.00	5.00
Staffing Total	**27.00**	**8.00**	**8.00**	**8.00**	**8.00**

District 1

District 1, one of three decentralized districts, provides patrol services and specialized functions, including 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 2023, there is a net loss of 1.0FTE 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 2023.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	20,818,211	18,505,637	19,655,017	19,306,701	20,763,575
Expenditures Total	**$20,818,211**	**$18,505,637**	**$19,655,017**	**$19,306,701**	**$20,763,575**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	20,192,582	17,862,964	18,955,796	18,671,757	19,902,555
Supplies and Services	42,809	101,624	47,758	78,251	47,659
Interfund Charges	582,820	541,049	651,463	556,693	813,361
Expenditures Total	**$20,818,211**	**$18,505,637**	**$19,655,017**	**$19,306,701**	**$20,763,575**
STAFFING SUMMARY					
General Fund	3.00	3.00	3.00	3.00	3.00
General Fund Civil FTE	167.00	150.00	150.00	150.00	149.00
Staffing Total	**170.00**	**153.00**	**153.00**	**153.00**	**152.00**

Police

PROGRAM DETAIL

District 2

District 2, one of three decentralized districts, provides patrol services and specialized functions including 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 2023, there is a net-zero change, but a shift in civil FTE to career 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 2023.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	16,186,071	16,163,279	17,200,749	17,339,836	18,737,361
Expenditures Total	**$16,186,071**	**$16,163,279**	**$17,200,749**	**$17,339,836**	**$18,737,361**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	15,704,642	15,670,320	16,633,303	16,734,333	18,096,476
Supplies and Services	55,117	77,286	43,945	81,000	43,846
Utilities	440	443	500	500	900
Interfund Charges	425,872	415,230	523,001	524,003	596,139
Expenditures Total	**$16,186,071**	**$16,163,279**	**$17,200,749**	**$17,339,836**	**$18,737,361**
STAFFING SUMMARY					
General Fund	3.00	8.00	8.00	8.00	10.00
General Fund Civil FTE	124.00	129.00	129.00	129.00	127.00
Staffing Total	**127.00**	**137.00**	**137.00**	**137.00**	**137.00**

District 3

District 3, one of three decentralized districts, provides patrol services and specialized functions including School Resource Officers (SROs) 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 12.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	15,414,063	16,050,793	16,486,785	17,429,643	19,100,295
Expenditures Total	**$15,414,063**	**$16,050,793**	**$16,486,785**	**$17,429,643**	**$19,100,295**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	14,985,871	15,517,554	15,931,599	16,828,050	18,298,396
Supplies and Services	27,409	63,583	43,512	57,337	43,512
Interfund Charges	400,783	469,656	511,674	544,256	758,387
Expenditures Total	**$15,414,063**	**$16,050,793**	**$16,486,785**	**$17,429,643**	**$19,100,295**

Police

PROGRAM DETAIL

District 3

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
General Fund	3.00	4.00	4.00	4.00	3.00
General Fund Civil FTE	115.00	123.00	123.00	123.00	136.00
Staffing Total	**118.00**	**127.00**	**127.00**	**127.00**	**139.00**

Investigations Bureau

Investigations Bureau detectives conduct criminal investigations. This includes generalized investigations as well as specialty investigations 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 2023, there is a net loss of 4.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	748,920	574,562	669,909	679,273	688,031
General Fund	12,273,152	13,153,470	12,765,579	13,397,410	13,423,819
Gifts & Grants Fund	53,669	55,702	660,124	47,994	129,887
Expenditures Total	**$13,075,741**	**$13,783,734**	**$14,095,612**	**$14,124,677**	**$14,241,737**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	12,180,344	13,163,690	12,988,715	13,450,334	13,338,352
Supplies and Services	611,795	411,931	893,316	452,608	640,603
Interfund Charges	147,221	158,113	163,581	171,735	212,782
Capital Related	136,381	0	0	0	0
Transfers Out	0	50,000	50,000	50,000	50,000
Expenditures Total	**$13,075,741**	**$13,783,734**	**$14,095,612**	**$14,124,677**	**$14,241,737**
STAFFING SUMMARY					
Designated Revenues Fund	8.00	7.00	7.00	7.00	7.00
General Fund	21.00	21.00	21.00	21.00	21.00
General Fund Civil FTE	64.00	74.00	74.00	74.00	70.00
Gifts & Grants Fund	1.00	0.00	0.00	0.00	0.00
Staffing Total	**94.00**	**102.00**	**102.00**	**102.00**	**98.00**

Police

PROGRAM DETAIL

Investigative Support Section

The Investigations Support Section conducts specialized investigations and maintains criminal intelligence records. The Direct Action Response Team (DART) handles targeted, proactive uniformed enforcement. 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. In 2023, there is a net loss of 1.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	4,093,455	4,635,176	4,847,138	5,258,643	5,069,686
Gifts & Grants Fund	422,986	537,459	389,400	295,805	394,147
Expenditures Total	**$4,516,441**	**$5,172,635**	**$5,236,538**	**$5,554,448**	**$5,463,833**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	4,338,449	4,972,642	5,053,479	5,372,607	5,206,324
Supplies and Services	39,092	56,166	25,906	24,426	25,906
Utilities	0	0	0	262	0
Interfund Charges	138,900	143,827	157,153	157,153	231,603
Expenditures Total	**$4,516,441**	**$5,172,635**	**$5,236,538**	**$5,554,448**	**$5,463,833**
STAFFING SUMMARY					
General Fund	1.00	2.00	2.00	2.00	2.00
General Fund Civil FTE	29.90	32.90	32.90	32.90	31.90
Gifts & Grants Fund Civil FTE	2.10	2.10	2.10	2.10	2.10
Staffing Total	**33.00**	**37.00**	**37.00**	**37.00**	**36.00**

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. In 2023, there is a net loss of 10.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	3,342,410	2,969,749	2,929,098	1,946,610	1,760,578
Gifts & Grants Fund	773,907	421,292	140,736	36,093	140,136
Expenditures Total	**$4,116,317**	**$3,391,041**	**$3,069,834**	**$1,982,703**	**$1,900,714**

Police

PROGRAM DETAIL

Narcotics Section

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	3,361,351	2,836,072	2,660,528	1,612,527	1,494,939
Supplies and Services	320,884	344,068	290,611	251,024	299,791
Utilities	0	291	0	457	0
Interfund Charges	93,349	77,570	118,695	118,695	105,984
Capital Related	340,733	133,040	0	0	0
Expenditures Total	**$4,116,317**	**$3,391,041**	**$3,069,834**	**$1,982,703**	**$1,900,714**
STAFFING SUMMARY					
General Fund	2.00	2.00	2.00	2.00	2.00
General Fund Civil FTE	22.00	18.00	18.00	18.00	8.00
Staffing Total	**24.00**	**20.00**	**20.00**	**20.00**	**10.00**

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 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 Crisis Response Team (CRT) is a team of specially trained officers and mental health clinicians who respond to mental health calls for service. In 2023, there is a net gain of 1.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	6,208,785	6,021,477	5,787,458	6,700,768	7,230,918
Gifts & Grants Fund	36,587	211,591	533,365	465,551	432,892
Expenditures Total	**$6,245,372**	**$6,233,068**	**$6,320,823**	**$7,166,319**	**$7,663,810**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	5,848,516	5,729,203	5,580,785	6,084,861	5,917,570
Supplies and Services	157,574	289,169	508,212	849,632	1,252,712
Interfund Charges	239,282	214,696	231,826	231,826	365,528
Capital Related	0	0	0	0	128,000
Expenditures Total	**$6,245,372**	**$6,233,068**	**$6,320,823**	**$7,166,319**	**$7,663,810**
STAFFING SUMMARY					
General Fund Civil FTE	40.00	39.00	39.00	39.00	41.00
Gifts & Grants Fund	0.00	1.00	1.00	1.00	0.00
Staffing Total	**40.00**	**40.00**	**40.00**	**40.00**	**41.00**

Police

PROGRAM DETAIL

Professional Standards and Training Division

The Professional Standards and Training Division provides guidance to the agency on policy, training, background investigations, recruiting, 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. This section also houses the Recruiting Unit to reach the future officers of Aurora. The Force Investigations Unit investigates uses of force in the department. The Electronic Support Section manages the technology used throughout the department. In 2023, there is a net loss of 1.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	3,553,264	3,511,308	4,103,693	3,865,553	4,042,001
Gifts & Grants Fund	19,900	479,607	302,908	302,908	302,908
Expenditures Total	**$3,573,164**	**$3,990,915**	**$4,406,601**	**$4,168,461**	**$4,344,909**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	3,135,520	2,885,812	3,349,356	3,110,304	3,389,734
Supplies and Services	399,584	1,055,125	799,833	787,155	685,868
Utilities	0	0	0	262	0
Interfund Charges	38,060	49,978	51,412	64,740	63,307
Capital Related	0	0	206,000	206,000	206,000
Expenditures Total	**$3,573,164**	**$3,990,915**	**$4,406,601**	**$4,168,461**	**$4,344,909**
STAFFING SUMMARY					
General Fund	0.00	1.00	6.00	6.00	6.00
General Fund Civil FTE	18.00	20.00	20.00	20.00	19.00
Staffing Total	**18.00**	**21.00**	**26.00**	**26.00**	**25.00**

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 2023, there is a net gain of 1.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	212,693	180,486	429,849	429,849	429,849
General Fund	1,315,600	1,397,676	1,851,702	1,579,486	2,043,931
Gifts & Grants Fund	0	317,859	0	147,616	0
Expenditures Total	**$1,528,293**	**$1,896,021**	**$2,281,551**	**$2,156,951**	**$2,473,780**

Police

PROGRAM DETAIL

Regional Crime Lab

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,008,490	1,138,092	1,178,652	1,190,806	1,356,065
Supplies and Services	513,908	540,095	866,823	730,010	879,523
Interfund Charges	4,068	5,801	4,683	4,742	6,799
Capital Related	-49,566	160,640	0	0	0
Transfers Out	51,393	51,393	231,393	231,393	231,393
Expenditures Total	**$1,528,293**	**$1,896,021**	**$2,281,551**	**$2,156,951**	**$2,473,780**
STAFFING SUMMARY					
General Fund	12.00	9.00	9.00	9.00	10.00
General Fund Civil FTE	3.00	1.00	1.00	1.00	1.00
Staffing Total	**15.00**	**10.00**	**10.00**	**10.00**	**11.00**

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 2023, there is a net addition of 4.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	48,472	0	0	0	0
General Fund	1,260,473	1,832,782	1,898,321	2,845,305	2,295,044
Gifts & Grants Fund	702,469	745,882	808,271	1,285,647	808,271
Expenditures Total	**$2,011,414**	**$2,578,664**	**$2,706,592**	**$4,130,952**	**$3,103,315**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,329,043	1,821,200	1,733,019	2,325,017	2,359,766
Supplies and Services	631,739	679,714	898,862	1,551,281	637,563
Interfund Charges	50,632	77,750	74,711	134,661	105,986
Capital Related	0	0	0	119,993	0
Expenditures Total	**$2,011,414**	**$2,578,664**	**$2,706,592**	**$4,130,952**	**$3,103,315**
STAFFING SUMMARY					
General Fund	1.00	0.00	0.00	0.00	0.00
General Fund Civil FTE	5.00	10.00	10.00	10.00	14.00
Staffing Total	**6.00**	**10.00**	**10.00**	**10.00**	**14.00**

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, Traffic Services Unit, and Day and Night Traffic Units. In 2023 the addition of 6.0 FTE Community Service Representatives in the 2023 budget is partially offset by a loss of 4.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	6,014,501	5,955,789	6,726,658	6,416,499	7,291,020
Gifts & Grants Fund	323,365	363,888	478,000	505,000	478,000
Expenditures Total	**$6,337,866**	**$6,319,677**	**$7,204,658**	**$6,921,499**	**$7,769,020**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	6,008,259	5,876,128	6,408,043	6,255,160	6,884,083
Supplies and Services	156,663	136,949	627,106	607,508	627,691
Interfund Charges	154,970	189,708	169,509	175,723	257,246
Capital Related	17,974	116,892	0	-116,892	0
Expenditures Total	**$6,337,866**	**$6,319,677**	**$7,204,658**	**$6,921,499**	**$7,769,020**
STAFFING SUMMARY					
General Fund	1.00	1.00	7.00	7.00	13.00
General Fund Civil FTE	42.00	41.00	41.00	41.00	37.00
Staffing Total	**43.00**	**42.00**	**48.00**	**48.00**	**50.00**

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. For 2023, the 12.0 FTE Officers added are in this program. In addition, there is a net gain of 6.0 FTE as a result of strategic resource deployment efforts by APD through programmatic reorganization of personnel.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	8,489,205	8,863,567	9,884,403	8,749,137	12,726,380
Expenditures Total	**$8,489,205**	**$8,863,567**	**$9,884,403**	**$8,749,137**	**$12,726,380**

Police

PROGRAM DETAIL

Training Section

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	7,617,921	8,152,085	9,285,190	8,000,729	11,355,185
Supplies and Services	605,199	591,641	529,152	728,816	917,415
Interfund Charges	76,150	65,841	70,061	73,592	89,870
Capital Related	189,935	54,000	0	-54,000	363,910
Expenditures Total	**$8,489,205**	**$8,863,567**	**$9,884,403**	**$8,749,137**	**$12,726,380**
STAFFING SUMMARY					
General Fund	2.00	2.00	2.00	2.00	2.00
General Fund Civil FTE	63.00	77.00	77.00	77.00	95.00
Staffing Total	**65.00**	**79.00**	**79.00**	**79.00**	**97.00**

Public Defender

PROGRAM SUMMARY

Public Defender

$2,930,961 20.5 FTE

*Constitutionally mandated representation of indigent clients charged with municipal offenses where jail is a possible punishment

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**15.50**	**15.50**	**17.50**	**17.50**	**20.50**
EXPENDITURES	**1,743,580**	**1,720,370**	**1,919,628**	**2,166,744**	**2,930,961**

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 2023 budget includes 20.5 FTE positions; including the Chief Public Defender and 14 attorneys; an Executive Specialist and 3.5 administrative positions; and one investigator.

BUDGET SUMMARY BY TYPE

Description of Expenditures	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	15.50	15.50	17.50	17.50	20.50
Personal Services	1,418,306	1,593,522	1,785,597	2,034,014	2,496,140
Allocated Expenses	-94,269	-80,328	0	-78,060	0
Supplies and Services	349,532	129,330	125,227	201,986	425,290
Interfund Charges	7,353	7,991	8,804	8,804	9,531
Capital Related	3,641	0	0	0	0
Transfers Out	59,017	69,855	0	0	0
Expenditures Total	**$1,743,580**	**$1,720,370**	**$1,919,628**	**$2,166,744**	**$2,930,961**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Public Defender's Office resides in multiple funds, including the General Fund Designated Revenues Fund, and Gifts and Grants Fund. On a bottom-line basis, the department's 2022 projection is over the 2022 Original Budget by $247,100 (12.9 percent), but for different reasons in the different funds. In the General Fund, the department is projected to be $111,600 (5.8 percent) over the 2022 Original Budget. This is due to Equal Pay / Equal Work (EPEW) pay adjustments, as well as a compensation adjustment in the 2022 Spring Supplemental. Both are included in the 2022 projection but were not included in the original budget. After taking the EPEW adjustments and supplemental into account, the Public Defender's Office is projected to be slightly under budget.

The Designated Revenue Fund is projected to be $123,900 over the 2022 Original Budget, primarily associated with an amendment in the 2022 Spring Supplemental to appropriate the Competency Initiative funded by the Colorado Competency Fines Committee. In the Gifts and Grants Fund, expenses associated with a COVID-19 grant-related variable hour attorney cause the $11,600 expense. A future supplemental will be necessary for both of these overages.

2023 Department Budget Variance
The Public Defender's Office 2023 budget is $1.0 million (52.7 percent) greater than the 2022 Original Budget. Over three-quarters of the budget increase (79 percent) is either driven by a state funded initiative or by mandates to include the citywide base budget changes and weekend court, an unfunded state mandate. The breakdown of the total increase is as follows:

- 31 percent ($316,100) for citywide assumptions for pay, benefits, and interfund charges for fleet and risk;
- 37 percent ($372,400) for the state funded Competency Initiative;
- 11 percent ($107,800) for the weekend court state mandate; and
- 21 percent ($215,000) to right size staff in response to recent a workload study.

An itemization of the first two items outlined above can be found in the following Base Adjustments section. Adjustments account for the majority of the 2023 budget increase, $688,600, and include amounts to align pay, benefits, and interfund charges for fleet and risk to citywide assumptions. Another significant base adjustment is for the continuation and expansion of the Competency Initiative partnership with the state noted above. The state has been pleased with the program's progress in

Public Defender

DEPARTMENT NARRATIVE

keeping incompetent clients out of the state system and has awarded the Public Defender's Office $372,400 in additional funding. This program is currently funded through 2023 and primarily covers one variable hour mental health professional, competency evaluations, and mental health interns.

Details regarding the last two items outlined previously can be found in the following Budget Amendment Request section. The 2023 budget includes two amendments totaling $322,800. One amendment will add 2.0 FTE to address an increasing workload. A workload study completed by UNCOMN consulting services supports the need for two additional Public Defenders to meet the Constitutionally mandated level of representation of clients. The second amendment is for $107,800 to add 1.0 FTE Public Defender associated with weekend court. Weekend court is a state mandate per HB22-1067 requiring municipal courts to hold a bond hearing within 48 hours for a jailed person on a municipal hold.

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-3,960
Mid Year Modifications	41,569
Compensation Adjustments	223,471
Mandated Costs	58,577
Grant / Designated Revenue Adjustments	368,921
Total Base Adjustments	**$688,578**

BUDGET AMENDMENT REQUESTS

	2023			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund / New Appropriation				
Add 2.0 FTE Public Defenders to Address Workload	2.00	214,995	0	214,995

Program affected: Public Defender
Strategic Outcome: Healthy and Safe
Duration: $211,000 Ongoing, $4,000 One-time
This amendment will add ongoing appropriation for 2.0 FTE Public Defenders to address workload. Workload has steadily increased due to a relaxing of standards for arrest and detention post COVID; an increase in the number of arrests and new charges; and a significant increase in clients with mental health issues. Additionally, the complexity of cases due to additional body worn cameras and multiple charges in cases have increased the workload. There is a small amount of one-time appropriation included in this amendment for the initial office set-up costs.

In September of 2021, an assessment of the Public Defender's Office entitled, Review of the Aurora, Colorado Municipal Public Defense System, was completed. One of the recommendations was for a data driven workload analysis to be conducted which was finalized in August 2022 by UNCOMN consulting services. A workload study is the best measure for resource requests and allocation. The analysis was completed through an examination of time keeping on cases to establish the workload requirements for the office to meet the Constitutionally mandated level of representation for clients as set forth in the Aurora Municipal Code, Sec 50-166. The workload data from that assessment supports this request for two additional attorney positions.

Public Defender

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Weekend Court	1.00	107,760	0	107,760

Programs affected: Case Management, City Attorney Criminal Division, Courtroom Assistants, Detention, Judicial, Marshal, Public Defender
Strategic Outcome: Healthy and Safe
Duration: Various across noted departments
In order to comply with HB22-1067, the city will begin to hold court over the weekend starting January 1, 2023. This amendment adds appropriation to cover the staffing needs at the courthouse for weekend court. To accomplish this, several staffing options will be used including relief staff, overtime, contracted staff and the addition of 1.0 FTE Public Defender. This request is based on the Court being open one day per weekend unless there is a holiday requiring the Court be open both weekend days, for a total of 63 weekend days.

Per the bill, municipal courts are required to hold a bond hearing within 48 hours for a person jailed only on a municipal hold, regardless of whether the deadline falls on a weekend or holiday. The 48-hour clock begins once the jail notifies the municipal court that a person is being held solely on the basis of a municipal hold, and the jail must ensure that the person is made available for the hearing. There are exceptions if the defendant refuses or is unable to attend the hearing in certain circumstances.

New Appropriation Total	**3.00**	**322,755**	**0**	**322,755**
General Fund Total	**3.00**	**322,755**	**0**	**322,755**
Amendment Request Total All Funds	**3.00**	**322,755**	**0**	**322,755**

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Designated Revenues Fund	0	0	0	123,850	372,433
General Fund	1,737,944	1,655,412	1,919,628	2,031,253	2,558,528
Gifts & Grants Fund	5,636	64,958	0	11,641	0
Expenditures Total	**$1,743,580**	**$1,720,370**	**$1,919,628**	**$2,166,744**	**$2,930,961**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
General Fund	15.50	15.50	17.50	17.50	20.50
Staffing Total	**15.50**	**15.50**	**17.50**	**17.50**	**20.50**

PROGRAM DETAIL

COVID-19 Relief Grants

Many of the city's activities in response 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 grants and rental assistance, city personnel costs and personal protective equipment (PPE), and safety improvements to city facilities.

Public Defender

PROGRAM DETAIL

COVID-19 Relief Grants

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Gifts & Grants Fund	5,636	64,958	0	11,053	0
Expenditures Total	**$5,636**	**$64,958**	**$0**	**$11,053**	**$0**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	5,636	64,958	0	11,053	0
Expenditures Total	**$5,636**	**$64,958**	**$0**	**$11,053**	**$0**

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 2023, 3.0 FTE Public Defenders will be added to the budget. One has been added associated with the weekend court mandate and two as a result of a workload study.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	0	0	0	123,850	372,433
General Fund	1,737,944	1,655,412	1,919,628	2,031,253	2,558,528
Gifts & Grants Fund	0	0	0	588	0
Expenditures Total	**$1,737,944**	**$1,655,412**	**$1,919,628**	**$2,155,691**	**$2,930,961**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,412,670	1,528,564	1,785,597	2,022,961	2,496,140
Allocated Expenses	-94,269	-80,328	0	-78,060	0
Supplies and Services	349,532	129,330	125,227	201,986	425,290
Interfund Charges	7,353	7,991	8,804	8,804	9,531
Capital Related	3,641	0	0	0	0
Transfers Out	59,017	69,855	0	0	0
Expenditures Total	**$1,737,944**	**$1,655,412**	**$1,919,628**	**$2,155,691**	**$2,930,961**
STAFFING SUMMARY					
General Fund	15.50	15.50	17.50	17.50	20.50
Staffing Total	**15.50**	**15.50**	**17.50**	**17.50**	**20.50**

Public Works

PROGRAM SUMMARY

Administration

$1,605,719 — 5 FTE

*Administrative, budget, and managerial duties

Building Division

$9,419,796 — 76 FTE

*Building plans review, inspections, and permitting

Engineering Services

$7,218,757 — 69 FTE

*Design and construct CIP projects
*Review and approve civil plans
*Traffic and Facilities Engineering
*City-owned street lights

Facilities Operations

$5,766,858 — 32 FTE

*Maintenance and repair of city buildings

Fleet Management Administration

$14,264,239 — 50 FTE

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

Fleet Replacement

$5,991,748 — 0 FTE

*Replacement of city fleet vehicles and equipment

Parking and Mobility

$1,345,507 — 3 FTE

* Manage parking facilities
* Administer parking permit program
* Parking enforcement

Public Improvements

$1,825,312 — 19 FTE

*Permit and inspect infrastructure construction
*Review and test developer and city infrastructure projects

Public Utilities

$8,941,541 — 1 FTE

*Street light/traffic signal energy bills
*Public buildings' utility bills

Real Property Services

$1,673,064 — 15 FTE

*Property transactions involving acquisition, disposal, right-of-way, development and land surveying services

Street Operations

$8,380,132 — 89 FTE

*Maintenance of city streets
*Cleaning of city streets
*Snow removal

Traffic Operations

$3,114,744 — 29 FTE

*Install, maintain, and operate traffic control devices throughout Aurora

DEPARTMENT SUMMARY

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
REGULAR - FTE	**363.00**	**356.00**	**378.00**	**379.00**	**388.00**
EXPENDITURES	**58,127,711**	**58,732,366**	**63,420,422**	**68,533,912**	**69,547,417**

Public Works

DESCRIPTION

Public Works is responsible for providing a variety of infrastructure services to Aurora residents and visitors. 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	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Regular - FTE	363.00	356.00	378.00	379.00	388.00
Personal Services	31,433,945	32,315,714	36,712,452	36,915,686	40,084,705
Allocated Expenses	-4,272,079	-4,876,751	-5,145,631	-5,122,901	-5,248,631
Supplies and Services	13,916,934	15,688,155	13,024,318	18,408,654	15,208,986
Utilities	7,343,848	7,440,891	7,752,500	7,604,440	8,938,100
Interfund Charges	3,301,930	3,353,352	3,815,107	3,672,150	4,367,435
Capital Related	3,293,721	2,968,593	4,006,701	3,984,648	2,485,701
Transfers Out	3,109,412	1,842,412	3,254,975	3,071,235	3,711,121
Expenditures Total	**$58,127,711**	**$58,732,366**	**$63,420,422**	**$68,533,912**	**$69,547,417**

DEPARTMENT NARRATIVE

2022 Department Projection Variance
The Public Works Department resides in multiple funds, including the General Fund, Development Review Fund, Fleet Management Fund, Parking and Mobility Fund, and the Designated Revenues Fund. On a bottom-line basis, the department's 2022 projection is over the 2022 Original Budget by $5.1 million (8.1 percent), which is the net of significant increases and decreases in the different funds as follows.

In the General Fund, the department is projected to be under the 2022 Original Budget by $694,000 (1.8 percent). The 2022 Spring Supplemental accounts for $137,700 of this total for the addition of 1.0 FTE Street Light Program Manager. The projection also includes unbudgeted items such as: leave buyout costs; overtime and standby pay; changes to employee benefit selections; sharp cost increases in operating supplies in Streets, Traffic, and Facilities Operations; and the authorized backfilling of vacant traffic engineering staff with a consultant contract. Savings in the rest of the General Fund operations, primarily for position vacancies and savings in public lighting, significantly offset these additional costs and the impact of Equal Pay / Equal Work (EPEW) and subsequent pay adjustments in the General Fund.

In the Development Review Fund, the department is projected to be over the Original Budget in 2022 by $5.9 million (46.4 percent). The 2022 projection is over budget primarily due to: ten approved additional unbudgeted staff working to meet customer service expectations; contracted service to serve as an extension of staff to assist with development review timelines; overtime required to meet service level expectations; and credit card fees in excess of budget. Appropriation will be requested in a supplemental to cover the budget overage.

In the Fleet Management Fund, the department is projected to be under the Original Budget by $26,300 (0.2 percent). The 2022 projection reflects an unbudgeted, management approved variable hour employee and higher than budgeted parts costs offset by lower than budgeted costs for fuel. Fleet was able to lock into favorable fuel costs in late summer of 2021 for the 2022 fiscal year.

In the Parking and Mobility Fund, the department is projected to be under the Original Budget by $33,400 (2.9 percent). The 2022 projection includes vacancy savings within the parking enforcement contract that is largely offset by overtime.

Public Works

DEPARTMENT NARRATIVE

In the Designated Revenues Fund, the department is projected to be over the Original Budget by $1,000. The 2022 Spring Supplemental accounts for all the variance to establish the Shared Mobility Program.

2023 Department Budget Variance
The Public Works Department 2023 Budget is $6.1 million (9.7 percent) more than the 2022 Original Budget. This adjustment upward is the net of significant increases and decreases. Base adjustments outlined in the Base Adjustments section account for a $4.8 million increase at the department level for all funds combined. Amendments for 2023 outlined in the Budget Amendment Requests section total $1.3 million for all funds.

Significant base increases include $2.1 million in compensation adjustments for the citywide assumptions for pay and benefits as well as the reflection of the 2022 EPEW and subsequent wage adjustments in the department. There are also $3.9 million in mandated costs that encompass department contract rate increases, anticipated increases in fuel costs, and citywide utilities. This is offset with a $1.7 million decrease due to 2022 one-time budgets being taken out.

There are five amendments in the 2023 budget. The two amendments in the Development Review Fund are to activate and fund 3.0 FTE, as well as add an additional 1.0 FTE to keep up with workload associated with development activity. There is one amendment in the General Fund to reinstate 3.0 FTE that were cut during initial stages of the COVID-19 pandemic. The amendment in the Fleet Management Fund adds 2.0 FTE to help address an imbalance of workload. Lastly, the amendment in the Parking and Mobility Fund adds funding for two contracted Parking Enforcement Officers and two patrol vehicles to keep up with citizen call volumes. More information on these amendments can be found in the Budget Amendment Requests section.

BASE ADJUSTMENTS

Base Adjustments	2023
Prior Year One Times	-1,706,780
Mid Year Modifications	135,677
Compensation Adjustments	2,127,729
Mandated Costs	3,880,876
Other Adjustments	353,146
Total Base Adjustments	**$4,790,648**

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
Development Review Fund / New Appropriation				
Activate and Fund 8.0 FTE Across Various Departments in the Development Review Fund	3.00	416,238	0	416,238

Program affected: Various in Aurora Water, Public Works, Planning and Development Services
Strategic Outcome: Planned and Maintained
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 1.0 FTE Building Life Safety Supervisor, 1.0 FTE Permit Technician Supervisor, and 1.0 FTE Plan Review Manager for the new Development Review Division within the department. Aurora Water will add 1.0 FTE Engineer, 1.0 FTE Engineer Technician, and 1.0 FTE Project Engineer as the Drainage Review has been transferred from Public Works to Aurora Water. Planning and Development Services will add 1.0 FTE Planning Supervisor and 1.0 FTE Project Coordinator.

Public Works

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
Development Review Fund / New Appropriation				
Add 1.0 FTE Traffic Engineering Supervisor	1.00	175,169	0	175,169

Program affected: Engineering Services
Strategic Outcome: Planned and Maintained
Duration: $173,200 Ongoing, $2,000 One-time
This amendment adds 1.0 FTE Traffic Engineering Supervisor in the Development Review Fund to address an increased workload related to development review activity. Ongoing management of the development review processes, policies, and procedures by staff has identified this position as critical to improve consistency, quality, and timeliness of traffic engineering review.

New Appropriation Total	**4.00**	**591,407**	**0**	**591,407**
Development Review Fund Total	**4.00**	**591,407**	**0**	**591,407**
Fleet Management Fund / New Appropriation				
Add 2.0 Fleet FTE	2.00	154,169	0	154,169

Program affected: Fleet Management Administration
Strategic Outcome: Healthy and Safe
Duration: Ongoing
In order to begin to address an imbalance of workload to employees, this request will add 1.0 FTE Fire Fleet Technician and convert 1.0 Contingent Financial Support Technician to FTE.

The addition of a Fire Fleet Technician will increase available staff trained specifically to maintain and repair specialized emergency response vehicles and equipment. In the interest of public safety, Fleet provides 24/7 support to Aurora Fire Rescue, and adequate staffing levels are imperative to minimize the downtime of such vehicles.

The conversion of the 1.0 Contingent Financial Support Technician to FTE will help support retention of this important position. This position has been in place for over two years and the workload continues to increase, demonstrating the need for a permanent FTE. This position provides coverage for invoice processing; orders fuel citywide; helps maintain EPA compliance; performs fuel chip key programming; and prepares budget month end reports. This position is currently budgeted part-time but has been working full-time with contingent benefits since March 2020; therefore, there is only a partial offset of temporary funding available.

New Appropriation Total	**2.00**	**154,169**	**0**	**154,169**
Fleet Management Fund Total	**2.00**	**154,169**	**0**	**154,169**

Public Works

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2023 FTE	2023 Budget	2023 Revenue	2023 Net
General Fund / New Appropriation				
Add 3.0 FTE - Restore 2020 Position Cuts	3.00	378,271	0	378,271

Program affected: Engineering Services
Strategic Outcome: Planned and Maintained
Duration: $372,300 Ongoing, $6,000 One-time
As part of the cuts made during the initial stages of the COVID-19 pandemic, Public Works eliminated several positions. This request will restore three of those positions: Facilities Project Manager; Project Engineer (Transportation) and Sustainability Engineer.

The restoration of the Facilities Project Manager position will increase service levels by addressing a consistent backlog of between 30 and 40 projects. Inadequate staffing levels have caused a project request to remain on the backlog list for up to one year. Currently the group is averaging 30 active projects at a time which equates to 6-7 projects per person. Project Managers are currently fulfilling the individual roles of Project Manager, Observer, and Contract Coordinator.

The Project Engineer (Transportation) position will restore the division to its pre-COVID staffing levels. Workload continues to increase due to ongoing development; roadway safety and capacity improvement needs; and the increasing availability and pursuit of Federal Aid Grant programs, which have an increasing number of compliance requirements.

The Sustainability and Energy Management Engineer was a recommendation by Internal Audit and approved for recruitment in 2020. Currently, the city has no oversight or management of energy usage. The position will evaluate usage, identify improvements and manage projects to achieve sustainability goals for the city. The Sustainability Engineer will provide sustainability suggestions for new construction and maintenance projects as well as assist in projects related to electrical vehicle charging stations.

New Appropriation Total	**3.00**	**378,271**	**0**	**378,271**
General Fund Total	**3.00**	**378,271**	**0**	**378,271**
Parking and Mobility Fund / New Appropriation				
Increase Professional Services for Two Parking Enforcement Officers	0.00	212,500	174,000	38,500

Program affected: Parking and Mobility
Strategic Outcome: Planned and Maintained
Duration: $112,500 Ongoing, $100,000 One-time
This amendment will add appropriation to increase the professional services contract for Park Aurora to include two additional Parking Enforcement Officers and two patrol vehicles. The volume of calls from Aurora residents for enforcement exceeds the current capacity and resources to respond to them. Based on current citation collection rates, the enforcement efforts of a single Parking Enforcement Officer yield enough revenue to pay for the position.

New Appropriation Total	**0.00**	**212,500**	**174,000**	**38,500**
Parking and Mobility Fund Total	**0.00**	**212,500**	**174,000**	**38,500**
Amendment Request Total All Funds	**9.00**	**1,336,347**	**174,000**	**1,162,347**

Public Works

EXPENDITURE SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Designated Revenues Fund	8,545	8,083	23,076	24,076	24,076
Development Review Fund	12,455,063	15,221,785	12,633,052	18,499,254	13,866,616
Fleet Management Fund	10,205,754	10,042,002	11,808,606	11,782,325	14,264,239
General Fund	34,576,165	32,567,394	37,804,505	37,110,476	40,047,979
Parking and Mobility Fund	882,184	893,102	1,151,183	1,117,781	1,344,507
Expenditures Total	**$58,127,711**	**$58,732,366**	**$63,420,422**	**$68,533,912**	**$69,547,417**

STAFFING SUMMARY BY FUND

Fund	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
Development Review Fund	91.00	93.00	105.00	105.00	109.00
Fleet Management Fund	48.00	48.00	48.00	48.00	50.00
General Fund	221.00	212.00	222.00	223.00	226.00
Parking and Mobility Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	**363.00**	**356.00**	**378.00**	**379.00**	**388.00**

PROGRAM DETAIL

Administration

The Administration Program prepares and manages the department budgets; prepares contract documents; processes contract payments, requisitions, and other financial transactions; and provides administrative and clerical services to divisions via a pool of three employees. Approximately half of this program's funding is Risk Management charges for the department. The Director, Business Services Manager, and Parking Magistrates are also included in this program.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,281,312	1,397,737	1,473,039	1,479,986	1,605,719
Expenditures Total	**$1,281,312**	**$1,397,737**	**$1,473,039**	**$1,479,986**	**$1,605,719**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	556,913	588,503	597,460	603,020	628,785
Allocated Expenses	-185,712	-186,720	-208,382	-208,382	-198,116
Supplies and Services	8,327	15,457	5,084	5,984	5,084
Interfund Charges	901,784	980,497	1,078,877	1,079,364	1,169,966
Expenditures Total	**$1,281,312**	**$1,397,737**	**$1,473,039**	**$1,479,986**	**$1,605,719**
STAFFING SUMMARY					
General Fund	5.00	5.00	5.00	5.00	5.00
Staffing Total	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**

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 2023, there is an activation and funding for 2.0 FTE to this program in the Development Review Fund as presented in the Budget Amendment Requests section.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Development Review Fund	9,526,014	9,535,234	8,763,322	11,018,829	9,419,796
Expenditures Total	**$9,526,014**	**$9,535,234**	**$8,763,322**	**$11,018,829**	**$9,419,796**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	7,722,190	7,560,446	7,794,532	8,908,179	8,417,345
Supplies and Services	1,680,862	1,830,570	727,727	1,820,163	717,867
Utilities	1,236	2,465	7,300	2,146	1,700
Interfund Charges	121,726	136,765	158,763	169,811	207,884
Capital Related	0	4,988	75,000	118,530	75,000
Expenditures Total	**$9,526,014**	**$9,535,234**	**$8,763,322**	**$11,018,829**	**$9,419,796**
STAFFING SUMMARY					
Development Review Fund	69.00	68.00	74.00	74.00	76.00
Staffing Total	**69.00**	**68.00**	**74.00**	**74.00**	**76.00**

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 2022, there was a transfer of 1.0 FTE to Traffic Operations in the General Fund to better align with the position's duties. In 2023, there is: an activation and funding for 1.0 FTE to this program in the Development Review Fund; an add for 1.0 FTE to this program in the Development Review Fund; and a restoration for 3.0 FTE to this program in the General Fund. More information on the adds can be found in the Budget Amendment Requests section.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Development Review Fund	2,929,049	5,686,551	3,869,730	7,480,425	4,446,820
General Fund	3,213,576	1,751,852	2,313,726	2,171,586	2,771,937
Expenditures Total	**$6,142,625**	**$7,438,403**	**$6,183,456**	**$9,652,011**	**$7,218,757**

Public Works

PROGRAM DETAIL

Engineering Services

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	5,662,914	6,689,317	8,005,633	8,020,520	9,029,091
Allocated Expenses	-1,643,517	-1,916,757	-2,137,041	-2,137,041	-2,042,417
Supplies and Services	710,634	2,623,045	240,105	3,693,602	191,195
Interfund Charges	37,195	32,782	39,759	41,535	40,888
Capital Related	108,399	10,016	35,000	33,395	0
Transfers Out	1,267,000	0	0	0	0
Expenditures Total	**$6,142,625**	**$7,438,403**	**$6,183,456**	**$9,652,011**	**$7,218,757**
STAFFING SUMMARY					
Development Review Fund	22.00	25.00	31.00	31.00	33.00
General Fund	36.00	33.00	34.00	33.00	36.00
Staffing Total	**58.00**	**58.00**	**65.00**	**64.00**	**69.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	5,386,385	4,993,095	5,458,378	6,022,444	5,766,858
Expenditures Total	**$5,386,385**	**$4,993,095**	**$5,458,378**	**$6,022,444**	**$5,766,858**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	2,411,473	2,547,557	2,753,509	2,949,318	2,990,256
Allocated Expenses	0	-234,156	-243,092	-243,092	-255,042
Supplies and Services	2,911,510	2,612,176	2,880,574	3,215,180	2,942,147
Interfund Charges	63,297	52,160	67,387	67,823	89,497
Capital Related	105	15,358	0	33,215	0
Expenditures Total	**$5,386,385**	**$4,993,095**	**$5,458,378**	**$6,022,444**	**$5,766,858**
STAFFING SUMMARY					
General Fund	34.00	32.00	32.00	32.00	32.00
Staffing Total	**34.00**	**32.00**	**32.00**	**32.00**	**32.00**

Public Works

PROGRAM DETAIL

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 2023, there is an add for 2.0 FTE to this program in the Fleet Management Fund as presented in the Budget Amendment Requests section.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Fleet Management Fund	10,205,754	10,042,002	11,808,606	11,782,325	14,264,239
Expenditures Total	**$10,205,754**	**$10,042,002**	**$11,808,606**	**$11,782,325**	**$14,264,239**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	4,007,640	4,069,321	4,490,528	4,663,194	4,938,602
Supplies and Services	5,741,309	5,721,343	6,849,658	6,677,298	8,935,317
Utilities	111,205	123,668	116,200	137,774	145,200
Interfund Charges	148,598	160,752	177,290	176,292	191,190
Capital Related	197,002	-33,082	174,930	127,767	53,930
Expenditures Total	**$10,205,754**	**$10,042,002**	**$11,808,606**	**$11,782,325**	**$14,264,239**
STAFFING SUMMARY					
Fleet Management Fund	48.00	48.00	48.00	48.00	50.00
Staffing Total	**48.00**	**48.00**	**48.00**	**48.00**	**50.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	4,932,889	4,715,364	6,568,266	6,370,890	5,991,748
Expenditures Total	**$4,932,889**	**$4,715,364**	**$6,568,266**	**$6,370,890**	**$5,991,748**
EXPENDITURE SUMMARY BY TYPE					
Supplies and Services	392,170	55,275	2,500	38,687	2,500
Interfund Charges	71,336	30,870	79,891	30,068	47,227
Capital Related	2,626,971	2,786,807	3,230,900	3,230,900	2,230,900
Transfers Out	1,842,412	1,842,412	3,254,975	3,071,235	3,711,121
Expenditures Total	**$4,932,889**	**$4,715,364**	**$6,568,266**	**$6,370,890**	**$5,991,748**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	0	1,000	0	1,000	1,000
Parking and Mobility Fund	882,184	893,102	1,151,183	1,117,781	1,344,507
Expenditures Total	**$882,184**	**$894,102**	**$1,151,183**	**$1,118,781**	**$1,345,507**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	320,939	332,034	288,187	382,804	311,105
Supplies and Services	554,069	551,639	796,974	671,443	903,474
Interfund Charges	7,176	10,429	16,022	29,534	30,928
Capital Related	0	0	50,000	35,000	100,000
Expenditures Total	**$882,184**	**$894,102**	**$1,151,183**	**$1,118,781**	**$1,345,507**
STAFFING SUMMARY					
Parking and Mobility Fund	3.00	3.00	3.00	3.00	3.00
Staffing Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

Public Improvements

The Public Improvements Program has two main functions: Public Improvements and Materials Testing Lab. The Public Improvement function permits, inspects, and warranties developer infrastructure in new construction, including asphalt and concrete roadways, curb and gutter, walks, crosspans, and curb ramps. Resources permitting, this division may also inspect the repair, replacement, maintenance and restoration operations for dry utilities, such as phone, power, cable, gas and fiber optic lines. The Materials Lab provides technical support and prepares subsurface soils investigations for city improvement projects in Public Works, PROS, Aurora Water, and Building Maintenance; provides testing and qualification of soils, concrete, and asphalt used in city repair, utility replacement, and maintenance operations; and reviews testing of and qualifies materials used in developer infrastructure improvements. This program is included within the Engineering Services Division. In 2022, there was a transfer of 1.0 FTE from Street Operations.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,129,608	1,219,521	1,804,219	1,663,411	1,825,312
Expenditures Total	**$1,129,608**	**$1,219,521**	**$1,804,219**	**$1,663,411**	**$1,825,312**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,265,505	1,318,992	1,750,490	1,629,795	1,944,146
Allocated Expenses	-212,976	-208,620	-217,384	-217,384	-241,078
Supplies and Services	29,988	72,535	69,946	58,343	57,946
Interfund Charges	47,091	36,614	61,167	52,657	64,298
Capital Related	0	0	140,000	140,000	0
Expenditures Total	**$1,129,608**	**$1,219,521**	**$1,804,219**	**$1,663,411**	**$1,825,312**

Public Works

PROGRAM DETAIL

Public Improvements

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
STAFFING SUMMARY					
General Fund	14.00	14.00	18.00	19.00	19.00
Staffing Total	**14.00**	**14.00**	**18.00**	**19.00**	**19.00**

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). In the 2022 Spring Supplemental, there was an add for 1.0 FTE Street Light Program Manager in the General Fund to this program.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	7,232,559	7,833,642	7,654,134	7,536,063	8,941,541
Expenditures Total	**$7,232,559**	**$7,833,642**	**$7,654,134**	**$7,536,063**	**$8,941,541**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	0	0	0	46,623	123,633
Supplies and Services	4,733	523,010	29,834	29,394	31,308
Utilities	7,227,826	7,310,632	7,624,300	7,460,046	8,786,600
Expenditures Total	**$7,232,559**	**$7,833,642**	**$7,654,134**	**$7,536,063**	**$8,941,541**
STAFFING SUMMARY					
General Fund	0.00	0.00	0.00	1.00	1.00
Staffing Total	**0.00**	**0.00**	**0.00**	**1.00**	**1.00**

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.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	1,315,027	1,412,120	1,520,631	1,580,037	1,673,064
Expenditures Total	**$1,315,027**	**$1,412,120**	**$1,520,631**	**$1,580,037**	**$1,673,064**

Public Works

PROGRAM DETAIL

Real Property Services

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,275,038	1,328,942	1,463,700	1,525,816	1,610,795
Supplies and Services	21,352	40,260	49,593	37,523	49,825
Interfund Charges	7,121	8,982	7,338	16,698	12,444
Capital Related	11,516	33,936	0	0	0
Expenditures Total	**$1,315,027**	**$1,412,120**	**$1,520,631**	**$1,580,037**	**$1,673,064**
STAFFING SUMMARY					
General Fund	14.00	14.00	15.00	15.00	15.00
Staffing Total	**14.00**	**14.00**	**15.00**	**15.00**	**15.00**

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. In 2022, there was a transfer of 1.0 FTE to Public Improvements.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
Designated Revenues Fund	8,545	7,083	23,076	23,076	23,076
General Fund	7,771,166	7,037,754	7,860,954	6,992,024	8,357,056
Expenditures Total	**$7,779,711**	**$7,044,837**	**$7,884,030**	**$7,015,100**	**$8,380,132**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	6,525,354	6,238,049	7,275,637	6,072,832	7,614,469
Allocated Expenses	-2,229,874	-2,330,498	-2,339,732	-2,317,002	-2,511,978
Supplies and Services	1,374,661	1,267,255	951,466	1,403,476	951,466
Utilities	3,581	4,126	4,700	4,474	4,600
Interfund Charges	1,756,855	1,797,220	1,991,959	1,845,796	2,321,575
Capital Related	349,134	68,685	0	5,524	0
Expenditures Total	**$7,779,711**	**$7,044,837**	**$7,884,030**	**$7,015,100**	**$8,380,132**
STAFFING SUMMARY					
General Fund	94.00	90.00	90.00	89.00	89.00
Staffing Total	**94.00**	**90.00**	**90.00**	**89.00**	**89.00**

Public Works

PROGRAM DETAIL

Traffic Operations

The Traffic Operations Program provides for the installation and maintenance of traffic control devices on public streets throughout Aurora. This includes traffic signs, pavement markings, traffic signals, and flashing beacons for school zones. This program also provides for the operation of the central traffic signal system and associated communications equipment. This program is included within the Operations Division. In 2022, there was a transfer of 1.0 FTE from Engineering Services to better align with the position's duties.

	2020 Actual	2021 Actual	2022 Original	2022 Projection	2023 Proposed
EXPENDITURE SUMMARY BY FUND					
General Fund	2,313,643	2,205,928	3,151,158	3,294,035	3,114,744
Expenditures Total	**$2,313,643**	**$2,205,928**	**$3,151,158**	**$3,294,035**	**$3,114,744**
EXPENDITURE SUMMARY BY TYPE					
Personal Services	1,685,979	1,642,553	2,292,776	2,113,585	2,476,478
Supplies and Services	487,319	375,209	420,857	757,561	420,857
Interfund Charges	139,751	106,281	136,654	162,572	191,538
Capital Related	594	81,885	300,871	260,317	25,871
Expenditures Total	**$2,313,643**	**$2,205,928**	**$3,151,158**	**$3,294,035**	**$3,114,744**
STAFFING SUMMARY					
General Fund	24.00	24.00	28.00	29.00	29.00
Staffing Total	**24.00**	**24.00**	**28.00**	**29.00**	**29.00**

Return to TOC

City of Aurora, Colorado

2023 CITY MANAGER'S PROPOSED BUDGET

CAPITAL IMPROVEMENT PROGRAM

Return to TOC

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Capital Improvement Program

This section presents detailed information on the Capital Improvement Program (CIP) budget for the city and includes:

- An overview of the CIP;
- The five-year plan for the Capital Projects Fund;
- A summary of the CIP five-year budget plan for each fund;
- The Capital Improvement Program, excluding Aurora Water;
- The Aurora Water Capital Improvement Program; and
- A listing of budget adjustments to capital projects in all funds (Capital Program Amendments Detail).

Data for the years 2021 through 2027 are presented. The 2021 data represents carryforward appropriations reconciled to the city's Comprehensive Annual Financial Report. The 2022 data represent an estimate of how the 2022 budget will end the year. The 2023 figures represent the city's capital budget. All 2024 through 2027 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 2023 Proposed Budget. The additional information that can be found outside of the CIP section includes:

- Section B: Executive Summary
  - The CIP Summary by fund and department, 2020-2027
  - 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:

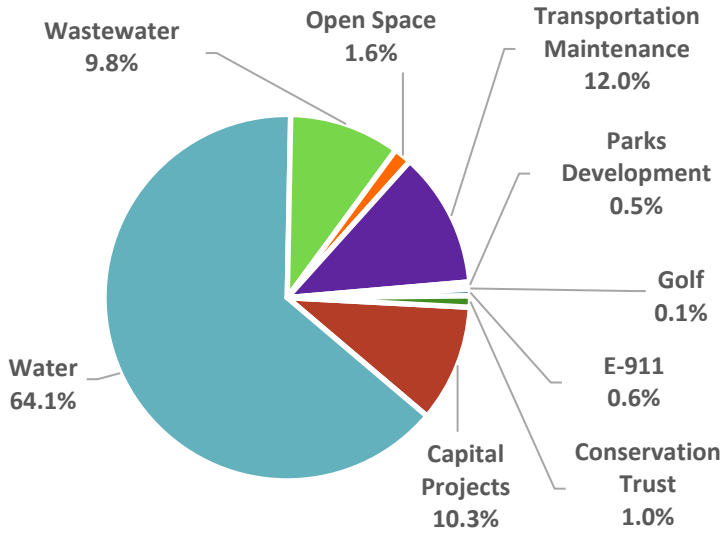
- Public facilities construction, remodeling, and renovation;
- Street overlay and reconstruction;
- Major water and wastewater infrastructure projects;
- Park land acquisition, development, and improvements;
- Major facilities repair and enhancement;
- Technology improvements and infrastructure;
- Traffic 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 2023 to 2027 five-year plan. Some of these funds also include annual operating appropriations. Listed below is a brief description of the funds associated with the CIP.

Chart 1. Capital Improvement Projects by Fund – Five-Year Plan



- ***Capital Projects Fund.*** The Capital Projects Fund (CPF) provides for general government infrastructure and facilities including streets, information systems

and facilities. The broad purpose of the CPF makes it a key resource in achieving many of the city's strategies for growth and maintenance of city facilities and infrastructure. For 2023, five Transportation Maintenance budgets were removed from the CFP to create the new Transportation Maintenance Fund. The CPF accounts for 10.3 percent of the CIP five-year plan.

- ***Conservation Trust Fund.*** Pursuant to Colorado law, the Conservation Trust Fund (CTF) is used for the acquisition, development, and maintenance of new conservation sites, 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 1.0 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 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 0.1 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 1.6 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 0.5 percent of the CIP five-year plan.

- ***Transportation Maintenance Fund.*** The Transportation Maintenance Fund (TMF) was created for the 2023 budget, separating the five ongoing transportation maintenance budgets into a separate fund, in order to create a clearer vision for such maintenance. These budgets include Concrete Repair, Street Asphalt Overlay, Chip Seal / Crack Seal, and Street Reconstruction. Transportation Maintenance projects account for 12.0 percent of the five-year CIP.

- ***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 9.8 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 64.1 percent of the five-year CIP.

FINANCIAL OVERVIEW OF THE CAPITAL IMPROVEMENT PLAN

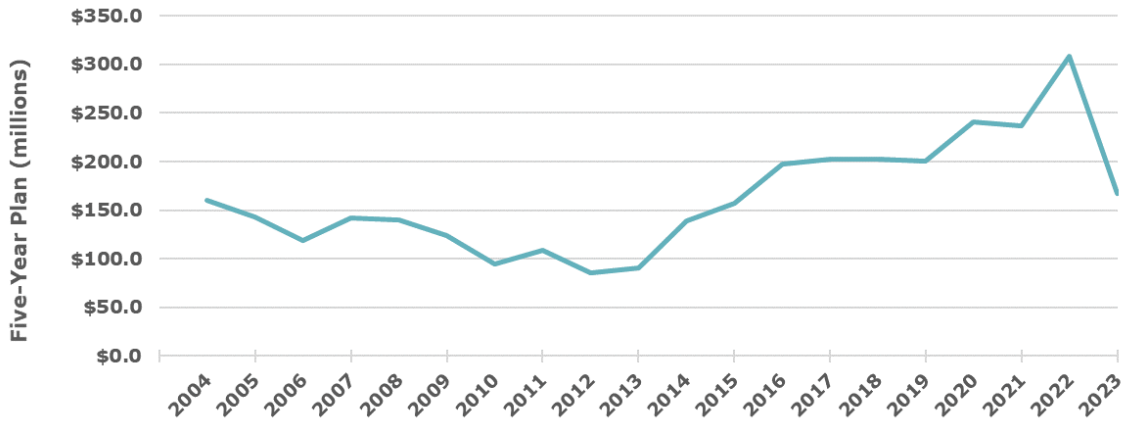
Annual capital appropriations from all the city funds are projected to reach $287.7 million in 2022, while a grand total of $1.6 billion in capital projects is projected or planned between 2023 and 2027. The plan for each fund and major changes are discussed in the following sections.

Capital Projects Fund (CPF)

History of the CPF

The 2023-2027 five-year plan totals $168.0 million. This is $140.9 million lower than the $308.9 million that was in the 2022-2026 five-year plan as shown in Chart 2. The reason for the significant decrease is due to the creation of the TMF noted previously and the movement of ongoing transportation budget to that new fund. If not for the move, the CPF would have risen to $362.1 million. The TMF will be discussed in more detail later.

Chart 2. CPF Five-Year Plan by Year



2023 CPF Plan

Revenue

For 2023, approximately 41.5 percent of CPF revenue is from the General Fund, lower than the historical average. 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. Starting in 2023, this transfer will be split between the CPF and the new TMF. The TMF will receive between $28.9 million and $34.5 million of the transfer in the five-year plan.

In addition to the General Fund ordinance transfer, a $6.0 million transfer from the Marijuana Tax Revenue Fund is included for transportation priority projects and road maintenance. A portion of the transfer was made available due to the 2022 dept payoff of the Hogan Parkway, which freed up $2.4 million ongoing.

Capital Impact Fees are expected to be $17.7 million throughout the five-year plan. This revenue stream has grown recently since Council-approved increase in the fees in 2019. This revenue can have one-time spikes, making them difficult to predict, thus the static projection.

Intergovernmental revenue and grants also flow into the CPF. In 2022, one-time revenues totaling $8.2 million are being received for specific projects, including $3.6 million for South Aurora Regional Improvement Authority (SARIA) funds, $1.9 million from a Highway Safety Improvement Program grant, $1.6 million for Northwest Aurora intersection improvements, and several smaller one-time receipts of funds. Offsetting one-time projects were also included for this revenue. For 2023, Intergovernmental revenue consists of Adams County transportation sales tax, and additional HUTF funds from Colorado Senate Bill 260.

Interest-related revenues have been low since the recession due to a very low rate of return.

Other revenues include:

- $464,000 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 2023, CPF revenue is shown in Table 1.

Table 1. 2023 Capital Projects Fund Revenue

Item	Amount
General Fund Transfer – Ordinance	$ 49,262,540
General Fund Transfer – Ongoing Reduction	(640,900)
General Fund Transfer – Ongoing Road Maintenance Funds	2,000,000
Marijuana Tax Revenue Fund Transfer	6,000,000
Less Transfer of Funds to Transportation Maintenance Fund	(28,859,956)
Capital Impact Fee Revenue	17,763,050
Adams Co. Transportation Sales Tax	3,587,500
Interest Earnings	1,240,000
Colorado State Bill 260 Highway User Tax Funds	1,273,901
ERP Charges for Service	463,971
Street Occupancy Fee	400,000
Other Revenues	89,790
Total Sources of Funds	**$ 52,489,896**

Expenditures

Table 2 denotes significant 2022 projection changes by department.

Table 2. 2022 Projection Changes By Department

Department	2022 Original	2022 Projection	Total Change	Comment
Finance	$ 631,355	$ 631,355	$ -	No Change
Fire	2,000,000	2,000,000	-	No Change
IT	426,000	426,000	-	No Change
Non-Dept	6,240,950	13,106,956	6,866,006	Additional funds for Bus Rapid Transit project
Planning	-	24,000	24,000	1400 Dallas Street Renovation
PROS	951,890	951,890	-	No Change
Public Works	52,094,292	94,568,764	42,474,473	Primarily increases for I/70 Picadilly Interchange, additional street maintenance funds, and spending of received inter-governmental and grant funds
Total	**$62,344,487**	**$111,708,965**	**$49,364,479**	

Table 3 shows the breakdown of 2023 CPF expenditures by department.

Table 3. 2023 Capital Projects Fund Expenditures by Department

Department	Amount
Finance	$ 702,445
Fire	2,000,000
Information Technology	426,000
Non-Departmental	14,801,414
Parks, Recreation and Open Space	2,502,974
Public Works	17,566,149
Total	**$ 37,998,982**

Even though the roadway maintenance projects in Public Works were moved to the TMF, they still have the largest budget in the fund. The $17.6 million Public Works appropriation includes building repair projects, more variable transportation projects, traffic signal construction, and a traffic management system project. After Public Works, the next largest user of funds is Non-Departmental, with $14.8 million in 2023. The largest project is $6 million for the BRT project noted previously. In addition, $3.0 million has been added as the annual debt payment for a $35 million transportation-related Certificate of Participation, the proceeds of which will be spent in the TMF.

CPF Five-Year Plan

In any given year, Capital Projects Fund expenditures in each department are increased or decreased, depending on various factors. The adjustments are comprised of two types: calendar adjustments or amendments, as noted in Table 4. The budgets for Fire and Information Technology did not change.

Table 4. Capital Projects Fund Adjustments from Previous Five-Year Plan

Department	Calendar Adjustment	Amendment	Total Change	Comment
Finance	$ 100,558	$ 276,875	$ 377,433	Direct cost adjustment in accordance with city policy
Non-Dept	1,655,871	18,155,515	19,811,386	Primarily BRT and COP debt
PROS	342,900	1,288,184	1,631,084	High Line Canal match, median development, and fire station xeric areas
Public Works	(3,925,993)	(158,794,007)	(162,720,000)	Primarily move of roadway maintenance to TMF
Total	**($1,826,664)**	**($139,073,433)**	**($140,900,097)**	

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 2022 to 2026 and the new five-year plan includes projects from 2023 to 2027, any adjustment in budget occurring *solely* due to the elimination of 2022 and the subsequent adding of 2027 are calendar adjustments. Often, what appears to be a large change in a specific project is due almost completely to a calendar adjustment. Adjustments of this type are mechanical in nature, not as a result of specified balancing strategy. Calendar adjustments are completed prior to amendments.

Amendments and City Council Capital Priorities

Amendments are all other changes and may include new projects, changes in expenditures due to balancing and in the case of direct cost projects, mandated pay adjustments. Amendments are summarized in Attachment 12 of the Executive Summary and detailed in the amendment section. The most significant amendments to the five-year plan include:

- In Non-Departmental:
  - A net increase of $18.2 million is included as amendments. Significant amendments include:
    - $15.0 million total was added for the annual transportation COPs debt payment,
    - $6.0 million was added for the second year of the BRT project, and
    - The Aerotropolis Regional Transportation Authority projection was decreased by $3.2 million due to more muted growth assumptions.

- In Parks, Recreation and Open Space, $1.3 million associated with a Highline Canal Underpass Transportation Improvement Program (TIP) grant match and Fire Station landscape conversions to water-wise xeric designs.

- In Public Works, a net decrease of $158.8 million is included as amendments due to the movement of transportation maintenance projects to the TMF.

OTHER FUNDS

Conservation Trust Fund

In 2023, the Conservation Trust Fund (CTF) is projected to receive approximately $5.3 million in revenue from state lottery proceeds and interest income. Significant capital projects in 2023 include Village East and Beck Center improvements, Turf Conversions, and a Park Equity project. Significant capital projects in the out-years include Turf Conversions, Plains Conservation Center improvements, Meadowood Playground, Lowry Park, and Rocky Ridge Park. The detailed schedule for the CTF projects is presented in Appendix 2.

Enhanced E-911 Fund

The Enhanced E-911 Fund provides for the acquisition, deployment and maintenance of the equipment and communication systems related to 911 calls and the 800 MHz radio communication systems. During the period 2023-2027, $9.3 million is projected to be spent. Included is the debt service payment for the radio system. 2024 is the last year of that payment. Mobile data computer and radio system infrastructure upgrades are also included in the five-year plan.

Golf Courses Fund

The Golf Courses Fund's five-year capital plan includes $2.3 million for turf care equipment, golf cart fleet replacements (2), and facility repairs and upgrades.

Open Space Fund (OSF)

The Open Space Fund (OSF) was created for the 2011 budget, combining the Arapahoe County Open Space Fund (ArCo Fund) and the Adams County (AdCo) projects previously held in the Designated Revenues Fund. Specific to Arapahoe County projects, Arapahoe County voters approved a quarter-percent sales and use tax on the 2003 ballot for acquisition, development, and maintenance of open space, parks, and trails in Arapahoe County. Funds spent on maintenance are limited to 20.0 percent of annual revenues. In Adams County, a similar AdCo tax is in place. There is no limit on the amount that can be spent on patrol and environmental education programs in either county. In 2020 and 2021, Adams and Arapahoe County voters reapproved the quarter-percent sales and use tax in perpetuity.

The OSF provides the city with a valuable opportunity to increase funding for parks and trail development. The fund is expecting a slight decrease in capital spending in the five-year plan. Significant capital projects in 2023 include Central Community Park design, Triple Creek Trail construction, Rocky Ridge Park synthetic athletic field addition, and unspecified projects to address park system inequities identified in the 2022-2023 PROS Master Plan study. Significant capital projects in the out-years include additional Triple Creek Trail improvements, Central Community Park construction, and additional park improvement projects yet identified to address system-wide service gaps and/or barriers to park access (also known as park equity projects). The detailed schedule for the Open Space Fund projects is presented in the 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, Crestridge Park Renovation, Lowry Park, and General Park. The detailed schedule for the PDF projects is presented in Appendix 2.

Transportation Maintenance Fund

The Transportation Maintenance Fund (TMF) was created for the 2023 budget, separating the five ongoing roadway maintenance budgets into a separate fund, which creates a clearer vision for such maintenance. Over the five-year plan, $194.1 million is projected to be spent, including budgets previously housed in the CPF and $35.0 million as the proceeds of a transportation-related Certificate of Participation.

Water/Wastewater Funds

The Aurora Water Capital Improvement Program, which includes projects in the Water Fund and the Wastewater Fund, represents nearly 74 percent of the city's planned five-year capital spending. The 2023 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 $1.2 billion for the 2023-2027 period.

In the Water Fund, major capital projects include: Wild Horse Reservoir ($262.2 million), Water Rights Acquisition ($150.0 million), Rampart Water Delivery System ($104.0 million), Griswold Water Purification Facility ($81.5 million), Wemlinger Water Purification Facility Improvements ($62.3 million), and Prairie Waters North Campus Expansion ($58.0 million).

In the Wastewater Fund, major capital projects include: New Sewer Line Construction, ($31.3 million); First Creek Interceptor ($25.9 million), Miscellaneous Sewer Replacement ($10.9 million), and Stormwater Development Projects ($10.0 million).

The Aurora Water five-year project detail can be found in Appendix 2.

OTHER CAPITAL ITEMS OF SIGNIFICANCE

Projects Related to Building Repair

The building repair projects, previously in the Building Repair Fund for repairs and maintenance of city owned buildings, are primarily routine in nature. A total of $21.9 million of spending is planned from 2023 through 2027, 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 the 2023 CIP plan. These costs are capitalized into project expenditures, which are included in the capital budget and therefore are not reported in the operating section of the budget book.

Table 5. Summary of Operating-Related Appropriations in the CIP

Department	Fund	Item	2023 Amount	Description
Finance	CPF	Direct Costs Financial Services	$201,200	Funding for operating expenses to provide financial and budget oversight for the city's CPF
Finance	CPF	Direct Costs Purchasing Services	$501,300	Funding for operating related expenses associated with purchasing services benefiting the CPF
Public Works	CPF	Direct Costs Engineering and Design	$1,713,900	Funding for operating expenses associated with engineering and design of Public Works' CPF projects
Public Works	CPF	Direct Costs Facilities Management	$176,400	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 engineering and design direct costs 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 2023-2027 five-year plan, the AIPP transfer will be approximately $2.4 million.

Capital Projects Fund Five-Year Plan

	2022 Projected	2023 Planned	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total 2023 - 2027
Beginning Funds Available	**$ 91,042,047**	**$ 89,833,691**	**$ 104,324,605**	**$ 124,441,628**	**$ 148,176,559**	**$ 167,211,121**	**N/A**
SOURCES OF FUNDS							
Transfers In							
General Fund Ordinance	**$ 47,519,402**	**$ 49,262,540**	**$ 52,033,651**	**$ 53,483,376**	**$ 55,081,480**	**$ 55,634,511**	**$ 265,495,558**
Non-Ordinance Transfers	(366,900)	(640,900)	(640,900)	(640,900)	(640,900)	(640,900)	(3,204,500)
Funds for Road Maintenance	6,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Inflation Transfer	18,000,000	-	-	-	-	-	-
Green Fund Payback	1,000,000	-	-	-	-	-	-
Total Transfer from General Fund	**$ 72,152,502**	**$ 50,621,640**	**$ 53,392,751**	**$ 54,842,476**	**$ 56,440,580**	**$ 56,993,611**	**$ 272,291,058**
Marijuana Tax Revenue Fund	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
Marijuana Fund Specifically for Road Maintenance	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	22,000,000
Debt Special Improvement District Debt	8,323	-	-	-	-	-	-
Move $ to New Transportation Maintenance Fund	-	(28,859,956)	(30,645,684)	(31,289,713)	(33,819,992)	(34,496,392)	(159,111,737)
Total Transfers In	**$ 78,160,825**	**$ 27,761,684**	**$ 28,747,067**	**$ 29,552,763**	**$ 28,620,588**	**$ 28,497,219**	**$ 143,179,321**
Intergovernmental Revenues / Grants							
Adams County Transportation Sales Tax	3,500,000	$ 3,587,500	3,677,188	$ 3,769,117	3,863,345	$ 3,959,929	$ 18,857,079
Colorado Senate Bill 260	-	1,273,901	1,772,867	2,269,331	2,799,610	3,299,610	11,415,319
Advanced Traffic Signal TIP	400,000	-	-	-	-	-	-
SARIA Projects	3,600,000	-	-	-	-	-	-
Highway Safety Improvement Program Grant	1,924,740	-	-	-	-	-	-
Street Improvement Grant RTD Reimbursement	550,369	-	-	-	-	-	-
NW Aurora Intersection Improvements	1,600,000	-	-	-	-	-	-
Spring Supp: 9 Mile Bike and Ped / Havana	272,604	-	-	-	-	-	-
Road Maintenance IGA	195,000	-	-	-	-	-	-
Total Intergovernmental Revenues	**$ 12,042,713**	**$ 4,861,401**	**$ 5,450,055**	**$ 6,038,448**	**$ 6,662,955**	**$ 7,259,539**	**$ 35,055,572**
Total Interest	**$ 1,220,000**	**$ 1,240,000**	**$ 1,260,000**	**$ 1,280,000**	**$ 1,300,000**	**$ 1,320,000**	**6,300,000**
Charges for Service / Licenses & Permits / Other							
Street Occupancy Fee	$ 700,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 2,300,000
ERP Charges for Service	614,231	463,971	211,786	215,914	214,683	215,000	1,720,585
Building Repair Subfund Charges	45,000	45,000	45,000	45,000	45,000	45,000	225,000
Cell Tower Revenue	44,790	44,790	44,790	44,790	44,790	44,790	223,950
Capital Impact Fee Revenue	17,673,050	17,673,050	17,673,050	17,673,050	17,673,050	17,673,050	88,365,250
Total Other Revenues	**$ 19,077,071**	**$ 18,626,811**	**$ 18,374,626**	**$ 18,378,754**	**$ 18,377,523**	**$ 18,377,840**	**$ 92,834,785**
TOTAL SOURCES OF FUNDS	**$ 110,500,609**	**$ 52,489,896**	**$ 53,831,748**	**$ 55,249,965**	**$ 54,961,066**	**$ 55,454,598**	**$ 327,033,284**

Capital Projects Fund Five-Year Plan

	2022 Projected	2023 Planned	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total 2023 - 2027
USES OF FUNDS							
Finance	$ 631,355	$ 702,445	$ 723,519	$ 745,225	$ 767,582	$ 790,609	$ 3,729,380
Fire	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Information Technology	426,000	426,000	426,000	426,000	426,000	426,000	2,130,000
Non-Departmental	13,106,956	14,801,414	10,429,634	12,887,267	10,457,277	10,524,060	59,099,652
Parks & Open Space	951,890	2,502,974	1,314,790	1,314,790	1,314,790	1,314,790	7,762,134
Planning and Development Services	24,000	-	-	-	-	-	-
Public Works	94,568,764	17,566,149	18,820,782	14,141,752	20,960,855	13,763,210	85,252,748
TOTAL USES OF FUNDS	**$ 111,708,965**	**$ 37,998,982**	**$ 33,714,725**	**$ 31,515,034**	**$ 35,926,504**	**$ 28,818,669**	**$ 167,973,914**
Net Sources Less Uses	**$ (1,208,356)**	**$ 14,490,914**	**$ 20,117,023**	**$ 23,734,931**	**$ 19,034,562**	**$ 26,635,929**	**$ 104,013,359**
Funds Available for Future Projects	**$ 89,833,691**	**$ 104,324,605**	**$ 124,441,628**	**$ 148,176,559**	**$ 167,211,121**	**$ 193,847,050**	
Funds Available Breakdown							
Committed for DIA Noise, Other	$ 693,168	$ 693,168	$ 693,168	$ 693,168	$ 693,168	$ 693,168	
Committed for Green Fund	1,000,000	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	1,322,500	1,322,500	1,322,500	1,322,500	1,322,500	1,322,500	
Committed for Evidence Storage	-	-	-	2,700,000	2,700,000	2,700,000	
Committed for Fence Replacement	503,808	503,808	503,808	503,808	503,808	503,808	
Committed for Local Matches	9,090,000	9,090,000	11,090,000	13,850,000	14,470,000	22,560,000	
Committeed for Inflation Expense	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	
Committed for ERP	990,222	1,454,193	1,665,979	1,881,893	2,096,576	2,311,576	
Committed for Future Spending	3,875,000	-	-	-	-	-	
Restricted for Capital Impact Fees	53,669,255	71,569,220	89,475,265	107,531,191	125,727,462	144,055,249	
Assigned for 5-Year Capital Needs	$ 56,552	$ 58,530	$ 57,722	$ 60,813	$ 64,421	$ 67,563	

2023 - 2027 Capital Improvement Program
Summary by Fund

Fund	Carryforward Appropriation[1]	2022 Projected Budget [2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Capital Projects Fund	106,378,069	111,708,965	37,998,982	33,714,725	31,515,034	35,926,504	28,818,669	167,973,914
Conservation Trust Fund	4,329,162	4,965,000	4,365,000	3,182,500	3,465,000	2,530,000	2,470,000	16,012,500
Enhanced E-911 Fund	4,907,105	2,442,250	4,995,000	1,816,500	726,185	1,757,813	0	9,295,498
Gifts & Grants Fund	2,699,829	300,000	0	0	0	0	0	0
Golf Courses Fund	227,178	600,000	575,000	350,000	400,000	675,000	250,000	2,250,000
Open Space Fund	7,897,285	12,245,583	8,335,148	5,867,500	3,945,000	4,495,000	2,860,000	25,502,648
Parks Development Fund	3,460,778	1,636,560	5,098,824	1,721,096	1,355,805	56,486	0	8,232,211
Transportation Maint Fund	0	0	63,859,956	30,645,684	31,289,713	33,819,992	34,496,392	194,111,737
Wastewater Fund	100,737,586	47,815,000	45,724,738	41,214,767	19,369,720	26,447,659	25,843,472	158,600,356
Water Fund	211,576,450	105,958,509	158,723,953	212,504,318	196,650,317	256,151,183	215,333,650	1,039,363,421
Total Capital Improvement Program	**$442,213,442**	**$287,671,867**	**$329,676,601**	**$331,017,090**	**$288,716,774**	**$361,859,637**	**$310,072,183**	**$1,621,342,285**

2023 - 2027 Capital Improvement Program
Projects Proposed to City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2022 Projected Budget[2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Capital Projects Fund								
Finance								
34017 Direct Costs Financial Services	0	187,245	201,153	207,188	213,404	219,806	226,400	1,067,951
34026 Remodel for Check 21 Systems	18,615	0	0	0	0	0	0	0
34501 Direct Costs-Purchasing Svcs	0	444,110	501,292	516,331	531,821	547,776	564,209	2,661,429
34702 Financial Systems (Accounting, T&L, and Budget)	64,706	0	0	0	0	0	0	0
34704 Positive Timekeeping	180	0	0	0	0	0	0	0
Total Finance	**$83,501**	**$631,355**	**$702,445**	**$723,519**	**$745,225**	**$767,582**	**$790,609**	**$3,729,380**
Fire								
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	71,872	0	0	0	0	0	0	0
Total Fire	**$78,485**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**
Information Technology								
37714 Systems and Network Replacement	91,243	326,000	326,000	326,000	326,000	326,000	326,000	1,630,000
37721 Telephone Infrastructure Expansion	163,400	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	10,227,862	0	0	0	0	0	0	0
Total Information Technology	**$10,611,969**	**$426,000**	**$426,000**	**$426,000**	**$426,000**	**$426,000**	**$426,000**	**$2,130,000**
Non-Departmental								
(New) Colfax Bus Rapid Transit	0	8,000,000	6,000,000	0	0	0	0	6,000,000
(New) SEAM Fleet Bay and Fueling Cost Share	0	0	0	0	2,500,000	0	0	2,500,000
(New) Transportation Maintenance COP Payment	0	360,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000

2023 - 2027 Capital Improvement Program
Projects Proposed to City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2022 Projected Budget[2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Capital Projects Fund								
Non-Departmental								
25082 Art in Public Places (Transfer to Cultural Fund)	0	451,720	712,976	401,734	417,630	449,626	420,115	2,402,081
25194 Colfax Improvements	432,934	0	0	0	0	0	0	0
25210 HW 30 Landfill Remediation	81,737	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
25407 ARTA Payment	0	2,545,236	3,338,438	5,277,900	5,219,637	5,257,651	5,353,945	24,447,571
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	1,800,000	0	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	184,856	0	0	0	0	0	0	0
Total Non-Departmental	**$3,544,657**	**$13,106,956**	**$14,801,414**	**$10,429,634**	**$12,887,267**	**$10,457,277**	**$10,524,060**	**$59,099,652**
Parks, Recreation & Open Space								
(New) Fire Stations Xeric Landscape - CPF	0	0	408,184	20,000	20,000	20,000	20,000	488,184
(New) HL Canal Underpass TIP match - CPF	0	0	740,000	0	0	0	0	740,000
61842 Infrastructure Trails-CPF	5,898	0	60,000	0	0	0	0	60,000
61969 Median Maintenance	161,028	44,790	44,790	44,790	44,790	44,790	44,790	223,950
62700 SE Parking Lot and Trails-CPF	1,576,579	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	2,206,573	609,100	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
62855 Tollgate Ext IGA M21086 TIP	18,917	0	0	0	0	0	0	0
62856 Tollgate Ext IGA M21199 TIP	13,950	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	157,475	0	0	0	0	0	0	0
62975 AMC Landscaping	0	250,000	0	0	0	0	0	0
63740 Plains Conservation Ctr Improve-CPF	163,990	0	0	0	0	0	0	0
63743 Sand Creek Park Shelter-CPF	16,000	0	0	0	0	0	0	0
63755 Canterbury off-site curb ramps-CPF	0	48,000	0	0	0	0	0	0

2023 - 2027 Capital Improvement Program
Projects Proposed to City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2022 Projected Budget [2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Capital Projects Fund								
Parks, Recreation & Open Space								
Total Parks, Recreation & Open Space	**$4,328,021**	**$951,890**	**$2,502,974**	**$1,314,790**	**$1,314,790**	**$1,314,790**	**$1,314,790**	**$7,762,134**
Planning & Development Services								
67436 13th Ave Corr Study	178,205	0	0	0	0	0	0	0
67703 1400 Dallas Street Improvement	121,352	24,000	0	0	0	0	0	0
67704 Colfax Corridor Streetscapes Improvements	1,051,115	0	0	0	0	0	0	0
67810 People's Bldg Construction	2,671	0	0	0	0	0	0	0
Total Planning & Development Services	**$1,353,343**	**$24,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Public Works								
(New) Fleet Expansion at SEAM	0	0	0	0	0	1,000,000	0	1,000,000
(New) Infill Development	0	0	0	0	0	500,000	0	500,000
(New) Traffic Management System	0	0	2,500,000	1,000,000	0	1,000,000	0	4,500,000
(New) Traffic Signal Retiming	0	0	0	0	0	1,000,000	0	1,000,000
49600 Conservatory Metro District	841	0	0	0	0	0	0	0
49663 Advanced Traffic Signal System	0	400,000	0	0	0	0	0	0
49664 Picadilly Road Agreements	0	10,700,000	0	0	0	0	0	0
49665 Quincy Lane Addition SARIA	0	1,800,000	0	0	0	0	0	0
49666 I70 Picadilly FASTER Grant	0	5,000,000	0	0	0	0	0	0
49667 I70 Picadilly BUILD Grant	0	31,250,000	0	0	0	0	0	0
49670 Jewell Avenue / E-470 Trail Connection Design	0	350,000	0	0	0	0	0	0
49673 25th Ave Ped Imp CMPI	1,120,185	225	0	0	0	0	0	0
49674 Montview Redesign IGA	1,131,659	0	0	0	0	0	0	0
49675 Nine Mile Bridge TIP	332,755	184,505	0	0	0	0	0	0
49676 Chambers Sand Crk Bridge Rehab	545,785	0	0	0	0	0	0	0
49677 Aurora Parkway SARIA	685,243	0	0	0	0	0	0	0
49678 I-70 / Picadilly 30 Percent Design	765,135	5,617,000	0	0	0	0	0	0

2023 - 2027 Capital Improvement Program
Projects Proposed to City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2022 Projected Budget [2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Capital Projects Fund								
Public Works								
49680 HSIP Grant 19/20	45,589	1,924,740	0	0	0	0	0	0
49681 Imboden Road	1,413,624	1,700,000	0	0	0	0	0	0
49682 Picadilly -Smith to 26th Agreement	850,000	0	0	0	0	0	0	0
49684 Security Enhancements	1,166,304	440,000	500,000	1,220,000	500,000	500,000	500,000	3,220,000
49685 Police Training Facility Demolition	934,511	0	0	0	0	0	0	0
49686 Jewell Avenue Ped Crossing	308,835	0	0	0	0	0	0	0
49687 Gun Club Priority Proj SARIA	1,713,817	1,800,000	0	0	0	0	0	0
49688 Gartrell Priority Proj SARIA	489,314	400,000	0	0	0	0	0	0
49689 Trf Signal Bike Detection System	460,323	-460,323	0	0	0	0	0	0
49690 CCTV Expansion Grant	165,905	0	0	0	0	0	0	0
49691 Signal System Upgrade Grant	647,926	0	0	0	0	0	0	0
49692 Travel Time Monitoring Grant	44,498	-44,498	0	0	0	0	0	0
49693 ADA Accomodation Equity and Access	2,075,314	0	0	0	0	1,000,000	0	1,000,000
49695 NW Aurora Mobility and Access Implementation	89,232	0	0	0	0	0	0	0
49696 E-470 Loan Repayment	19,500	235,000	235,000	235,000	235,000	235,000	235,000	1,175,000
49699 Transportation Priority Projects	16,214,863	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
49702 Miscellaneous Street Improvements	4,016,706	1,620,369	1,480,000	2,100,000	1,480,000	1,480,000	1,480,000	8,020,000
49710 Traffic Signal Construction	2,067,759	1,492,000	2,350,000	1,450,000	1,850,000	1,850,000	1,850,000	9,350,000
49712 Street Asphalt Overlay Program	3,039,539	23,310,000	0	0	0	0	0	0
49713 Concrete Repair Program	858,599	2,224,000	0	0	0	0	0	0
49721 Street Reconstruction	349,925	1,110,000	0	0	0	0	0	0
49743 Transportation Improvement Program	27,785,712	-19,390,546	920,000	0	0	0	0	920,000
49753 Northwest Aurora Alley Paving Program	0	500,000	525,000	551,250	578,810	607,750	638,138	2,900,948
49775 Traffic Signal Timing Study	5,896	0	0	0	0	0	0	0
49779 Direct Costs - Design, Engineering, etc.	0	1,622,704	1,713,884	1,765,301	1,818,260	1,872,808	1,928,992	9,099,245
49786 Traffic Signal Component Replacement	779,071	3,560,000	570,000	580,000	590,000	900,000	610,000	3,250,000

2023 - 2027 Capital Improvement Program
Projects Proposed to City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2022 Projected Budget [2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Capital Projects Fund								
Public Works								
49793 Street Maintenance - Asphalt Overlay In House	1,807,680	866,073	0	0	0	0	0	0
49794 Street Maintenance - Chip Seal/Crack Seal	73,608	1,650,000	0	0	0	0	0	0
49821 Bridge Maintenance	489,442	1,550,000	50,000	1,550,000	50,000	1,050,000	50,000	2,750,000
49872 Direct Costs - Building Repair CPF	6	159,995	176,418	181,711	187,162	192,777	198,560	936,628
49873 Courts Heating Pipes	3,223,329	2,375,030	0	0	0	0	0	0
49875 Building Repair Projects - CPF	1,867,220	4,027,490	3,417,520	3,537,520	3,997,520	3,417,520	3,417,520	17,787,600
49889 I225 Light Rail-Reimburse	70,522	0	0	0	0	0	0	0
49937 Bicycle Aurora Phase 1 Funding	664,616	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
49940 Buckley AFB Accel-Decel Lanes	740,825	0	0	0	0	0	0	0
49946 Streets Condition Testing	0	0	30,000	120,000	30,000	30,000	30,000	240,000
49955 Police District 2 Debt Service	776,069	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	880,508	140,000	200,000	1,535,000	200,000	700,000	200,000	2,835,000
49970 Quincy Widening	498,464	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	11,144	100,000	0	0	0	0	0	0
49983 Traffic Calming Improvements	1,507,979	3,250,000	273,327	0	0	500,000	0	773,327
49991 STAMPS Grant	50,000	-50,000	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	530,000	0	370,000	0	500,000	0	870,000
49994 Harvest Extension: Alexander to Orchard	1,339,076	0	0	0	0	0	0	0
49995 Westerly Creek	1,040,652	0	0	0	0	0	0	0
49997 Road Maintenance IGA	384	0	0	0	0	0	0	0
Total Public Works	**$86,378,093**	**$94,568,764**	**$17,566,149**	**$18,820,782**	**$14,141,752**	**$20,960,855**	**$13,763,210**	**$85,252,748**

2023 - 2027 Capital Improvement Program
Projects Proposed to City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2022 Projected Budget[2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Capital Projects Fund								
Total Capital Projects Fund	**$106,378,069**	**$111,708,965**	**$37,998,982**	**$33,714,725**	**$31,515,034**	**$35,926,504**	**$28,818,669**	**$167,973,914**
Conservation Trust Fund								
Parks, Recreation & Open Space								
(New) Infrastructure Recreation-CTF	508,706	1,165,000	1,790,000	140,000	140,000	140,000	120,000	2,330,000
(New) Systemwide Planning - CTF	0	10,000	500,000	0	0	0	0	500,000
61703 Infrastructure Parks-CTF	1,092,055	1,250,000	1,410,000	1,537,500	1,625,000	1,660,000	1,635,000	7,867,500
61726 Acquisitions - CTF	1,784	0	0	0	0	0	0	0
61794 Infrastructure Trails-CTF	320,330	25,000	0	25,000	0	0	0	25,000
61847 Infrastructure Open Space-CTF	296,445	115,000	65,000	80,000	100,000	80,000	165,000	490,000
61886 Construction Open Space-CTF	1,612,555	1,550,000	50,000	50,000	750,000	650,000	450,000	1,950,000
61887 Construction Parks-CTF	497,287	850,000	550,000	1,350,000	850,000	0	100,000	2,850,000
Total Parks, Recreation & Open Space	**$4,329,162**	**$4,965,000**	**$4,365,000**	**$3,182,500**	**$3,465,000**	**$2,530,000**	**$2,470,000**	**$16,012,500**
Total Conservation Trust Fund	**$4,329,162**	**$4,965,000**	**$4,365,000**	**$3,182,500**	**$3,465,000**	**$2,530,000**	**$2,470,000**	**$16,012,500**
Enhanced E-911 Fund								
Information Technology								
37029 911 Systems Cybersecurity Program	0	500,000	0	0	0	0	0	0
37729 800 MHz Radio System Upgrade	200,894	1,817,250	1,813,750	1,816,500	0	0	0	3,630,250
37733 MDC Infrastructure Replacement	484,123	0	1,406,250	0	726,185	1,757,813	0	3,890,248
37734 Computer Aided Dispatch Upgrade	1,797,591	0	0	0	0	0	0	0
37742 Uninterruptible Power System Replacement	1,300,000	0	0	0	0	0	0	0
37747 Radio System Infrastructure Upgrade	0	125,000	1,775,000	0	0	0	0	1,775,000
37748 Public Safety Fiber	239,497	0	0	0	0	0	0	0
37755 PS Communications Console Replacement	885,000	0	0	0	0	0	0	0
Total Information Technology	**$4,907,105**	**$2,442,250**	**$4,995,000**	**$1,816,500**	**$726,185**	**$1,757,813**	**$0**	**$9,295,498**

2023 - 2027 Capital Improvement Program
Projects Proposed to City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2022 Projected Budget[2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Enhanced E-911 Fund								
Total Enhanced E-911 Fund	**$4,907,105**	**$2,442,250**	**$4,995,000**	**$1,816,500**	**$726,185**	**$1,757,813**	**$0**	**$9,295,498**
Gifts & Grants Fund								
Parks, Recreation & Open Space								
61710 Cherry Creek Bike Path-Grant	2,584	0	0	0	0	0	0	0
62013 Canterbury Park Reno ArCo Grt	396,600	0	0	0	0	0	0	0
62014 Fulton Park ArCo Grant	500,000	0	0	0	0	0	0	0
62015 HLC/Laredo ArCo Grant	180,000	0	0	0	0	0	0	0
62016 Peoria Hills ArCo Grant	350,000	0	0	0	0	0	0	0
62017 HLC Const AdCo Grant	500,000	0	0	0	0	0	0	0
62859 Tollgate Trail ArCo Grant	94,696	0	0	0	0	0	0	0
62890 Sand Creek Park GOCO Inspire Grant	16,664	0	0	0	0	0	0	0
62908 High Line Canal at Interstate 70-AdCo	146,888	0	0	0	0	0	0	0
62930 PCC Gnt 2020-2021 ArCo	493,609	0	0	0	0	0	0	0
62931 Hoffman Park NRPA Grant	17,433	0	0	0	0	0	0	0
62979 Star K Nature Plan Grant AdCo	0	300,000	0	0	0	0	0	0
Total Parks, Recreation & Open Space	**$2,698,474**	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Planning & Development Services								
67416 Brownfields RLF	1,355	0	0	0	0	0	0	0
Total Planning & Development Services	**$1,355**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Gifts & Grants Fund	**$2,699,829**	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Golf Courses Fund								
Parks, Recreation & Open Space								
61606 Golf-Infra CTF Support	172,759	275,000	275,000	250,000	300,000	300,000	250,000	1,375,000
63733 Golf Infrastructure Capital Projects	54,419	325,000	300,000	100,000	100,000	375,000	0	875,000
Total Parks, Recreation & Open Space	**$227,178**	**$600,000**	**$575,000**	**$350,000**	**$400,000**	**$675,000**	**$250,000**	**$2,250,000**

2023 - 2027 Capital Improvement Program
Projects Proposed to City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2022 Projected Budget[2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Golf Courses Fund								
Total Golf Courses Fund	**$227,178**	**$600,000**	**$575,000**	**$350,000**	**$400,000**	**$675,000**	**$250,000**	**$2,250,000**
Open Space Fund								
Parks, Recreation & Open Space								
(New) Infrastructure Recreation-AdCo	15,647	865,583	650,148	0	0	0	0	650,148
(New) Infrastructure Trails-AdCo	6,008	0	0	25,000	0	25,000	0	50,000
(New) Systemwide Planning - Open Space	0	140,000	1,000,000	500,000	500,000	0	0	2,000,000
61835 Infrastructure Trails-ArCo	1,384,534	50,000	0	450,000	0	550,000	0	1,000,000
61892 Construction Open Space-ArCo	1,087,023	3,600,000	1,550,000	400,000	1,700,000	450,000	400,000	4,500,000
61902 Construction Parks-ArCo	3,182,059	5,400,000	3,650,000	3,850,000	800,000	700,000	250,000	9,250,000
61903 Infrastructure Parks-ArCo	843,536	1,515,000	620,000	505,000	400,000	2,090,000	1,565,000	5,180,000
61906 Infrastructure Open Space-ArCo	767,028	125,000	140,000	80,000	270,000	100,000	225,000	815,000
62744 Construction Open Space-AdCo	368,056	550,000	400,000	0	200,000	100,000	50,000	750,000
62745 Infrastructure Open Space-AdCo	135,000	0	15,000	20,000	50,000	0	110,000	195,000
62771 Construction Parks-AdCo	0	0	300,000	0	0	200,000	0	500,000
62800 Infrastructure Parks-AdCo	108,394	0	10,000	37,500	25,000	280,000	260,000	612,500
Total Parks, Recreation & Open Space	**$7,897,285**	**$12,245,583**	**$8,335,148**	**$5,867,500**	**$3,945,000**	**$4,495,000**	**$2,860,000**	**$25,502,648**
Total Open Space Fund	**$7,897,285**	**$12,245,583**	**$8,335,148**	**$5,867,500**	**$3,945,000**	**$4,495,000**	**$2,860,000**	**$25,502,648**
Parks Development Fund								
Parks, Recreation & Open Space								
(New) Infrastructure Parks-PDF	0	0	316,595	0	0	0	0	316,595
(New) Systemwide Planning - PDF	0	850,000	0	0	0	0	0	0
(New) Westerly Creek Tr Improvements - PDF	0	0	350,000	0	0	0	0	350,000
61894 Construction Parks-PDF	3,460,778	786,560	4,432,229	1,721,096	1,355,805	56,486	0	7,565,616
Total Parks, Recreation & Open Space	**$3,460,778**	**$1,636,560**	**$5,098,824**	**$1,721,096**	**$1,355,805**	**$56,486**	**$0**	**$8,232,211**
Total Parks Development Fund	**$3,460,778**	**$1,636,560**	**$5,098,824**	**$1,721,096**	**$1,355,805**	**$56,486**	**$0**	**$8,232,211**

2023 - 2027 Capital Improvement Program
Projects Proposed to City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation[1]	2022 Projected Budget[2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Transportation Maint Fund								
Public Works								
PR005 Concrete Repair Program - TMF	0	0	6,074,000	2,224,000	2,224,000	2,224,000	2,268,480	15,014,480
PR006 Street Asphalt Overlay -TMF	0	0	49,548,203	24,742,867	25,359,331	27,889,610	28,447,402	155,987,413
PR007 Street Maintenance - Asphalt Overlay In House TMF	0	0	1,967,554	918,817	946,382	946,382	965,310	5,744,445
PR008 Street Maintenance - Chip Seal/Crack Seal TMF	0	0	3,748,489	1,650,000	1,650,000	1,650,000	1,683,000	10,381,489
PR009 Street Reconstruction - TMF	0	0	2,521,710	1,110,000	1,110,000	1,110,000	1,132,200	6,983,910
Total Public Works	**$0**	**$0**	**$63,859,956**	**$30,645,684**	**$31,289,713**	**$33,819,992**	**$34,496,392**	**$194,111,737**
Total Transportation Maint Fund	**$0**	**$0**	**$63,859,956**	**$30,645,684**	**$31,289,713**	**$33,819,992**	**$34,496,392**	**$194,111,737**
Total Capital Improvement Program (Excluding Aurora Water)	**$129,899,406**	**$133,898,358**	**$125,227,910**	**$77,298,005**	**$72,696,737**	**$79,260,795**	**$68,895,061**	**$423,378,508**

2023 - 2027 Capital Improvement Program
Aurora Water Projects Proposed to City Council

Fund\Department\Project\Title	Carryforward Appropriation 2021 [1]	2022 Projected Budget [2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Wastewater Fund								
Collection	32,054,807	43,625,000	31,674,738	17,628,279	4,458,232	16,634,026	19,804,667	90,199,942
Operations & General Management	48,134,953	2,250,000	2,725,000	2,000,000	700,000	2,200,000	700,000	8,325,000
Storm Water	20,547,826	1,940,000	11,325,000	21,586,488	14,211,488	7,613,633	5,338,805	60,075,414
Total Wastewater Fund	**$100,737,586**	**$47,815,000**	**$45,724,738**	**$41,214,767**	**$19,369,720**	**$26,447,659**	**$25,843,472**	**$158,600,356**
Water Fund								
Operations & General Management	70,643,018	5,957,656	3,325,000	6,912,000	5,624,360	437,091	450,204	16,748,655
Pumping	3,723,261	3,400,000	5,850,000	13,900,000	10,000,000	1,000,000	10,000,000	40,750,000
Source of Supply Other	44,299,729	7,500,000	24,100,000	66,750,000	67,000,000	2,000,000	20,000,000	179,850,000
Source of Supply Storage	25,562,092	17,980,853	26,639,903	27,550,741	24,963,631	149,145,000	106,290,000	334,589,275
Source of Supply Water	14,942,422	28,900,000	32,700,000	41,000,000	32,500,000	56,500,000	25,000,000	187,700,000
Transmission & Distribution	21,978,504	18,120,000	28,849,050	24,864,577	22,187,326	16,394,092	17,068,446	109,363,491
Treatment	30,427,424	24,100,000	37,260,000	31,527,000	34,375,000	30,675,000	36,525,000	170,362,000
Total Water Fund	**$211,576,450**	**$105,958,509**	**$158,723,953**	**$212,504,318**	**$196,650,317**	**$256,151,183**	**$215,333,650**	**$1,039,363,421**
Total Aurora Water	**$312,314,036**	**$153,773,509**	**$204,448,691**	**$253,719,085**	**$216,020,037**	**$282,598,842**	**$241,177,122**	**$1,197,963,777**
Total Capital Improvement Program	**$442,213,442**	**$287,671,867**	**$329,676,601**	**$331,017,090**	**$288,716,774**	**$361,859,637**	**$310,072,183**	**$1,621,342,285**

1 Figures represent previous years unspent appropriation as of December 31, 2021, as reported in the 2021 Annual Comprehensive Financial Report.

2 Figures represent an estimate of how the 2022 adopted budget will be amended by year-end 2022. This column includes the 2022 adopted budget plus budget transfers, Fall 2021 and Spring 2022 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2022. 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.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	187,245	192,862	198,648	204,607	210,745	217,067
2023 Budget	187,245	201,153	207,188	213,404	219,806	226,400
Budget Change	**$0**	**$8,291**	**$8,540**	**$8,797**	**$9,061**	**$9,333**

Project: Direct Costs-Purchasing Svcs (34501)

Changes reflect adjustments to direct cost projections in accordance with city policy.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	444,110	457,433	471,156	485,291	499,850	514,846
2023 Budget	444,110	501,292	516,331	531,821	547,776	564,209
Budget Change	**$0**	**$43,859**	**$45,175**	**$46,530**	**$47,926**	**$49,363**

Finance Changes Total:	**$0**	**$52,150**	**$53,715**	**$55,327**	**$56,987**	**$58,696**

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. This includes the Capital Projects Fund and the new Transportation Maintenance Fund.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	451,720	369,912	400,958	417,430	449,426	449,426
2023 Budget	451,720	712,976	401,734	417,630	449,626	420,115
Budget Change	**$0**	**$343,064**	**$776**	**$200**	**$200**	**($29,311)**

Project: ARTA Payment (25407)

The Aerotropolis Regional Transportation Authority (ARTA) was established on February 27, 2018 under an intergovernmental agreement between Adams County, the City of Aurora, and the Aerotropolis Area Coordinating Metropolitan District. Under the agreement, the City will collect, and remit any use tax and impact fees received within ARTA's geographic boundaries.

Initially, the expectation was for this area to grow faster than it is actually growing. This decreased budget represents the less aggressive growth rates.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	4,039,230	4,826,085	5,688,715	5,697,395	5,697,395	5,697,395
2023 Budget	2,545,236	3,338,438	5,277,900	5,219,637	5,257,651	5,353,945
Budget Change	**($1,493,994)**	**($1,487,647)**	**($410,815)**	**($477,758)**	**($439,744)**	**($343,450)**

Capital Program Amendments Detail

Capital Projects Fund

Non-Departmental

Project: Colfax Bus Rapid Transit (New)

The City and County of Denver (CCD), City of Aurora, Regional Transportation District (RTD), and the Colorado Department of Transportation (CDOT) will be pursuing grant funding to construct a bus-rapid transit project on Colfax Avenue. Aurora's share is $14.0 million. Aurora will be constructing 12 enhanced BRT stations which will include BRT branding elements, ticket vending machines, variable message signs with real-time schedule information, and emergency telephones. It is anticipated that a signature transit station/shelter will be constructed at the Havana Street BRT station location. Upon implementation, the project will reduce transit travel time, increase transit ridership, provide more affordable and reliable access to jobs and community services along the corridor, improve pedestrian safety, and create exciting streetscape, placemaking, and economic development opportunities.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	8,000,000	6,000,000	0	0	0	0
Budget Change	**$8,000,000**	**$6,000,000**	**$0**	**$0**	**$0**	**$0**

Project: Transportation Maintenance COP Payment (New)

In order to fully fund the city's transportation maintenance program, a one-time $35 million influx of budget was needed. An initial interest payment starts in 2022 in order to save money over the life of the debt. A Certificate Of Participation (COP) was chosen as the mechanism to obtain the funds. This is the annual payment for COP. The associated work is being done in the new Transportation Maintenance Fund.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	360,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Budget Change	**$360,000**	**$3,000,000**	**$3,000,000**	**$3,000,000**	**$3,000,000**	**$3,000,000**

Non-Departmental Changes Total:	**$6,866,006**	**$7,855,417**	**$2,589,961**	**$2,522,442**	**$2,560,456**	**$2,627,239**

Parks, Recreation & Open Space

Project: Fire Stations Xeric Landscape - CPF (New)

Funds landscape conversions to xeric and fire-wise materials in 2023. The additional $20,000 annually from 2024 through 2027 is for plant material replacement.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	0	408,184	20,000	20,000	20,000	20,000
Budget Change	**$0**	**$408,184**	**$20,000**	**$20,000**	**$20,000**	**$20,000**

Capital Program Amendments Detail

Capital Projects Fund

Parks, Recreation & Open Space

Project: HL Canal Underpass TIP match - CPF (New)

The $740,000 addition in 2023 is the City of Aurora's share of an anticipated $11 million Transportation Improvement Project (TIP) grant for the construction of a underpass along the Highline Canal as it crosses Colfax Avenue (known as Colfax Crossing #1) located east of the Colfax Ave and Airport Blvd intersection. Arapahoe County will lead the project and Adams County participation is pending board approval.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	0	740,000	0	0	0	0
Budget Change	**$0**	**$740,000**	**$0**	**$0**	**$0**	**$0**

Project: Infrastructure Trails-CPF (61842)

The 2023 budget addition is to fund Fulton Park ADA compliant curbs.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	0	60,000	0	0	0	0
Budget Change	**$0**	**$60,000**	**$0**	**$0**	**$0**	**$0**

Parks, Recreation & Open Space Changes Total:	**$0**	**$1,208,184**	**$20,000**	**$20,000**	**$20,000**	**$20,000**

Public Works

Project: Advanced Traffic Signal System (49663)

Funds appropriated in 2022 for receipt of Transportation Improvement Project (TIP) federal funds.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	400,000	0	0	0	0	0
Budget Change	**$400,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Concrete Repair Program (49713)

Budget moved to Transportation Maintenance Fund 2023-2027.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	2,224,000	2,224,000	2,224,000	2,224,000	2,224,000	2,268,480
2023 Budget	2,224,000	0	0	0	0	0
Budget Change	**$0**	**($2,224,000)**	**($2,224,000)**	**($2,224,000)**	**($2,224,000)**	**($2,268,480)**

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Direct Costs - Building Repair CPF (49872)

Changes reflect adjustments to direct cost projections in accordance with city policy.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	159,995	164,795	169,739	174,831	180,076	185,478
2023 Budget	159,995	176,418	181,711	187,162	192,777	198,560
Budget Change	**$0**	**$11,623**	**$11,972**	**$12,331**	**$12,701**	**$13,082**

Project: Direct Costs - Design, Engineering, etc. (49779)

Changes reflect adjustments to direct costs projections in accordance with city policy.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	1,622,704	1,671,385	1,721,527	1,773,173	1,826,368	1,881,159
2023 Budget	1,622,704	1,713,884	1,765,301	1,818,260	1,872,808	1,928,992
Budget Change	**$0**	**$42,499**	**$43,774**	**$45,087**	**$46,440**	**$47,833**

Project: Gun Club Priority Proj SARIA (49687)

Funds appropriated in 2022 for receipt of Arapahoe County's project contribution.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	1,800,000	0	0	0	0	0
Budget Change	**$1,800,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: HSIP Grant 19/20 (49680)

Funds appropriated in 2022 for receipt of Transportation Improvement Project (TIP) federal funds.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	1,924,740	0	0	0	0	0
Budget Change	**$1,924,740**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Miscellaneous Street Improvements (49702)

Funds appropriated in 2022 for reimbursement received from Regional Transportation District (RTD) for landscape maintenance along the light rail line.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	1,070,000	1,480,000	2,100,000	1,480,000	1,480,000	1,480,000
2023 Budget	1,620,369	1,480,000	2,100,000	1,480,000	1,480,000	1,480,000
Budget Change	**$550,369**	**$0**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Northwest Aurora Alley Paving Program (49753)

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.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	500,000	525,000	551,250	578,810	607,750	607,750
2023 Budget	500,000	525,000	551,250	578,810	607,750	638,138
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$30,388**

Project: Street Asphalt Overlay Program (49712)

In the 2022 Spring Supplemental, $4.0 million was added to this program from the General Fund. Due to the creation of the Transportation Maintenance Fund, a portion of these funds can go to Traffic Calming. The entire budget is being moved to the Transportation Maintenance Fund in the years 2023-2027.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	25,810,000	22,983,901	24,742,867	25,359,331	27,889,610	28,447,402
2023 Budget	23,310,000	0	0	0	0	0
Budget Change	**($2,500,000)**	**($22,983,901)**	**($24,742,867)**	**($25,359,331)**	**($27,889,610)**	**($28,447,402)**

Project: Street Maintenance - Asphalt Overlay In House (49793)

Budget moved to Transportation Maintenance Fund 2023-2027.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	866,073	892,055	918,817	946,382	946,382	965,310
2023 Budget	866,073	0	0	0	0	0
Budget Change	**$0**	**($892,055)**	**($918,817)**	**($946,382)**	**($946,382)**	**($965,310)**

Project: Street Maintenance - Chip Seal/Crack Seal (49794)

Budget moved to Transportation Maintenance Fund 2023-2027.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,683,000
2023 Budget	1,650,000	0	0	0	0	0
Budget Change	**$0**	**($1,650,000)**	**($1,650,000)**	**($1,650,000)**	**($1,650,000)**	**($1,683,000)**

Project: Street Reconstruction (49721)

Budget moved to Transportation Maintenance Fund 2023-2027.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,132,200
2023 Budget	1,110,000	0	0	0	0	0
Budget Change	**$0**	**($1,110,000)**	**($1,110,000)**	**($1,110,000)**	**($1,110,000)**	**($1,132,200)**

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Traffic Calming Improvements (49983)

This amendment provides additional funding for the Traffic Calming Program to respond to Council and citizen inquiries. The program includes outreach, study, analysis, and improvements. This funding is coming from the asphalt overlay program.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	750,000	273,327	0	0	500,000	0
2023 Budget	3,250,000	273,327	0	0	500,000	0
Budget Change	**$2,500,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Transportation Improvement Program (49743)

Funds appropriated in 2022 for receipt of Transportation Improvement Project (TIP) federal funds.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	-21,078,645	920,000	0	0	0	0
2023 Budget	-19,390,546	920,000	0	0	0	0
Budget Change	**$1,688,099**	**$0**	**$0**	**$0**	**$0**	**$0**

Public Works Changes Total:	**$6,363,208**	**($28,805,834)**	**($30,589,938)**	**($31,232,295)**	**($33,760,851)**	**($34,405,089)**

Capital Projects Fund Amendment Totals:

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
Changes Total:	**$13,229,214**	**($19,690,083)**	**($27,926,262)**	**($28,634,526)**	**($31,123,408)**	**($31,699,154)**

Capital Program Amendments Detail

Conservation Trust Fund

Parks, Recreation & Open Space

Project: Construction Open Space-CTF (61886)

Highline Canal funding shifted from 2024 to 2025 to balance the Conservation Trust Fund with no net funding change over the 2-year period. Budget added in 2027 completes the 5-year plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	1,550,000	50,000	150,000	650,000	650,000	0
2023 Budget	1,550,000	50,000	50,000	750,000	650,000	450,000
Budget Change	**$0**	**$0**	**($100,000)**	**$100,000**	**$0**	**$450,000**

Project: Construction Parks-CTF (61887)

The Rocky Ridge Park renovation project moved from 2025 to 2024 to meet American Recovery Protection Act (ARPA) associated grant spending requirements and the budget was increased due to inflation. Budget added in 2027 completes the 5-year plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	850,000	550,000	800,000	1,150,000	0	0
2023 Budget	850,000	550,000	1,350,000	850,000	0	100,000
Budget Change	**$0**	**$0**	**$550,000**	**($300,000)**	**$0**	**$100,000**

Project: Infrastructure Open Space-CTF (61847)

Miscellaneous small projects and restoration efforts on city open space properties are partially funded by revenue from the State's Conservation Trust Fund (Lottery proceeds). Funds shifted into alternate years to bundle projects to leverage economy of scale. Budget added to 2027 completes the 5-year plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	115,000	65,000	100,000	80,000	130,000	0
2023 Budget	115,000	65,000	80,000	100,000	80,000	165,000
Budget Change	**$0**	**$0**	**($20,000)**	**$20,000**	**($50,000)**	**$165,000**

Project: Infrastructure Parks-CTF (61703)

Park Infrastructure projects includes ADA compliance, security lighting, and water conservation projects. The increased funding across all years is primarily due to increased focus on ADA compliance and water conservation projects (cool weather turf conversions and irrigation enhancements). Budget added in 2027 includes similar projects across the park and trail system to complete the 5-year plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	1,250,000	437,500	837,500	795,000	910,000	0
2023 Budget	1,250,000	1,410,000	1,537,500	1,625,000	1,660,000	1,635,000
Budget Change	**$0**	**$972,500**	**$700,000**	**$830,000**	**$750,000**	**$1,635,000**

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 capital related recreation projects. The majority of the 2022 five-year budget plan in 2023 thru 2025 was related to yet to be defined capital recreation projects. Most budget related to undefined projects was eliminated in future years. The ongoing PROS Master Plan will be completed in the first half of 2023 and will better inform capital spending needs for the 2024 budget process. The remaining annual budget will support capital fitness equipment needs. Funds added in 2027 were added to complete the 5-year plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	1,165,000	1,790,000	465,000	1,015,000	1,015,000	0
2023 Budget	1,165,000	1,790,000	140,000	140,000	140,000	120,000
Budget Change	**$0**	**$0**	**($325,000)**	**($875,000)**	**($875,000)**	**$120,000**

Project: Infrastructure Trails-CTF (61794)

Funding shifted to alternate years to bundle projects to improve economy of scale. Projects to be adjusted as determined by the PROS master plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	25,000	25,000	25,000	25,000	0	0
2023 Budget	25,000	0	25,000	0	0	0
Budget Change	**$0**	**($25,000)**	**$0**	**($25,000)**	**$0**	**$0**
Parks, Recreation & Open Space Changes Total:	**$0**	**$947,500**	**$805,000**	**($250,000)**	**($175,000)**	**$2,470,000**

Conservation Trust Fund Amendment Totals:

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
Changes Total:	**$0**	**$947,500**	**$805,000**	**($250,000)**	**($175,000)**	**$2,470,000**

Capital Program Amendments Detail

Enhanced E-911 Fund

Information Technology

Project: MDC Infrastructure Replacement (37733)

The method for replacing the Mobile Data Computers (MDCs) has been changed from replacing a portion of the computers each year in the Police and Fire departments to a complete replacement of the MDCS in a specific department on a 5-year replacement cycle. This ensures that the Police and Fire Departments are using the same computer models throughout their life cycle for efficiency of support and maintenance. Annual increases in the number of public safety vehicles and the expectation that the costs of computers will increase up to 25% in 2023 causes updates to the 5-year projection annually.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	1,406,250	0	0	0	0
2023 Budget	0	1,406,250	0	726,185	1,757,813	0
Budget Change	**$0**	**$0**	**$0**	**$726,185**	**$1,757,813**	**$0**

Project: Radio System Infrastructure Upgrade (37747)

Due to expanding coverage requirements as the City continues to grow, a new radio tower is required in the Southeast section of the city to ensure adequate radio coverage for Public Safety response. The Information Technology Department is partnering with Aurora Water to design and construct the tower as well as fit it with the appropriate equipment.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	125,000	0	0	0	0	0
2023 Budget	125,000	1,775,000	0	0	0	0
Budget Change	**$0**	**$1,775,000**	**$0**	**$0**	**$0**	**$0**

Information Technology Changes Total:	**$0**	**$1,775,000**	**$0**	**$726,185**	**$1,757,813**	**$0**

Enhanced E-911 Fund Amendment Totals:

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
Changes Total:	**$0**	**$1,775,000**	**$0**	**$726,185**	**$1,757,813**	**$0**

Capital Program Amendments Detail

Golf Courses Fund

Parks, Recreation & Open Space

Project: Golf-Infra CTF Support (61606)

These projects are funded through a transfer from the Conservation Trust Fund to support the Golf Enterprise Fund. Projects primarily fund irrigation renovation, golf cart fleet replacements, and golf course path projects. Change in 2026 adds budget in anticipation of a golf cart fleet replacement and budget added in 2027 completes the 5-year plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	275,000	275,000	250,000	300,000	250,000	0
2023 Budget	275,000	275,000	250,000	300,000	300,000	250,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$50,000**	**$250,000**
Parks, Recreation & Open Space Changes Total:	**$0**	**$0**	**$0**	**$0**	**$50,000**	**$250,000**

Golf Courses Fund Amendment Totals:

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
Changes Total:	**$0**	**$0**	**$0**	**$0**	**$50,000**	**$250,000**

Capital Program Amendments Detail

Open Space Fund

Parks, Recreation & Open Space

Project: Construction Open Space-AdCo (62744)

Funds added to Star K nature park due to inflation and estimates for project exceeding expectations. Funds moved out of 2024 in anticipation of projects being adjusted to the master plan. Budget added to 2027 completes the 5-year plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	550,000	0	100,000	150,000	150,000	0
2023 Budget	550,000	400,000	0	200,000	100,000	50,000
Budget Change	**$0**	**$400,000**	**($100,000)**	**$50,000**	**($50,000)**	**$50,000**

Project: Construction Open Space-ArCo (61892)

Funds added in 2023 to Triple Creek Trail construction due to inflation. Changes in 2024 and beyond include reducing funds in small projects to better implement the PROS master plan. Budget added in 2027 to complete the 5-year plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	3,600,000	950,000	950,000	2,400,000	1,150,000	0
2023 Budget	3,600,000	1,550,000	400,000	1,700,000	450,000	400,000
Budget Change	**$0**	**$600,000**	**($550,000)**	**($700,000)**	**($700,000)**	**$400,000**

Project: Construction Parks-AdCo (62771)

Funds added to Parklane courts renovation in 2023. Moved up from 2024. All other years reduced or eliminated in anticipation of the PROS master plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	200,000	300,000	0	400,000	0
2023 Budget	0	300,000	0	0	200,000	0
Budget Change	**$0**	**$100,000**	**($300,000)**	**$0**	**($200,000)**	**$0**

Project: Construction Parks-ArCo (61902)

Some funding for Central Community park was shifted from 2023 to 2024 to accommodate timing of the master plan. Funds reduced in 2025 and 2026 in anticipation of the master plan. Funds added in 2027 to complete the 5-year plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	5,400,000	5,100,000	3,050,000	1,250,000	950,000	0
2023 Budget	5,400,000	3,650,000	3,850,000	800,000	700,000	250,000
Budget Change	**$0**	**($1,450,000)**	**$800,000**	**($450,000)**	**($250,000)**	**$250,000**

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. Funds moved out of 2024 and 2026 into 2025 and 2027 to bundle projects. Budget added to 2027 completes the 5-year plan

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	15,000	40,000	30,000	50,000	0
2023 Budget	0	15,000	20,000	50,000	0	110,000
Budget Change	**$0**	**$0**	**($20,000)**	**$20,000**	**($50,000)**	**$110,000**

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 shifted from 2024 and 2026 into 2025 and 2027 to bundle projects. Budget added to 2027 completes the 5-year plan

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	125,000	140,000	130,000	220,000	150,000	0
2023 Budget	125,000	140,000	80,000	270,000	100,000	225,000
Budget Change	**$0**	**$0**	**($50,000)**	**$50,000**	**($50,000)**	**$225,000**

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. Funds reduced in 2023, 2025 and 2026 in anticipation of the PROS master plan. Budget added to 2027 completes the 5-year plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	37,500	37,500	145,000	360,000	0
2023 Budget	0	10,000	37,500	25,000	280,000	260,000
Budget Change	**$0**	**($27,500)**	**$0**	**($120,000)**	**($80,000)**	**$260,000**

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 reduced 2023-2026 in anticipation of the master plan. Budget added in 2027 for irrigation system upgrades.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	1,515,000	1,920,000	1,420,000	1,465,000	2,405,000	0
2023 Budget	1,515,000	620,000	505,000	400,000	2,090,000	1,565,000
Budget Change	**$0**	**($1,300,000)**	**($915,000)**	**($1,065,000)**	**($315,000)**	**$1,565,000**

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. Funds reduced in 2025 and 2026 in anticipation of the PROS master plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	865,583	650,148	0	50,000	100,000	0
2023 Budget	865,583	650,148	0	0	0	0
Budget Change	**$0**	**$0**	**$0**	**($50,000)**	**($100,000)**	**$0**

Project: Infrastructure Trails-AdCo (New)

Projects include repairs to city trails in Adams County open space properties. Funds reduced in 2023 in order to bundle with other projects in 2024.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	25,000	25,000	0	25,000	0
2023 Budget	0	0	25,000	0	25,000	0
Budget Change	**$0**	**($25,000)**	**$0**	**$0**	**$0**	**$0**

Project: Infrastructure Trails-ArCo (61835)

Projects include repairs to city trails in Arapahoe County open space properties. Shifted unspecified capital trail maintenance budget from 2025 into 2024 to bundle projects.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	50,000	300,000	300,000	525,000	550,000	0
2023 Budget	50,000	0	450,000	0	550,000	0
Budget Change	**$0**	**($300,000)**	**$150,000**	**($525,000)**	**$0**	**$0**

Parks, Recreation & Open Space Changes Total:	**$0**	**($2,002,500)**	**($985,000)**	**($2,790,000)**	**($1,795,000)**	**$2,860,000**

Open Space Fund Amendment Totals:

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
Changes Total:	**$0**	**($2,002,500)**	**($985,000)**	**($2,790,000)**	**($1,795,000)**	**$2,860,000**

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 projects: Freedom, Fulton, Sidecreek, General's, Seven Hills, Pheasant Run, Lowry, and several others.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	786,560	2,648,135	1,813,879	1,355,805	714,392	0
2023 Budget	786,560	4,432,229	1,721,096	1,355,805	56,486	0
Budget Change	**$0**	**$1,784,094**	**($92,783)**	**$0**	**($657,906)**	**$0**

Project: Infrastructure Parks-PDF (New)

Parks Development Fund revenues (contributions by developers) are available for extensive renovations to City parks in areas where the revenues were collected. In 2023, budget was added to fund the strategic plan which will commence immediately following completion of the master plan.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	0	316,595	0	0	0	0
Budget Change	**$0**	**$316,595**	**$0**	**$0**	**$0**	**$0**

Project: Westerly Creek Tr Improvements - PDF (New)

Westerly Creek trail connection as part of Aurora Water realignment of the creek.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	0	350,000	0	0	0	0
Budget Change	**$0**	**$350,000**	**$0**	**$0**	**$0**	**$0**

Parks, Recreation & Open Space Changes Total:	**$0**	**$2,450,689**	**($92,783)**	**$0**	**($657,906)**	**$0**

Parks Development Fund Amendment Totals:

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
Changes Total:	**$0**	**$2,450,689**	**($92,783)**	**$0**	**($657,906)**	**$0**

Capital Program Amendments Detail

Transportation Maintenance Fund

Public Works

Project: Concrete Repair Program - TMF (PR005)

Creation of new Transporation Maintenance Fund and movement of Concrete Repair org. Includes additional funds totaling $35 million across all orgs.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	0	6,074,000	2,224,000	2,224,000	2,224,000	2,268,480
Budget Change	**$0**	**$6,074,000**	**$2,224,000**	**$2,224,000**	**$2,224,000**	**$2,268,480**

Project: Street Asphalt Overlay -TMF (PR006)

Creation of new Transporation Maintenance Fund and movement of Street Asphalt Overlay org. Includes additional funds totaling $35 million across all orgs.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	0	49,548,203	24,742,867	25,359,331	27,889,610	28,447,402
Budget Change	**$0**	**$49,548,203**	**$24,742,867**	**$25,359,331**	**$27,889,610**	**$28,447,402**

Project: Street Maintenance - Asphalt Overlay In House TMF (PR007)

Creation of new Transporation Maintenance Fund and movement of Street Maintenance - Asphalt Overlay In House org. Includes additional funds totaling $35 million across all orgs.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	0	1,967,554	918,817	946,382	946,382	965,310
Budget Change	**$0**	**$1,967,554**	**$918,817**	**$946,382**	**$946,382**	**$965,310**

Project: Street Maintenance - Chip Seal/Crack Seal TMF (PR008)

Creation of new Transporation Maintenance Fund and movement of Street Maintenance - Chip Seal/Crack Seal org. Includes additional funds totaling $35 million across all orgs.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	0	3,748,489	1,650,000	1,650,000	1,650,000	1,683,000
Budget Change	**$0**	**$3,748,489**	**$1,650,000**	**$1,650,000**	**$1,650,000**	**$1,683,000**

Capital Program Amendments Detail

Transportation Maintenance Fund

Public Works

Project: Street Reconstruction - TMF (PR009)

Creation of new Transporation Maintenance Fund and movement of Street Reconstruction org. Includes additional funds totaling $35 million across all orgs.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	0	0	0	0	0	0
2023 Budget	0	2,521,710	1,110,000	1,110,000	1,110,000	1,132,200
Budget Change	**$0**	**$2,521,710**	**$1,110,000**	**$1,110,000**	**$1,110,000**	**$1,132,200**
Public Works Changes Total:	**$0**	**$63,859,956**	**$30,645,684**	**$31,289,713**	**$33,819,992**	**$34,496,392**

Transportation Maintenance Fund Amendment Totals:

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
Changes Total:	**$0**	**$63,859,956**	**$30,645,684**	**$31,289,713**	**$33,819,992**	**$34,496,392**

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. First Creek Interceptor Segments 1B-1D is partially being pushed out from 2023 to 2024. The project will increase in cost by $5.0 million. Funding for Miscellaneous Sewer Replacement projects will increase by $8.6 million, with the largest increase occurring in 2023 ($6.3 million). Sewer Line Construction projects for the Sand Creek Interceptor were pushed to 2027 due to timing issues. Second Creek Interceptor Metro Connection is a new project in 2023 adding $3.8 million to the plan. No changes are anticipated in the 2022 projection.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	43,625,000	29,500,000	5,150,000	6,400,000	40,650,000	0
2023 Budget	43,625,000	31,674,738	17,628,279	4,458,232	16,634,026	19,804,667
Budget Change	**$0**	**$2,174,738**	**$12,478,279**	**($1,941,768)**	**($24,015,974)**	**$19,804,667**

Collection Program Changes Total:	**$0**	**$2,174,738**	**$12,478,279**	**($1,941,768)**	**($24,015,974)**	**$19,804,667**

Operations & General Management

The current plan was updated to include priority system rehabilitation related wastewater projects. Increases in 2023 through 2027 are largely due to several new Demolition projects that were added to the plan for facilities that are not in use or slated for demolition in the next few years. Each will cost approximately $700,000 over a 2-year period ranging from 2023 to 2027. Additionally, Kings Pointe Tower SCADA improvements increased by $375,000 in 2023. The Microwave Audit Corrections (AW Towers) project was added for $50,000 in 2023 and $300,000 for 2024. The Northeast Future Maintenance Facility project was added in 2024 for $1.0 million for the land purchase of a future satellite maintenance facility. We will review the need to lapse budgets at the end of 2022 as projects progress.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	2,250,000	2,000,000	0	0	1,500,000	0
2023 Budget	2,250,000	2,725,000	2,000,000	700,000	2,200,000	700,000
Budget Change	**$0**	**$725,000**	**$2,000,000**	**$700,000**	**$700,000**	**$700,000**

Operations & General Management Program Changes Total:	**$0**	**$725,000**	**$2,000,000**	**$700,000**	**$700,000**	**$700,000**

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 large decrease in 2023 is related to Westerly Creek Future Phases being pushed out predominantly into 2024 ($6.4 million) and 2025 ($5.0 million). The Alameda Street Outfall project added and additional $17.0 million in 2024, contributing to the large increase. Decreases in 2026 are primarily related to Detention Pond Land Acquisition reductions ($11.5 million) and reductions to Westerly Creek Future Phases ($4.8 million). No changes are anticipated in the 2022 projection.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	1,940,000	17,325,000	6,622,566	10,511,487	23,509,556	0
2023 Budget	1,940,000	11,325,000	21,586,488	14,211,488	7,613,633	5,338,805
Budget Change	**$0**	**($6,000,000)**	**$14,963,922**	**$3,700,001**	**($15,895,923)**	**$5,338,805**
Storm Water Program Changes Total:	**$0**	**($6,000,000)**	**$14,963,922**	**$3,700,001**	**($15,895,923)**	**$5,338,805**
Aurora Water Changes Total:	**$0**	**($3,100,262)**	**$29,442,201**	**$2,458,233**	**($39,211,897)**	**$25,843,472**

Wastewater Fund Amendment Totals:

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
Changes Total:	**$0**	**($3,100,262)**	**$29,442,201**	**$2,458,233**	**($39,211,897)**	**$25,843,472**

Capital Program Amendments Detail

Water Fund

Aurora Water

Operations & General Management

The current plan was updated to include priority system rehabilitation water projects. Funding for the Supervisory Control and Data Acquisition (SCADA) improvements for $1.9 million was added in 2023. The Automated Meter Reading System (AMI) funding was pushed out from 2023/2024 to 2024/2025. This was the driving factor for the decrease in 2023 and the increase in 2025. An additional $2.2 million was added for Solar Projects from 2023 to 2025. The decrease in 2026 is due to the Robertsdale Solar project being pushed up from 2026 to 2025. Additionally, $2.1 million was budgeted for Vault/Valve Rehab (2023-2027). No changes are anticipated in the 2022 projection.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	5,957,656	4,363,887	5,220,303	376,912	1,233,719	0
2023 Budget	5,957,656	3,325,000	6,912,000	5,624,360	437,091	450,204
Budget Change	**$0**	**($1,038,887)**	**$1,691,697**	**$5,247,448**	**($796,628)**	**$450,204**

Operations & General Management Program						
Changes Total:	**$0**	**($1,038,887)**	**$1,691,697**	**$5,247,448**	**($796,628)**	**$450,204**

Pumping

The current plan for Pumping includes system rehabilitation and expansion projects at the Quincy, Robertsdale, Wemlinger Zone 5, Marina Zone 7, and Powhaton Zone 8 Pump Stations. Quincy Pump Station improvements were added in 2023 ($4 million) and 2024 ($3.4 million), contributing to the increases in those years. Robertsdale pump station improvements increased by $3 million in 2024, and $5 million was added in 2024 for Wemlinger Zone 5 pump station upgrades, which is a new project. Marina Zone 7 Pump Station expansion is a new project and will add $500K in 2024 and $5.0 million in 2025. Powhatan Zone 8 Pump Station Expansion is also a new project adding $1 million in 2026 and $10.0 million in 2027. The Prairie Waters Pump Station increased in cost by $3.2 million in the 5-year plan. No changes are anticipated in the 2022 projection.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	3,400,000	1,350,000	2,000,000	0	2,787,200	0
2023 Budget	3,400,000	5,850,000	13,900,000	10,000,000	1,000,000	10,000,000
Budget Change	**$0**	**$4,500,000**	**$11,900,000**	**$10,000,000**	**($1,787,200)**	**$10,000,000**

Pumping Program						
Changes Total:	**$0**	**$4,500,000**	**$11,900,000**	**$10,000,000**	**($1,787,200)**	**$10,000,000**

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 North Campus Expansion to 30 MGD, Horizontal Wells, Quincy Intertie Wemlinger Pipeline,and the reduction of the Rampart Water Delivery System Expansion Phase I. The Horizontal Wells added $32 million from 2023 to 2025 and was a major contributor to the increase in 2023 and in 2025. Rampart Delivery System Expansion was reduced in 2024 by $50 million, increased in 2025 by $37 million, and reduced in 2026 by $18 million for a total reduction of $32 million. These changes were the major contributors to the variances in 2024-2026. Construction in the amount of $52 million will occur in both 2024 and 2025. The North Campus Expansion will take place in 2026 and 2027, adding $21.7 million to the plan. The Quincy Intertie Wemlinger Pipeline will cost $6 million in 2023. No changes are anticipated in the 2022 projection.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	7,500,000	1,000,000	107,814,586	22,500,000	18,958,446	0
2023 Budget	7,500,000	24,100,000	66,750,000	67,000,000	2,000,000	20,000,000
Budget Change	**$0**	**$23,100,000**	**($41,064,586)**	**$44,500,000**	**($16,958,446)**	**$20,000,000**

Source of Supply Other Program Changes Total:	**$0**	**$23,100,000**	**($41,064,586)**	**$44,500,000**	**($16,958,446)**	**$20,000,000**

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. The increase in 2023 is due mainly to increased costs for Aquifer Storage and Recovery ($4.2 million) and Eagle River Phase I ($6.6 million). The largest increases in 2024 are for Lower South Platte Storage Walker Site Improvements ($5 million), Kirby-Dersham/Challenger Site Development/Improvements ($2 million), and Aquifer Storage and Recovery ($2.5 million). Wild Horse Reservoir and Conveyances have increased by $146.0 million, which accounts for the majority of the increases in 2026 and 2027. No changes are anticipated in the 2022 projection.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	17,980,853	16,368,903	16,741,557	24,998,175	102,355,000	0
2023 Budget	17,980,853	26,639,903	27,550,741	24,963,631	149,145,000	106,290,000
Budget Change	**$0**	**$10,271,000**	**$10,809,184**	**($34,544)**	**$46,790,000**	**$106,290,000**

Source of Supply Storage Program Changes Total:	**$0**	**$10,271,000**	**$10,809,184**	**($34,544)**	**$46,790,000**	**$106,290,000**

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 ($187.7 million) is $53.8 million or 40.2 percent higher than the previous five-year plan ($133.9 million). Funding for Water Rights Acquisitions has increased in anticipation of future growth, resulting in an increase in 2023 ($7.5 million), a decrease in 2024 ($8.0 million), an increase in 2025 ($7.5 million), an increase in 2026 ($32.5 million), and an increase in 2027 ($25.0 million). Additionally, $11.7 million in funding was budgeted for Sand Creek Reclaimed Water Line Land Acquisition in 2023/2024. The Strontia isolation valve was reduced by $5.1 million in 2023 and pushed out to 2025 ($5.5 million) and 2026 ($4.5 million). There are no changes in the 2022 projection.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	28,900,000	29,500,000	36,500,000	19,500,000	19,500,000	0
2023 Budget	28,900,000	32,700,000	41,000,000	32,500,000	56,500,000	25,000,000
Budget Change	**$0**	**$3,200,000**	**$4,500,000**	**$13,000,000**	**$37,000,000**	**$25,000,000**

Source of Supply Water Program						
Changes Total:	**$0**	**$3,200,000**	**$4,500,000**	**$13,000,000**	**$37,000,000**	**$25,000,000**

Transmission & Distribution

The current Transmission & Distribution (T&D) plan includes changes in the project prioritization and delivery schedule for new water mains. As growth in the city has continued to be strong, there is a need to re-prioritize the delivery schedule. The new water mains needed to support development were evaluated and reprioritized per engineer estimates, resulting in a manageable delivery schedule and streamlined funding. The Pressure Zone 4 - Engineering and Easement Acquisition Services for Utility Extensions project was reduced by $2.0 million and pushed out from 2023 to 2024. An additional $4.0 million was added in 2024. $5.0 million was added in 2027 for future distribution projects. Zone 7 Storage Tank was pushed out from 2023 to 2024 ($5 million) and increased by $5 million in 2025. The Line Replacement budget was increased by $30.9 million from 2023 to 2027. No changes are anticipated in the 2022 projection.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	18,120,000	25,869,495	14,574,657	8,170,000	12,170,000	0
2023 Budget	18,120,000	28,849,050	24,864,577	22,187,326	16,394,092	17,068,446
Budget Change	**$0**	**$2,979,555**	**$10,289,920**	**$14,017,326**	**$4,224,092**	**$17,068,446**

Transmission & Distribution Program						
Changes Total:	**$0**	**$2,979,555**	**$10,289,920**	**$14,017,326**	**$4,224,092**	**$17,068,446**

Capital Program Amendments Detail

Water Fund

Aurora Water

Treatment

The current plan for Treatment includes the following water purification facility (WPF) improvements: $81.5 million for Griswold WPF, $62.3 million for Wemlinger WPF and $26.6 million for Binney WPF. Adjustments to the current plan include changes for shifting project prioritizations and delivery timelines. The Wemlinger Chemical Feed construction was pushed up from 2024 to 2023 and phase funded from 2023 through 2027. Funding increased by $2.0 million. The Griswold Solids Handling System Improvements construction project increased to $19.0 million in 2023 and $11.0 million in 2024. Funding for the project increased by $16.0 million. The Binney Flocculation/Sedimentation Basin Covers project added $8.0 million to the budget in 2023. No changes are anticipated in the 2022 projection.

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
2022 Budget	24,100,000	20,500,000	14,150,000	30,850,000	24,150,000	0
2023 Budget	24,100,000	37,260,000	31,527,000	34,375,000	30,675,000	36,525,000
Budget Change	**$0**	**$16,760,000**	**$17,377,000**	**$3,525,000**	**$6,525,000**	**$36,525,000**
Treatment Program Changes Total:	**$0**	**$16,760,000**	**$17,377,000**	**$3,525,000**	**$6,525,000**	**$36,525,000**
Aurora Water Changes Total:	**$0**	**$59,771,668**	**$15,503,215**	**$90,255,230**	**$74,996,818**	**$215,333,650**

Water Fund Amendment Totals:

	2022 Projected	2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned
Changes Total:	**$0**	**$59,771,668**	**$15,503,215**	**$90,255,230**	**$74,996,818**	**$215,333,650**

City of Aurora, Colorado

2023 CITY MANAGER'S
PROPOSED BUDGET

PUBLIC INPUT

Return to TOC

Return to TOC

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 Human Relations Commission (HRC), the Citizens' Advisory Committee for Housing and Community Development (CHCD), and the Citizens' Water Advisory Committee (CWAC).

CITY STAFF INVOLVEMENT AND THE BASIS OF BUDGETING

Each year, the Office of Budget and Financial Planning projects revenues for the next five years. The first year of the five-year projection is used as the basis for the annual operating budget. The annual operating budget balances operating expenditures with operating revenues.

For expenditures, the baseline for the development of the 2023 budget during 2022 is the projected amount approved by City Council during the adoption of the 2022 budget less one-time items and various adjustments. These changes may include: items approved in the 2022 Spring or Fall Supplemental ordinance; utility, water, and fuel rate adjustments; risk management adjustments; and fleet service adjustments. Personal services costs are calculated by the Office of Budget and Financial Planning to reflect current staffing levels and cost factors. These amounts are provided to the departments on a line-item basis.

Any new funding request that is not tied to the items noted above must be requested and specifically justified within a budget amendment request (an "add"). This process applies to requests to fund expanded or additional services. Similarly, departments submit budget reductions (a "cut") when lower revenue projections necessitate such items.

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 the spring. The budget submission includes line-item allocations.

After significant review of additions and reductions by the Deputy City Managers, the City Manager, and other Council appointees, the Office of Budget and Financial Planning consolidates prior year actual expenditures, the current year budget projections, and department budget submissions into the City Manager's proposed budget document. Items in the proposed budget are presented to City Council, both in one-on-one settings and formal presentations, for their consideration and approval. The City Council convenes a workshop in the fall to discuss the proposed budget. At this time, the City Council makes any desired adjustments to the proposal and forwards it to a formal meeting for a vote.

In accordance with the City Charter, the budget is adopted by December after appropriate public notices and readings. After the budget is adopted, City Council may adjust the budget by way of one or more supplemental appropriation ordinances during the year. These ordinances are normally considered in the spring and fall.

Budget Document

The Office of Budget and Financial Planning annually prepares two formal documents:

1. The *Proposed Budget* is a recommended budget using the current year budget with adjustments as approved by the City Manager.
2. The *Adopted Budget* is formally adopted by the City Council in the annual budget ordinance. It is the result of refinements made to the proposed budget by Council after analysis of overall city needs, priorities, and available resources.

BUDGET CALENDAR

Summary of Key Events

The city's fiscal year is January 1 through December 31. The budget is developed and considered between May and November. Monitoring and adjustment of the budget occur throughout the year. The following is a typical calendar.

January – May

- Final revenues and expenditures for the previous year are reported and analyzed;
- First quarter review of current year expenditures and revenues;
- Appropriation amendments are requested and the spring supplemental ordinance is presented;
- Goals and priorities for the next year are defined; and
- City Council members host "Budget Ward Meetings."

June – August

- Second quarter review of current year expenditures and revenues;
- Departments and Council Appointees prepare proposed budgets/adjustments;
- Executive staff evaluate projections and determine budget adjustments;
- Departments present budget adjustments to City Manager;
- Administrative fee changes are reviewed by the Management and Finance Committee;
- The Citizens' Advisory Budget Committee reviews and comments upon the City's budget proposals; and
- The proposed budget is produced and delivered to City Council.

September – December

- The Citizens' Advisory Budget Committee, the Citizens' Water Advisory Committee and the Citizens' Advisory Committee on Housing and Community Development present their findings 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.

AURORA

City of Aurora, Colorado

2023 CITY MANAGER'S PROPOSED BUDGET

Citizen's Advisory Budget Committee

AURORA

2022 Aurora Citizens Advisory Budget Committee
Introduction from the Chair

Honorable Mayor Mike Coffman and Distinguished Members of Aurora City Council,

First, on behalf of the members of the Aurora Citizens' Advisory Budget Committee, I would like to thank you for the opportunity you have given us to research and advise in this capacity. We are grateful for your appointments and to be able to contribute as citizens to this great city.

The 2022 Citizens Advisory Budget Committee is excited to bring you a Report that is the result of many hours of research, meetings with city staff, and lively internal discussion. The committee as a whole - and subcommittees - have had the opportunity to learn from the experience and insights of such speakers as City Manager Twombly, members of City Council, Bob Oliva, Greg Hays, Fire Chief Gray, Tina Buneta (911 ECC), local business leaders, and several others.

Personally, it was a privilege to be part of such a great group of committee members. We have all benefitted from the many perspectives, experience, opinions, and knowledge of the diverse committee members. I am very pleased and honored to chair this wonderful group of Aurora Citizens who have worked very extensively to present you this set of recommendations.

This year's Report includes five subcommittee reports which were approved by the entire committee. Each subcommittee report was approved with overwhelming support and include:

- Departmental Review – Fire Department *(Unanimous, with one abstention)*
- Departmental Review – 911 Emergency Call Center *(Unanimous)*
- Efficiencies *(14 yes; 1 no; 1 abstention)*
- Retail Development *(Unanimous, with one abstention)*
- Revenue Generation *(Unanimous)*

Also, I would like to thank Greg Hays, Tammy Hoyle, and the rest of the City of Aurora's Budget Staff. They have gone above and beyond to help and provide guidance throughout this year. Without their help, this committee would not function properly nor successfully. I would also like to recognize my two other Executive Committee Members, Danielle Lammon (Vice-Chair) and JulieMarie Shepherd Macklin (Secretary). Without their work this year, this committee would not have run nearly as efficiently or effectively.

On behalf of the 2022 Citizens Advisory Budget Committee, I present to you the 2022 Report.

Sincerely,

Jonathan (Jono) Scott
Chair, 2022 Aurora CABC

2022 AURORA CITIZENS' ADVISORY BUDGET COMMITTEE

SUBCOMMITTEE REPORT - AURORA911 aka EMERGENCY COMMUNICATIONS CENTER (ECC)

AURORA911 REVIEW SUBCOMMITTEE MEMBERS:
Andris Berzins, Marsha Berzins, Sunny Bunka, Janet Marlow, Jim Mattson, David Rich, and Julie-Marie Shepherd Macklin

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OBJECTIVE:

Members of this subcommittee were tasked to review the budget and procedures of the Aurora911 Department ("ECC") since it recently became its own department on January 1, 2021. The Subcommittee took a tour of the ECC on May 5, 2022 and met with Tina Buneta on June 21, 2022.

OVERVIEW:

The ECC has an adopted 2022 budget of $12,977,198 and 91 FTEs. Currently it has 74 FTEs who work 12-hour shifts. As of July 13, 2022, Aurora911 has fielded 150,893 9-1-1 calls (average 758/day), and 139,256 non-emergency calls (average 718/day). Starting salary is $25.34 a per hour as a trainee and with certification, $27.11 per hour. It takes two months of academy training and then three months of training on the floor. From this point of certification, there are four additional non-supervisory career progression steps which result in an average salary increase of 7% per step.

Currently the ECC is being upgraded which includes the Computer Aided Dispatch (CAD) system, new flooring, and replacing workstations with a completely ergonomic setup including sit/stand workstations, and individual LED lighting.

In 2023, The department will explore options for a new cloud-based call management system that would create options for remote non-emergency call taking.

BUDGET WISH LIST:

Ms. Buneta provided the top five wants for the department:

(1) A new facility since they have outgrown their current facility which is located with the Tallyn's Reach Library and Fire Station No. 13. The hope is that the new facility would include the ECC, a modern training lab for new hires, Access Aurora (311), the Emergency Operations Center, and a traffic operations center.[1]
(2) Onsite 24-hour childcare center. The expectation is that ECC staff will feel more satisfaction and engagement with their work and help with retention. Childcare accessibility has been frequently cited as a critical factor in employee attendance and retention.
(3) Subsidize wellness activities such as yoga classes, gym memberships, and other types of activities to improve the physical and mental health of the employees.

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[1] Denver has a traffic operations center and in a CABC report to City Council in September 2019 on the Capital Projects Fund, the CABC recommended that Aurora needs a traffic management system

(4) Explore AI platforms which can be used for servicing non-emergency calls to cut down on wait times and to better prioritize emergency and non-emergency calls.
(5) Increase the professional development budget from $75,000 to $150,000 to enhance professional knowledge, engagement, and career satisfaction.

SUMMARY AND RECOMMENDATIONS:

The Subcommittee was impressed with the friendliness and positive attitude of the ECC personnel especially given the intense and highly stressful environment in which they work. Also, the facility can use some cosmetic upgrades such as new carpeting and workstations, which is being done.

The Subcommittee supports Ms. Buneta's "Budget Wish List." A review of the facility clearly shows the ECC has outgrown its current space and combining the various communication outlets makes sense. The City of Aurora should consider that any new facility (or retrofitting the current one, if possible) should include a 24-hour childcare center and to expand its usage to include the police and fire departments. If this is not feasible, then perhaps give an incentive for a private childcare center in the area to provide those services, should be explored. A new communications facility should be a part of the Capital Infrastructure Master Plan.

The cheapest of the wish list items should be implemented within the next budget cycle, specifically subsidizing wellness activities which is imperative given the stress of the job. And increasing the professional development budget from $75,000 to $150,000 which would show that the city cares about the ECC personnel and their service to Aurora.

Respectively submitted,
Aurora911 Department Review Subcommittee

2022 AURORA CITIZENS' ADVISORY BUDGET COMMITTEE

SUBCOMMITTEE REPORT – AURORA FIRE DEPARTMENT

AURORA FIRE DEPARTMENT REVIEW SUBCOMMITTEE MEMBERS:
Andris Berzins, Marsha Berzins, Sunny Bunka, Janet Marlow, Jim Mattson, David Rich, and Julie-Marie Shepherd Macklin

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OBJECTIVE:

Members of the subcommittee were tasked with reviewing the budget and procedures of the Aurora Fire Department. The Subcommittee met with Fire Chief Fernando Gray, Deputy Chief of Professional Development & Personnel Support Allen Robnett, Deputy Chief of Operations Rob Weber, and Asst. Director of Fire Management Services Mathew Wasserburger on June 21, 2022. The subcommittee also met with several rank-and-file members of the department to get their perspective.

OVERVIEW:

CABC subcommittee did a review of the Fire Department in 2018. One major change that occurred since that report was the change in the work schedule. The work schedule was changed from a 56 hour work week to a 48 hour work week (24 hours = 1 day), with 1 day on and 2 days off. This new schedule has significantly improved morale. Since Chief Gray joined the Fire Department, the attrition rate has fallen and is under 5% Year to Date for 2022.

The Fire Department has an adopted 2022 budget of $72,889,537, 441 civil FTEs (includes 2022 graduating classes), and 18 career FTEs. Starting salary is $55,335 for 2022 with paramedics earning up to $100,000 based on experience. It takes six months of full-time training to become a paramedic. The department also consists of a) 17 fire stations (one temporary), b) 17 frontline engines with 6 engines in reserve for back-up and 4 in reserve for training, c) 6 ladder trucks with 3 in reserve, d) 4 MSU's (Medical Support Units) with 1 in reserve, e) 4 Battalion Chiefs and vehicles and 1 vehicle in reserve. Each fire engine and ladder truck are staffed with 4 firefighters with one being a paramedic.

Chief Gray announced at our meeting that he will be leaving the department mid-July for Las Vegas.

FINDINGS:

There are currently 17 fire stations in the City of Aurora. Of those 17, the 3 newest stations were built in 2018, Station 15 & 16 and Station 5 in 2019. Station 17 is at the moment a temporary station. There are currently 7 stations in need of rebuilding/replacement due to their advanced age and infrastructure needs. The highest priority is Station 8 on Chambers right across from the Aurora Municipal Center due to its infrastructure. The second priority is Station 4 at Mississippi & Peoria due to its age (built in 1967). Station 8 & 4 are currently on the Capital Infrastructure Master Plan. The department has plans to make Station 17 permanent.

Of the 78,818 calls that the Fire Department receives, 70% are for emergency medical services and of that 70%, 30% of those can be managed by the Medical Support Units or MSU's. There are 4 MSU's in service and are located at Stations 1,2,4 & 7. These are 2 person units with 1 paramedic, and 1 EMT running from 10:00am – 6:00pm. These units are staffed using overtime personnel as to not impact needed personal for other fire apparatus. The consensus from the rank and file is that the MSU's, as currently configured do not have enough manpower to always be effective when dispatched. An example would be if a larger person was to fall, it would be difficult for only two people to be able to lift that person up. In that situation an engine would then have to be dispatched or they would have to wait for the ambulance if one was called.

The Chief and Matt Wasserburger have worked diligently to find and secure grant funding from FEMA and other entities. Through these grants the department gained a 4th Battalion Chief, a ladder truck and the FTEs to support it. They are continuing to work to find additional grants.

Suicide prevention, cancer prevention and the overall mental and physical health of the firefighters is of the upmost concern to leadership and rank and file. Deputy Chief Rob Weber feels that the current mental health and wellness program is going well, however it needs to be expanded. Department is looking at direct site assistance for help rather than general city assistance.

BUDGET WISH LIST:

Chief Gray provided the top five wants for the department:

(1) Training for an additional 40 paramedics. It costs $10,000 to train a paramedic and they are out of service for 6 months. During this time there would need to be an increase in overtime to cover the manpower shortage
(2) Health and wellness expanded. There is currently budgeted $35,000. They would like to see that increased to a minimum of $70,000 (police budget for similar services is $200,000)
(3) Add another engine at Station 2 and 17 FTE's to support that addition.
(4) Add a Logistics One position and vehicle to support it. This would require 4 additional FTE's. This vehicle would carry extra gear for the firefighters in case of an emergency malfunction – i.e. regulator, oxygen tank, bunker gear, etc.
(5) Office of Emergency Planning created a career position with grant funding that is about to run out. There is a desire to keep this position within the department.

BUDGET WISH LIST:

Rank and File provided the top two wants for the department:

(1) A third set of bunker gear for all firefighters. They now have 2 sets which can be problematic when one set is being washed. For 17 stations and 441 firefighters there are only 4 extraction washers. The bunker gear must be picked up, transported to the washer closest to the station, washed, dried and transported back which could take up to 24+ hours. During that time the firefighter is left with only one set which, if there

are multiple calls, they have to re-wear that gear. This increases their exposure to cancer related chemicals. Bunker gear has a life span of 7 years and costs between $4,000-$5,000 per set. To outfit 441 firefighters with an additional set at $4,000 = $1,764,000 one-time cost.

(2) Pre-packaged or pre-loaded medication. The feeling is that this would reduce human error especially during those 2:00 a.m. calls. At the moment there are only a few medicines that are pre-loaded out of the over 30 medications carried. The general consensus is that the EMS budget is weak and needs attention.

The rank and file agree with Chief Gray's 5 top five priorities.

SUMMARY AND RECOMMENDATIONS:

The Department appears to be running well though a change in the leadership may be an adjustment since Chief Gray seems to have done a good job running the Department. The Subcommittee did not hear anything negative about his performance.

The Budget Wish List seems reasonable and if the General Fund was unlimited, all should be provided in the budget. Given the General Fund constraints, the next two budget cycles should focus on these items:

(1) A third set of bunker gear. The health and safety of the firefighters should be a prime objective of the Department. Prevention needs to be of the highest priority. Cost would be approximately $1,764,000

(2) Pre-package or pre-loaded medication. This is for the safety of the citizens when medication needs to be dispersed in an emergency situation.

(3) Expansion of health and wellness. The excellent physical and mental conditions of the firefighters are imperative to do their job and to prevent future health issues. Again, prevention needs to be of the highest priority. Cost would be $70,000

(4) Training for additional paramedics to account for the growing city and high volume of medical calls they receive. Cost would be approximately $10,000 per person.

Respectively submitted,
Aurora Fire Department Review Subcommittee

2022 AURORA CITIZENS' ADVISORY BUDGET COMMITTEE

Efficiencies Subcommittee Report

Subcommittee Members:
Gretchen Dirks, Max Gimelshteyn, Jono Scott, and Mike Senich

Mission Statement:
To provide citizen input on current and future budgetary needs and efficiencies within the City of Aurora departments.

Executive Summary:

The Efficiencies Subcommittee has found three areas within the city budget where we believe there is the opportunity to increase efficiencies for cost savings:

1. Improve workforce retention and recruitment,

2. Review of the Aurora Public Defender's Office to determine if there are alternative resources that may be able to provide that service to the city more feasibly,

3. Create a review process of city awarded grants that will hold recipients accountable for using the funds as issued with an audit system.

By addressing these three areas, the subcommittee believes the city of Aurora can be more efficient in providing services to citizens with minimal investment and procedural improvements.

General Overview and Purpose:

The Citizens Advisory Budget Committee formed this Subcommittee with the end goal of providing a set of recommendations aimed at addressing the efficacy of general fund expenses. To accomplish this goal, the subcommittee worked closely with city personnel to identify areas where there were inefficiencies. The subcommittee worked together to identify the leading cause of the inefficiencies and then developed recommendations on how to improve performance in those areas. We developed a list of recommendations that could be studied and discussed by the City Council for implementation to improve efficiencies throughout the City of Aurora.

Finding #1: Recruitment and Retaining of Workforce.

The subcommittee wants to highlight the need for improved human resources (HR) to aid in finding, hiring, and retaining a qualified and effective workforce.

- As of late July 2022, the city has an 18% vacancy rate among established positions.

- In 2022 alone, the city has incurred more than $2M in additional budget expenses for Overtime Compensation and Special Pay. While some of these costs could be considered a fixed cost and/or unavoidable (like APD overtime) this amount seemed to far outpace any other year in Aurora's history.

- In 2022 alone, the city is experiencing three times the increase in Human Resources turnover compared to 2021. This situation has been detrimental to the city's ability to hire the additional employees in a timely manner.

Recommendations:

The recommendations listed below reflect a combination of approaches to look more holistically at the current situation.

HR Department Review

The subcommittee recommends that an external firm be retained to complete a review of the HR department roles, responsibilities, and scope of work to determine if it is structured in a way to meet the city's growing needs. The review would include determining if there are specific roles that may be more efficiently fulfilled by outside agencies or firms to fill open positions rather than a full-time employee. The review would also allow an outside perspective for discovery to determine if there are overlapping or missing functions within departments that can be realigned.

The current turnover rate in the HR department is creating a backlog of open positions throughout the city that impacts overall morale and productivity as every department waits for applicants to be reviewed and pushed through the hiring process. By finding faster and more efficient ways to get through the hiring process, there will be a positive impact made citywide.

Recruitment of New Employees:

There currently is a long list of vacant positions that need to be filled. This has become commonplace across industries after the Covid crisis lifted restrictions. The subcommittee recommends the following to attract new hires:

Focus on Competitive Pay and Benefits:

The City of Aurora has great benefits for employees that can be highlighted and marketed more proactively. For example, bring to focus that the City of Aurora is stepping up to offer more competitive pay than before and to provide benefits not common in the private sector, like having a pension system over a 401K. Through messaging, encourage prospective employees to realize that Aurora provides a "Job for Life" with opportunities to grow and support the community in which they live.

To attract and recruit a quality workforce, consideration should be made to offering a flexible pay and benefits program. An employee's position is assigned a dollar value, but instead of receiving a set salary amount with set benefits, the employee can choose from a list what options work best for them. Although elements of this system are in place, we

recommend adjusting and clearly stating these options to prospective employees. Ultimately, the total dollar value of the package would be the same, but the employee now has options for how the total package is paid. (For instance, a younger potential employee may desire to have their commercial driver license (CDL) training covered and receive a higher pay, but an older worker who already has a CDL would prefer higher medical insurance coverage and more compensation placed into their retirement fund.)

Additional compensation to the City of Aurora employee, if their health benefits are covered by a spouse or partner. This could be a pre-determined set amount paid each pay period.

Competitive Marketing:

The city should pursue a more proactive marketing campaign to attract employees. Either assigning a full-time employee (FTE) or hiring an outside agency to manage the open job listings would be beneficial in keeping them current. They would be responsible for using common job search platforms to recruit a quality workforce. (e.g. The City's LinkedIn platform shows "0" job listings as of late July 2022, even though there is an 18% vacancy rate.)

Training Future Workforce:

Implement education and training programs (career days, internships, tours, academies, lifeguard training, etc.) for citizens, especially youth, to create a better understanding of what it means to work for the City of Aurora and the benefits of doing so. This would help to create interest in some of the needed part-time positions that can be filled by younger employees, like lifeguards. This can be accomplished by integrating with schools at career days and job fairs.

Implementing these recommendations for new hires would help alleviate budgetary stress on overtime pay, improve morale, and open a wider recruitment pool. Although some of these recommendations are being done, we believe that enhancing and/or reviewing and updating current business processes and operations could be beneficial to the City of Aurora leading to more efficient operations and cost savings.

<u>Retaining current employees:</u>

The budgetary strain of recruiting and training shows the need to retain a loyal workforce. This should be an essential priority to city management. The subcommittee recommends the following to retain a quality workforce:

- We support the recent pay raises (totaling $8.4M) that match inflation and are more competitive in the field.
- Implement flexible pay and benefits program. This would be an "a la carte" package with choices for benefits like health, pay and retirement. The total package would be the same total monetary amount for each position but distributed to the options that the employee chooses. This is mentioned above as an incentive to attract new employees and should extend to current employees also. Different walks of life have different needs and we want to be as flexible and accommodating as possible.

- Provide a directory of local benefits available to city employees provided by the city and local businesses. As an idea, the City of Aurora could provide free (or discounted) access to the city recreation centers and/or a yearly pass to the Aurora Reservoir. To include local businesses, solicit them for free and discounted items and services.
- Acknowledge and reward loyal employees with gift cards, one-time compensation checks, tickets to local games or events, etc. to boost morale. Plus, reward long-term employees on special anniversaries (10, 15, 20, 25 years and so on) with something special so that the employee knows that their years of service are recognized.
- Encourage employees to use their Bonus Personal Time Off to take a break from work and get "paid" to volunteer their time in the community.
- Remind and educate employees about their benefits and how best to utilize them. We recommend annual training sessions during work hours at various hours to review benefits options and how to access them.
- Give benefits, bonuses and pay increases in both a subjective (to all employees) and objective (to well-performing employees) approach to encourage better productivity and output.

Finding #2: Public Defender's Office

Although a general budgetary review of every department is beneficial to the City as a whole, we recommend starting with the Aurora Public Defender's Office. Only two municipalities in Colorado have a Public Defender's office, The City and County of Denver and Aurora. We recognize the need for this office in Denver as it provides a service that is necessary with the size of the population and the legal instances that are specific to the municipality being a combined city and county, but this is not the same situation in the City of Aurora.

Recommendations:

- We recommend a cost-benefit analysis review of the Aurora Public Defender's Office versus having the services and responsibilities fulfilled by the Office of the State Public Defense and/or Alternative Defense Council.

Finding #3: Grant Programs

Through conversations and observations, we have concerns that the current grant programs are not designed to vet applications for qualified participants and audit for proper use of grant funds. We believe that there needs to be an employee or city staff who reviews applications and then audits the awards given out for potential fraud. We believe that there needs to be established checks and balances so that certain organizations cannot simply snap up the grants, then just collect the paycheck.

Recommendations: We recommend that the city conduct a review of the grant process to determine and ensure that levels of accountability are met as a requirement of receiving grant funds.

Summary of Recommendations from the Efficiencies Subcommittee:

We recommend that the Council makes employee retention and new employee recruitment a top priority for 2022. We support and applaud the $8.4M that was recently committed to this cause.

We recommend removing any redundancies in operations that can be outsourced or fulfilled by temporary employees. This will ultimately save the city funds as well as take the burden and responsibility of providing a service that isn't a core competency out of the city's hands.

The subcommittee recommends that the City provide additional support to HR to aid in filling currently open positions. Our recommendations are grounded in the principle of boosting employee morale, recruiting the best talent possible and providing a healthy work environment.

We recommend the City study the efficiencies and budgetary concerns of all departments for cost savings, starting with the Aurora Public Defender's Office to determine if it is the most cost-effective solution in service citizens in lieu of utilizing the Office of the State Public Defense and/or Alternative Defense Council.

We recommend that the City establish a grants program review and audit process to assure that funds are being gifted to qualified participants who are held accountable for properly using said funds through an audit process.

Conclusion:

The Efficiencies Subcommittee believes that by focusing on current employee retention and new employee recruitment there is opportunity to staff the City of Aurora more fully. Along with a cost analysis of the Aurora Public Defender's Office, the city can save money and then utilize those funds to invest in other departments. The review of the grants program will provide more insight on how these funds are being used to benefit the City of Aurora.

AURORA CITIZENS' ADVISORY BUDGET COMMITTEE

2022 Retail Development Report

Retail Development Subcommittee:
Members: Katrina Zerilli, Jim Mattson, Omar Montgomery, Tikneshia Beauford, and Michael Westerberg

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Executive Summary:

We believe Aurora should explore expanding their small business incubator program. These incubator programs are designed to aid small businesses in getting off the ground and giving them a better chance at long term success. That success is achieved through educating entrepreneurs in marketing, location choices, money management, and many other areas. Incubators typically provide small businesses a lower cost of entry into the market through reduced rents or free facilities to start selling their wares, making their food, and other items necessary to getting their business off the ground. Aurora does already participate in one such program, called Aurora-South Metro Small Business Development Center, but we believe the program could be more robust and move beyond educational courses and consulting.

We are recommending council look into multiple ways to expand Aurora's small business incubator program by acquiring low-cost resources for small business start-ups to use at low or no cost and educating these same small business owners in all areas necessary to sustain a business for many years. This could be through a city led and owned project or through partnerships with non-city entities.

More resources put into the small business incubator program should result in more small businesses in food and retail opening up in Aurora and staying open for many years to come, all the while bringing customers from around the metro area and generating sales tax for the city.

General Overview and Background:

Over 99% of businesses around the country are small businesses. They also generate over forty percent of the overall economic activity in the US.[1] Roughly 21% of those businesses do not make it to their first birthday and 33% do not make it to their fifth birthday. Surveys point to the most common reasons small businesses fail: running out of capital or not starting with enough capital; not knowing how to manage the capital they have or have access to effectively; not having enough experience to make good business decisions; the business is located in the wrong place; and there is no or not a big enough market for what the business is selling in the location they are selling it in. In essence: a lack of affordability, guidance, and business education.

[1] https://advocacy.sba.gov/2019/01/30/small-businesses-generate-44-percent-of-u-s-economic-activity/

Aurora relies on sales tax dollars to fund approximately 65% of the general fund. An estimated 20% - 30% of the sales tax collected by Aurora comes from small businesses. Every time a small business fails and takes up a space that could have been used for a better suited small business, Aurora loses out on commerce, local jobs, and sales tax dollars.

Investments and partnerships that aid and educate small businesses can not only create more local jobs and aid in the success of local entrepreneurs, but also put more money in the city's general fund every year. These investments, in the form of a small business incubator program, are common in cities around the county[2] so it is no surprise that Aurora is already a part of one of these programs.[3] We believe a significant expansion of Aurora's current program would be a worthwhile investment for the city.

According to the Initiative for a Competitive Inner City (ICIC), founded by Harvard Business School Professor Michael Porter, "Business incubators used to be considered an innovative approach to supporting small businesses. Now they are ubiquitous... in each of the nation's 10 largest metros, incubators and networking are the most common cluster-oriented small business growth strategies."[4]

Business incubators take many different forms, but they all are designed to educate and put the answers in one easy-to-access place for small businesses, so they have the best chance at success and earn the city more sales tax dollars. Some, such as Aurora's current program, give small business owners access to webinars, education material, one-on-one training and consulting sessions with industry leaders, and other valuable services, but only if the business owner seeks out the services - and most of those services come at a cost. Many business incubator programs are far more hands-on, providing low-cost space for businesses to start in, then training and educating on-site. Other incubators provide financial assistance, such as small business loans at below market rates, to aid small businesses with their capital needs

The city uses land within the Aurora Cultural Arts District and offers grants every year to help this area sustain and grow. One of the inhabitants of this sixteen-block area is Lady Justice Brewery. Lady Justice Brewery is a philanthropic brewery and gives all its profits to charity through small grants. They have been very successful since opening a few years ago. Part of the success stems from the landlord at this property wanting to work with the city to help small businesses. Lady Justice has used city-owned infrastructure at this property to grow so successfully, and they are looking for a larger location to move into. The city has proposed using its city-owned infrastructure at this location as an education platform to teach others who want to learn how to brew beer. The landlord loves this idea and even offered the property at no rent if it is used for education. We believe the city should explore more opportunities such as this by seeking other already owned city lands suitable for business incubators or purchasing new locations.

[2] https://icic.org/wp-content/uploads/2017/06/JPMC-Cluster-Report_Building-Strong-Clusters_FINAL_v2.pd f

[3] https://www.aurora-southmetrosbdc.com

[4] https://icic.org/blog/cluster-focused-business-incubators/

Aurora can purchase more business infrastructure through sales of failed businesses–often for pennies on the dollar. Connecting these would-be entrepreneurs with education and mentoring while setting up in these strategic locations could lead to success for the business owner, the patrons, and the city.

Additionally, on the retail side, our subcommittee recommends the city should explore cooperative agreements with existing landlords or use city-owned property to provide booths and/or carts (like in the middle of shopping malls) as infrastructure for small retail businesses. The Stanley Marketplace is a good private sector blueprint that brings in out-of-city revenue. The incubator spaces could be rented at below market value and allow the owners to use city-owned infrastructure until they grow out of the space or fail. Failure in this sense typically means their revenues, or some other pre-agreed upon measure, fall below a certain amount for a certain period of time. Cooperation with willing and successful local entrepreneurs and/or educational institutions (such as the Community College of Aurora) could provide the necessary retail business education for these potential start-ups.

Establishing and applying clear criteria would also be of concern in regards to whom is receiving these opportunities to start small businesses with the help of the city. However, Aurora deals with this issue every time they seek grant recipients and should be well equipped to handle such a fairness issue. It is worth studying if any extra FTE is needed to properly administer the operations of such an expanded program.

Recommendations:

The Retail Development Subcommittee believes expanding the city's business incubator program would be a net positive for the city and recommends a feasibility study be conducted so information can be attained as to how much this program needs to be expanded and how quickly the program could be expanded. Such a feasibility study would likely need to include potential cost to the city over a specific time period (i.e., 2 years, 5 years, and 10 years) and a set of milestones required for successfully undertaking such a program expansion.

Other Aurora Economic Development groups (AEDC, Chamber of Commerce, etc.) are not City of Aurora entities but still provide valuable services to Aurora and Aurora's business community. So, if the city is unwilling to operate such an incubator program itself, we recommend Council create or partner with such afore mentioned outside entities to accomplish the expansion of Aurora's business incubator program.

Our research has also led us to specific items and actions we believe Aurora should consider implementing as part of the business incubator program expansion, such as:

- Partnering with the Aurora-South Metro Small Business Development Center, local colleges for courses, and businesses for education, mentorship, and consulting
- Hosting networking events, allowing the city to hear from our local startups regularly to support their growth

- Providing e-commerce and social media support, like using the city's mobile photography studio combined with best practice education
- Offering education on Retail Cooperatives, which can include small business incentives and retail businesses getting together to cooperatively own property and reduce their individual costs through the whole (i.e., local farming cooperatives)
- Incentivizing employee-owned businesses — tax credits (like those used by the Missouri Department of Economic Development's "Small Business Incubator Tax Credit Program"[5] [6] and the Oklahoma Small Business Incubators Incentives Act[7]), cheaper start up fees, etc. (many studies show that these businesses are stronger and more resilient, less likely to cut jobs during a recession, were more likely to retain jobs during the pandemic, and see productivity and performance increases after going employee-owned)
- Providing resources and education surrounding the legal and tax responsibilities businesses must deal with on an annual basis and a business life-time basis.
- Providing targeted grants and opportunities to traditionally underserved communities.

[5] https://ded.mo.gov/sites/default/files/programs/flyers/SBIProgramSummary07.pdf
[6] https://ded.mo.gov/programs/business/small-business-incubator-tax-credit
[7] https://www.okcommerce.gov/doing-business/startups-entrepreneurs/business-incubators/

2022 AURORA CITIZENS ADVISORY BUDGET COMMITTEE

SUBCOMMITTEE REPORT – REVENUE GENERATION

SUBCOMMITTEE MEMBERS:
RENO CARROLLO; DANIELLE LAMMON; GEORGE PECK; DEBRA JOHNSON

EXECUTIVE SUMMARY:

This proposal is a continuation of several years of work of the CABC on creating Pride, Place and Purpose for the City of Aurora. The Revenue Generation Subcommittee aligns not only with Aurora's Strategic Plan but is fully congruent with the objectives of Aurora's City Center Vision and Station Plan.[2] We are recommending using a phased approach to fulfill the long-standing need for event venues by adding venues to the Capital Improvement Master Plan. The creation of a Cultural Arts & Venues Department will not only enhance tourism, create a viable, sustainable revenue stream, and bring a better quality of life to Aurora citizens by providing "what we need," but it will also contribute greatly to Aurora's goal of becoming "the safest, most livable city in Colorado, that will boast a unique and diverse community identity, vibrant economy and inspired future."

OVERVIEW:

Our research has shown that many of the organizations that call Aurora home, decry the lack of an adequate venue. These organizations cut across the spectrum of our diverse community and include Aurora based/involved organizations such as: Colorado Korean Chorus, Mudro Dance Studio, Aurora Singers, Philippine America Society, Grand Design, Centro Cultural Mexicano/Fiesta Colorado, African American Arts, Aurora Symphony Orchestra, Kim Robards Dance, just to name a few that are formally supported by the Scientific and Cultural Facilities District (SCFD). In addition, this subcommittee has heard from Aurora Public Schools, as well as other public and private groups, that a venue capable of seating up to 1000 people is essential. Even Aurora Cultural Services decries the lack of an appropriate facility for dance and other recitals.

Surveys related to the City Center plan stated the community and stakeholders "pointed to the need for enhanced retail, dining, and *entertainment* destinations in the City Center area" (Financial Framework section).

In the latest program promoted by the City, *Build Up Aurora*, the emphasis is on "*caring for what we have"* and "*providing for what we need*." Those who take a visionary approach to building Aurora as a leading metropolitan area, understand the need for an arts and entertainment venue.

As we will show, our approach also creates a strong potential for a sustainable, long term revenue stream, using a phased approach as we suggest below.

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[2] https://engageaurora.org/city-center-visioning-study.

RECOMMENDED APPROACH: A PHASED PROGRAM

Phase 1:

Create a new Cultural Arts & Venues Department, separate from Library Services. The city can fashion an already existing department to administer the existing venues as well as the proposed cultural complex; renovate existing complexes; secure new venues and /or land to build a new complex; and plan and manage programs that fulfill arts and cultural needs. A unified organization dedicated to arts, culture and entertainment will reflect Aurora's great cultural diversity and contribute greatly to Aurora's goal of becoming "the safest, most livable city in Colorado, that will boast a unique and diverse community identity, vibrant economy and inspired future."

From a budgetary standpoint, we know the current Library and Cultural Services budget is $10.3M. Creating a new Arts and Venues Division, separate from an already healthy Library Division, would allow the current budget for Arts & Cultural Services:

- Art in Public Places $742,540
- Cultural Services Fund $3,447,636
- Arts Programs $1,788,389
- Cultural Services Division Management $323,172

to be reallocated with approximately $6.3M to start the Cultural Arts and Venue Department. While there would be some reorganization cost, our estimate is that they would be minimal and would be recouped once the new division is up and running.

Phase 2:

Lease and renovate the three old theaters in Aurora Town Center to create an approximately 1000 seat venue. This center stage theater with multiplex seating would allow for break out and multiple events.

Build a coalition of partners including the Community College of Aurora, Aurora Public Schools, Cherry Creek School District, Visit Aurora, the Aurora Chamber, Aurora Cultural Arts District, etc. to assist in planning to meet their needs.

Budget for renovation approximately $2.5M one-time capital that could come from the current recreation impact fees ($3.3M available).

Based on our research, we project an estimated $5M annually in revenues based on

- Private Partnerships such as Live Nation to bring in concerts and shows (approx. $3m),
- Community classes and performances (approx. $500k),
- Cultural events and performances (approx. $750k),
- Miscellaneous events (political, local talent concerts, Ted Talks, business conferences, eSports tournaments (approx. $750k).

"The City Center district is envisioned as an urban mixed-use destination centered around the Metro Center Station serving as an employment, shopping, and *entertainment* center along Interstate 225 corridor."[3]

The theater location we propose would meet Aurora's need for a moderate sized event center, fit nicely into the City Center Vision and Station Plan, and add to its long-term success. The theater area is, in fact, within the boundaries of the master plan. It would meet City goals and objectives on nearly every level of the plan. And, we are confident, it would also attract grants and, once in place, be partially supported by SCFD Tier III funding. Also, it would add significantly to the ability of the City to market the area through Visit Aurora since it would add an entertainment venue critical to the success of such a Center. In the City Center Vision and Station plan, public input included a "Desire for a district that offers *a variety of activities* and serves a diversity of residents, employees, and visitors…" A venue within the Aurora Town Center that could accommodate live theater, large meetings, concerts, etc., fits nicely within this plan and helps us meet a stated need by Aurora citizens.

The City Center Vision and Station Plan states: "Over the next 10 to 20 years, City Center will grow into a vibrant and diverse urban district serving Aurora and the region. City Center will be one of Aurora's most important economic, employment, *cultural,* and community destinations." The ability to support cultural and entertainment events that require a formal gathering place including a stage, would be met with this proposed event facility. Included in the visioning statement is this: "High quality, compact development creates the economic base for employment with new shops, stores, and *cultural and entertainment venues* that will enhance the quality of life for everyone." A theater venue, as proposed by this subcommittee, helps fulfill the "cultural" aspect of the vision statement as well as adding a site that would increase the potential for many entertainment opportunities. It would also be central to increased sales tax revenue generated by sales at the mall, area restaurants and hotels.

The City Center Plan states in the Recommendation for Implementation section item 4:

- Initiate a joint effort with the mall owners to develop a master plan for the Town Center at Aurora property (and surrounding properties),
- Identify and pursue funding sources and partners for this planning activity.

As part of our research, the subcommittee has made initial contact with the Mall manager who indicated he would strongly favor a partnership with the City to convert the former tri-plex theater area into an event complex capable of supporting 900-1000 patrons. A venue as proposed would integrate well with the Guiding Principle that it could "… increase the city's fiscal benefits from the area through sales, property, and other city taxes." In addition to being a property that could be rented out, it would, by its very nature, attract visitors to the City Center and its stores and restaurants much as does the Aurora Sports Park complex.

CONCLUSION

Using a phased approach to fulfill the long-standing need for event venues will not only enhance tourism, create a viable, sustainable revenue stream, and bring a better quality of life to Aurora citizens by providing "what we need," but it will also contribute greatly to Aurora's goal of becoming "the safest, most livable city in Colorado, that will boast a unique and diverse

[3] https://engageaurora.org/city-center-visioning-study, Executive Summary.

community identity, vibrant economy and inspired future." It is our understanding the City is considering General Obligation Bonds (GOBs) in 2024. While there are many needs, adding an event center to the offering creates opportunities for additional revenue and a community place.

AURORA

City of Aurora, Colorado

2023 CITY MANAGER'S PROPOSED BUDGET

Committee on Housing and Community Development

AURORA

Housing and Community Services

City of Aurora

Community Development Division
15151 E. Alameda Parkway Suite 4500
Aurora, Colorado 80012
303.739.7900

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August 18, 2022

Honorable Mayor Coffman and Members of City Council, City of Aurora
15151 E. Alameda Parkway
Aurora, CO 800 I 2

Dear Mayor Coffman and Members of City Council:

I am pleased to forward the attached Citizens' Advisory Committee on Housing and Community Development (CHD) budget recommendations for 2023. These recommendations are intended to continue redevelopment efforts and programs serving low and moderate-income households city-wide. Requests for funding from the 2023 Community Development Block Grant (CDBG), the HOME Investment Partnership Act (HOME), and the Emergency Solutions Grant (ESG) were considered during the CHD's Public Hearing on July 12, 2022.

The estimated total Community Development Program Funding for year 2023 is $4,884,062 which includes CDBG, HOME, and ESG grants, matching funds and anticipated program income, and is summarized as follows:

2023 HUD CDBG Estimated Funding	$2,621,080
Estimated CDBG Program Income	$100,000
Total CDBG Estimated Funding for 2023:	$2,721,080

2023 HUD HOME Estimated Funding	$1,246,422
Estimated General Fund Match	$280,445
Estimated HOME Program Income	$400,000
Total HOME Estimated Funding for 2023:	$1,926,867

Total ESG Estimated Funding for 2023:	$236,115

For the purpose of budgeting and upon recommendation of regional HUD staff, the 2023 funding levels are being projected and modeled with level funding. We are also assuming similar program income for 2023 as compared to the prior year.

In addition to the CDBG and HOME Projected Funding for Program Year 2023, the City anticipates Emergency Solutions Grant (ESG) funding in the amount of $236,115. ESG funds are

required to be distributed to non-profit emergency shelter and supportive service providers in Aurora.

We have prepared the following attachments to assist you with your review of the CHD's 2023 budget recommendations:

Attachment A:

- 2032 CDBG Program/Project Recommendations categorized as follows:
  a. Administration (capped at 20% of the total CDBG grant plus program income)
  b. Rehabilitation Programs
  c. Public Service (capped at 15% of the total CDBG grant plus the prior year's program income)
  d. Public Facilities and Other Projects
  e. Affordable Housing Community Investment Program

Attachment B:

- 2023 Home Investment Partnership (HOME) Program/Project Recommendations categorized as follows:
  a. Administration (capped at 10% of the total HOME grant plus program income)
  b. Affordable Housing Community Investment Program
  c. Tenant-Based Rental Assistance Program
  d. Community Housing Development Organization (CHDO) Program

- 2023 Emergency Solutions Grant (ESG) Program:
  The City of Aurora receives ESG funds from the U.S. Department of Housing and Urban Development (HUD) for distribution to emergency shelter and supportive service providers. The 2023 budget includes a breakout to be distributed to non-profit homeless and housing service provider organizations for emergency shelter operations, homelessness prevention, rapid re-housing assistance, and administration.

Program and project recommendations were presented and discussed during the public meeting held in July in order to submit the attached funding recommendations for consideration and approval by City Council.

We look forward to responding to questions concerning funding recommendations during the appropriate City Council Study Session. Thank you for your consideration.

Sincerely,

Terri Marquantte, Chairman
Citizens' Advisory Community on Housing and Community Development

ATTACHMENT A

CITY OF AURORA
NEIGHBORHOOD SERVICES DEPARTMENT
COMMUNITY DEVELOPMENT DIVISION
2023 COMMUNITY DEVELOPMENT BLOCK GRANT - CDBG

		2022 ORIG APPROVED JULY 2021	2022 REVISED with HUD CHANGES	2023 PROJECTED	
CDBG Entitlement Grant ……		$ 2,808,872	$ 2,621,080	$ 2,621,080	
Program Income ……		$ 100,000	$ 100,000	$ 100,000	
Sub-Total ……		**$ 2,908,872**	**$ 2,721,080**	**$ 2,721,080**	
Total ESTIMATED CDBG Funds Available……		**$ 2,908,872**	**$ 2,721,080**	**$ 2,721,080**	
City of Aurora Org#	**Applicant/Description**	**2022 CHD-Presented July 2021**	**2022 Actual Based on Grant Changes**	**2023 Community Development Recommendation**	
	ADMINISTRATION: (20% Adm Cap CDBG Funding + Program Income)				
64011	CD Div: Staff/Operating Expenses	$ 581,774	$ 544,216	$ 544,216	
	Sub-Total Capped-Admin	**$ 581,774**	**$ 544,216**	**$ 544,216**	
	PUBLIC SERVICE: (15% Public Svc Cap CDBG Funding + Prior Yr Program Income)				
64050	CD Div: HOAP - Staff/Operating Expenses	$ 260,000	$ 290,000	$ 290,000	
	Sub-Total Subject to Public Service Cap	**$ 260,000**	**$ 290,000**	**$ 290,000**	
	CDBG PROGRAMS:				
64059	CD Div: Rehab Program/Staff/Ops Expense	$ 285,000	$ 400,000	$ 400,000	
64135	CD Div: Commercial Renovation Program	$ 300,000	$ -	$ -	
64534	CD Div: Emergency Grant Repair Program	$ 200,000	$ 200,000	$ 150,000	
64533	CD Div: Minor Home Repair Program	$ 350,000	$ 350,000	$ 350,000	
64532	CD Div: Home Repair Loan Program	$ 450,000	$ 450,000	$ 350,000	

ATTACHMENT A

CITY OF AURORA
NEIGHBORHOOD SERVICES DEPARTMENT
COMMUNITY DEVELOPMENT DIVISION
2023 COMMUNITY DEVELOPMENT BLOCK GRANT - CDBG

64536	CD Div: Public Service Operations/Rehab	$	100,000	$	100,000	$	-	
64528	CD Div: Rehab Gap Financing Reserve	$	86,467	$	386,864	$	236,864	
TBD	CD Div: Small Business Loan Program	$	-	$	-	$	400,000	
	Sub-Total	**$**	**1,771,467**	**$**	**1,886,864**	**$**	**1,886,864**	
	PUBLIC FACILITIES AND OTHER PROJECTS:							
64268	Eng Div: Northwest Aurora Alley Paving Program	$	295,631	$	-	$	-	
	Sub-Total	**$**	**295,631**	**$**	**-**	**$**	**-**	
	Expenditure Totals	**$**	**2,908,872**	**$**	**2,721,080**	**$**	**2,721,080**	
	CDBG Funds Available	**$**	**2,908,872**	**$**	**2,721,080**	**$**	**2,721,080**	
	Unprogrammed Balance	**$**	**-**	**$**	**-**	**$**	**-**	

ATTACHMENT B

CITY OF AURORA
NEIGHBORHOOD SERVICES DEPARTMENT
COMMUNITY DEVELOPMENT DIVISION
2023 HOME Investment Partnership Program Estimate

		2022 ORIG APPROVED JULY 2021	2022 REVISED with HUD CHANGES	2023 PROJECTED	
HOME Entitlement Grant…….……		**$ 1,144,967**	**$ 1,246,422**	**$ 1,246,422**	
Program Income ……..……		**$ 400,000**	**$ 400,000**	**$ 400,000**	
Sub-Total ……..……		**$ 1,544,967**	**$ 1,646,422**	**$ 1,646,422**	
City Match…….		**$ 257,618**	**$ 280,445**	**$ 280,445**	
Total ESTIMATED HOME Funds Available……..		**$ 1,802,585**	**$ 1,926,867**	**$ 1,926,867**	
City of Aurora Org#	**Description**	**2022 CHD-Presented July 2021**	**2022 Actual Based on Grant Changes**	**2023 Community Development Recommendation**	
	ADMINISTRATION: (10% Admin Cap HOME Funding + Program income)				
64297	HOME Administration	$ 154,496	$ 164,642	$ 164,642	
	Sub-Total	**$ 154,496**	**$ 164,642**	**$ 164,642**	
	HOME PROGRAMS:				
64490	TBRA Program	$ 200,000	$ 200,000	$ 200,000	
TBD	CHDO Activities	$ 171,746	$ 186,964	$ 186,964	
64527	Affordable Housing Gap Financing Reserve	$ 1,276,343	$ 1,375,261	$ 1,375,261	
	Sub-Total	**$ 1,648,089**	**$ 1,762,225**	**$ 1,762,225**	

ATTACHMENT B

CITY OF AURORA
NEIGHBORHOOD SERVICES DEPARTMENT
COMMUNITY DEVELOPMENT DIVISION
2023 HOME Investment Partnership Program Estimate

	Expenditure Totals	**$**	**1,802,585**	**$**	**1,926,867**	**$**	**1,926,867**	
	HOME Funds Available	**$**	**1,802,585**	**$**	**1,926,867**	**$**	**1,926,867**	
	Unprogrammed Balance	**$**	**-**	**$**	**-**	**$**	**-**	

2023 EMERGENCY SOLUTIONS GRANT PROGRAM ESTIMATE - ANTICIPATED LEVEL FROM 2022

City of Aurora Org#	Description	Community Development Recommended	Community Development Recommended
	ESG Grant Amount	**$236,115**	**$236,115**
	ESG Core Programs		
various	ESG - Shelter - CAPPED	$ 141,669	$ 141,669
various	ESG - Rapid Re-housing - CAPPED	$ 76,738	$ 76,738
64435	ESG Admin	17,708	$ 17,708
	Expenditure Totals	**$ 236,115**	**$ 236,115**
	ESG Funds Available	**$ 236,115**	**$ 236,115**
	Balance	**$ -**	**$ -**

City of Aurora, Colorado

2023 CITY MANAGER'S PROPOSED BUDGET

Citizen's Water Advisory Committee

AURORA

August 19, 2022

Mayor and Members of Aurora City Council
15151 East Alameda Parkway
Aurora, CO 80012

Honorable Mayor and Members of Council:

The Citizens Water Advisory Committee (CWAC) began our review of the Aurora Water proposed 2023 budget at our July 12th meeting, with additional information and discussion at the August 9th meeting. The August meeting focused on the budget process, the Department's Culture of Continual Improvement, regulatory challenges, and budget adjustments. This review covered the 2023 proposed operating budget and the 2023-2027 capital improvement budget. The 2023 budget as proposed will include a 4% average increase in water, 5% increase in sewer rates and 3.5% increase in stormwater rates. In order to maintain and build Aurora Water's infrastructure, an increase in water connections fees is proposed at 11% for 2023. Sewer connection fees are proposed to increase by 6.4%. There are no proposed increases in stormwater development fees in 2023.

The Water Fund revenue for 2023 is budgeted at $207.2 million which is $10.3 million more than the 2022 projected revenue, excluding proceeds from borrowing. Wastewater Fund revenue is budgeted at $139.2 million, which is $48.2 million more than the 2022 projected revenue, including $45 million proceeds from borrowing. The combined 2023 proposed operating budget (Water & Wastewater) is $190.8 million, which is $14.9 million more than the 2022 Adopted Budget. This is primarily due to increases in debt related principal and interest payments, an increase in utilities, increases in supplies and services, and additional personnel requests. Aurora Water's combined Capital Improvement Program for the next 5 years will be approximately $1.1979 billion, which is $317.4 million more than projected in 2022. This includes the AMI – meter replacement program, solar projects, SCADA improvements, and pump station improvements. Major capital projects focus on system maintenance and expansion and acquisition of water rights including the Rampart Delivery System expansion, expansion of the Prairie Waters North Campus, Wild Horse Reservoir, Homestake, aquifer storage and recovery, and Lower South Platte Storage. Also included in the capital program are transmission and distribution projects, improvements and upgrades to treatment facilities, stormwater improvements, and sewer projects.

The projected revenue includes rate increases in 2023. Water rate increases of 4% are projected in 2023. Revenue is proposed to be at $207.2 million in 2023. The increase in 2023 revenues is based on growth and rate and fee increases. In 2023, Sewer rate revenue is expected to increase by 5.0% and Stormwater revenue is projected to increase by 3.5%.

After the July CWAC discussion, the request for new positions has been reduced by 2.0 FTEs. The total FTEs proposed for 2023 is 504. This includes the absorption of two program areas, Access Aurora and Storm Drainage personnel and functions from Public Works. As the City continues to grow and staffing needs increase, we appreciate Aurora Water's re-evaluation of personnel needs.

The City of Aurora is projected to continue to grow at 1.3% in 2023, adding further pressure on the water, sewer and wastewater infrastructure and system. Combined with the necessity to maintain the aging infrastructure, increased costs for capital projects and operating expenses including utilities, supplies and services are driving rate and fee increases. In this challenging financial environment, we encourage Aurora Water to explore efficiency opportunities and additional cost reduction measures, as rate payers are also experiencing higher

pocketbook costs. It is important for Aurora Water to remain competitive on rates and tap fees in order to attract industry and operate as efficiently as possible while not sacrificing service levels or quality.

The committee is unanimously in favor and supportive of the proposed 2023 budget with the rate and fee increases for 2023. The committee is also in favor of the proposal to remove the credit card fee budget increase and prepare customers to move to less costly payment methods or pay the affiliated credit card fee, with the Department studying other potential no-cost payment options to increase payment flexibility for customers.

Aurora Water staff continues to do an excellent job in navigating the complexities of a sizeable water system, the weather, and the ever-changing political environment. They continue to expand conservation education in schools and to the general public, work diligently on a variety of ways to communicate to residents and businesses, continue to seek out new technology and efficiencies, additional water storage and water sources, and partnerships while operating an aging infrastructure and population growth.

Sincerely,

Angie Binder – Chair
Richard Eason – Vice Chair
Jay Campbell
Dennis Dechant
Tom Coker
William Gondrez
Janet Marlow
David Patterson
Daniel Widrich

City of Aurora, Colorado

2023 CITY MANAGER'S PROPOSED BUDGET

APPENDICES

Return to TOC

Return to TOC

City of Aurora, Colorado

2023 CITY MANAGER'S
PROPOSED BUDGET

Appendix 1

Operating Budget Reconciliations

AURORA

Operating Budget Reconciliation Overview

2023 OPERATING RECONCILIATION

The purpose of the operating reconciliation is to illustrate the steps involved in the creation of the 2023 Operating Budget. The process includes several entries:

- 2022 Original Budget;
- Removal of one-time costs previously included in the budget;
- Items from 2022 Supplemental ordinances that were approved to be ongoing items in 2023;
- 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; and
- Adds and cuts.

RECONCILIATION OF 2021 ACFR TO 2023 GENERAL FUND SUMMARY

The purpose of this reconciliation is to illustrate the differences between the General Fund 2021 actual fund balance as reported in the Annual Comprehensive Financial Report (ACFR) to the 2021 actual unassigned funds available reported in the General Fund Summary.

Appendix 1

2023 Operating Reconciliation by Fund and Department

Fund \ Department	2022 Original Budget	2023 Onetimes	2021 Fall 2022 Spr Supp	2023 PS Deltas	2023 Other Adj	2023 Base Final	2023 Adds	2023 Cuts	2023 Proposed Budget
COMMUNITY DEVELOPMENT FUND									
Housing and Community Services total:	4,706,221	0	0	162,318	4,231	4,872,770	-224,823	0	4,647,947
Non-Departmental total:	25,236	0	0	-25,236	0	0	0	0	0
COMMUNITY DEVELOPMENT FUND TOTAL:	4,731,457	0	0	137,082	4,231	4,872,770	-224,823	0	4,647,947
CONSERVATION TRUST FUND									
Non-Departmental total:	261,860	0	0	-11,860	0	250,000	0	0	250,000
Parks, Recreation & Open Space total:	1,459,214	-101,450	0	66,665	1,338	1,425,767	0	0	1,425,767
CONSERVATION TRUST FUND TOTAL:	1,721,074	-101,450	0	54,805	1,338	1,675,767	0	0	1,675,767
CULTURAL SERVICES FUND									
Library & Cultural Services total:	3,447,636	0	-65,944	90,892	10,840	3,483,424	0	0	3,483,424
Non-Departmental total:	67,998	0	0	-45,006	0	22,992	0	0	22,992
CULTURAL SERVICES FUND TOTAL:	3,515,634	0	-65,944	45,886	10,840	3,506,416	0	0	3,506,416
DEBT SERVICE (SID) FUND									
Non-Departmental total:	106,721	0	0	0	-106,721	0	0	0	0
DEBT SERVICE (SID) FUND TOTAL:	106,721	0	0	0	-106,721	0	0	0	0
DESIGNATED REVENUES FUND									
Communications total:	230,266	0	0	0	-55	230,211	0	0	230,211
Court Administration total:	22,325	0	0	0	112,779	135,104	0	0	135,104
Finance total:	29,805	0	0	0	305	30,110	0	0	30,110
Judicial total:	494,863	0	0	56,844	146	551,853	0	0	551,853
Non-Departmental total:	3,531,280	0	0	-63,980	-34,300	3,433,000	0	0	3,433,000
Parks, Recreation & Open Space total:	1,536,711	-110,000	0	90,396	-1,600	1,515,507	-136,499	0	1,379,008
Police total:	1,099,758	0	0	14,741	5,077	1,119,576	0	0	1,119,576

Appendix 1

2023 Operating Reconciliation by Fund and Department

Fund \ Department	2022 Original Budget	2023 Onetimes	2021 Fall 2022 Spr Supp	2023 PS Deltas	2023 Other Adj	2023 Base Final	2023 Adds	2023 Cuts	2023 Proposed Budget
DESIGNATED REVENUES FUND									
Public Defender total:	0	0	0	3,512	368,921	372,433	0	0	372,433
Public Works total:	23,076	0	1,000	0	0	24,076	0	0	24,076
DESIGNATED REVENUES FUND TOTAL:	6,968,084	-110,000	1,000	101,513	451,273	7,411,870	-136,499	0	7,275,371
DEVELOPMENT REVIEW FUND									
Aurora Water total:	0	0	0	0	0	0	334,289	0	334,289
General Management total:	1,704,803	-5,940	0	50,957	333	1,750,153	0	0	1,750,153
Information Technology total:	532,103	0	135,839	17,763	14,091	699,796	0	0	699,796
Non-Departmental total:	3,293,246	0	132,481	-97,398	296,267	3,624,596	0	0	3,624,596
Parks, Recreation & Open Space total:	163,137	0	0	-8,027	0	155,110	0	0	155,110
Planning & Development Services total:	2,787,871	-101,980	0	132,241	9,166	2,827,298	228,671	0	3,055,969
Public Works total:	12,633,052	-21,780	0	594,583	69,354	13,275,209	591,407	0	13,866,616
DEVELOPMENT REVIEW FUND TOTAL:	21,114,212	-129,700	268,320	690,119	389,211	22,332,162	1,154,367	0	23,486,529
ENHANCED E-911 FUND									
Aurora911 total:	5,645,464	0	0	975,952	0	6,621,416	0	0	6,621,416
Information Technology total:	3,384,343	0	0	49,546	492,683	3,926,572	478,863	0	4,405,435
Non-Departmental total:	75,145	0	0	-67,630	0	7,515	0	0	7,515
ENHANCED E-911 FUND TOTAL:	9,104,952	0	0	957,868	492,683	10,555,503	478,863	0	11,034,366
FLEET MANAGEMENT FUND									
Non-Departmental total:	114,054	0	0	-98,385	0	15,669	0	0	15,669
Public Works total:	11,808,606	-121,000	0	293,905	2,128,559	14,110,070	154,169	0	14,264,239
FLEET MANAGEMENT FUND TOTAL:	11,922,660	-121,000	0	195,520	2,128,559	14,125,739	154,169	0	14,279,908

Appendix 1

2023 Operating Reconciliation by Fund and Department

Fund \ Department	2022 Original Budget	2023 Onetimes	2021 Fall 2022 Spr Supp	2023 PS Deltas	2023 Other Adj	2023 Base Final	2023 Adds	2023 Cuts	2023 Proposed Budget
GENERAL FUND									
Aurora Water total:	**0**	**0**	**509,422**	**33,444**	**0**	**542,866**	**95,028**	**0**	**637,894**
Aurora911 total:	**7,331,734**	**-77,000**	**0**	**213,951**	**864,134**	**8,332,819**	**6,296**	**0**	**8,339,115**
City Attorney total:	**7,974,613**	**-5,460**	**0**	**578,625**	**12,424**	**8,560,202**	**309,388**	**0**	**8,869,590**
City Council total:	**1,422,800**	**-10,000**	**0**	**12,577**	**880**	**1,426,257**	**3,000,000**	**0**	**4,426,257**
Civil Service Commission total:	**1,228,968**	**-249,000**	**0**	**30,068**	**384**	**1,010,420**	**0**	**0**	**1,010,420**
Communications total:	**4,183,873**	**0**	**-329,422**	**258,164**	**60,531**	**4,173,146**	**132,310**	**0**	**4,305,456**
Court Administration total:	**11,289,030**	**-6,500**	**300,000**	**503,576**	**48,644**	**12,134,750**	**95,330**	**0**	**12,230,080**
Finance total:	**9,789,993**	**-373,960**	**33,547**	**568,433**	**-63,303**	**9,954,710**	**127,571**	**0**	**10,082,281**
Fire total:	**72,329,087**	**-3,002,773**	**0**	**9,689,820**	**1,409,214**	**80,425,348**	**696,010**	**0**	**81,121,358**
General Management total:	**5,797,675**	**-218,900**	**0**	**172,792**	**21,961**	**5,773,528**	**237,479**	**0**	**6,011,007**
Housing and Community Services total:	**7,118,171**	**115,000**	**23,657**	**468,831**	**78,604**	**7,804,263**	**2,738,636**	**0**	**10,542,899**
Human Resources total:	**3,575,987**	**-130,000**	**243,103**	**177,005**	**11,511**	**3,877,606**	**332,741**	**0**	**4,210,347**
Information Technology total:	**18,480,575**	**-1,069,500**	**-51,069**	**603,709**	**3,828,932**	**21,792,647**	**1,171,896**	**0**	**22,964,543**
Judicial total:	**3,183,889**	**0**	**0**	**209,068**	**2,961**	**3,395,918**	**57,990**	**0**	**3,453,908**
Library & Cultural Services total:	**6,734,923**	**-485,000**	**65,944**	**399,352**	**59,122**	**6,774,341**	**50,000**	**0**	**6,824,341**
Non-Departmental total:	**74,938,048**	**-889,722**	**-65,948**	**-41,508**	**9,590,194**	**83,531,064**	**22,827**	**0**	**83,553,891**
Parks, Recreation & Open Space total:	**17,237,501**	**-637,093**	**0**	**528,096**	**674,562**	**17,803,066**	**456,200**	**0**	**18,259,266**
Planning & Development Services total:	**3,541,868**	**-100,000**	**0**	**108,694**	**-15,351**	**3,535,211**	**0**	**0**	**3,535,211**
Police total:	**130,265,718**	**-1,726,440**	**131,527**	**8,903,595**	**1,453,482**	**139,027,882**	**3,273,852**	**0**	**142,301,734**
Public Defender total:	**1,919,628**	**-3,960**	**41,569**	**219,959**	**58,577**	**2,235,773**	**322,755**	**0**	**2,558,528**
Public Works total:	**37,804,505**	**-1,514,000**	**134,677**	**1,216,323**	**2,028,203**	**39,669,708**	**378,271**	**0**	**40,047,979**
GENERAL FUND TOTAL:	**426,148,586**	**-10,384,308**	**1,037,007**	**24,854,574**	**20,125,666**	**461,781,525**	**13,504,580**	**0**	**475,286,105**

Appendix 1

2023 Operating Reconciliation by Fund and Department

Fund \ Department	2022 Original Budget	2023 Onetimes	2021 Fall 2022 Spr Supp	2023 PS Deltas	2023 Other Adj	2023 Base Final	2023 Adds	2023 Cuts	2023 Proposed Budget
GIFTS & GRANTS FUND									
Fire total:	560,450	-453,874	0	9,310	0	115,886	0	0	115,886
General Management total:	22,300	0	0	0	0	22,300	0	0	22,300
Housing and Community Services total:	7,912,027	-256,921	0	0	-5,190,130	2,464,976	0	0	2,464,976
Human Resources total:	1,294	0	0	0	0	1,294	0	0	1,294
Judicial total:	5,000	0	0	0	-5,000	0	0	0	0
Library & Cultural Services total:	145,187	0	0	0	-1,638	143,549	0	0	143,549
Non-Departmental total:	8,585,470	-6,933,470	0	-19,879	0	1,632,121	0	0	1,632,121
Parks, Recreation & Open Space total:	435,712	0	0	0	33,000	468,712	0	0	468,712
Planning & Development Services total:	384,366	-6,000	0	15,447	-60,000	333,813	32,845	0	366,658
Police total:	5,399,017	0	0	8,543	0	5,407,560	-104,869	0	5,302,691
GIFTS & GRANTS FUND TOTAL:	**23,450,823**	**-7,650,265**	**0**	**13,421**	**-5,223,768**	**10,590,211**	**-72,024**	**0**	**10,518,187**
GOLF COURSES FUND									
Non-Departmental total:	167,540	0	0	-144,704	0	22,836	0	0	22,836
Parks, Recreation & Open Space total:	8,137,580	0	512,922	427,064	480,096	9,557,662	0	0	9,557,662
GOLF COURSES FUND TOTAL:	**8,305,120**	**0**	**512,922**	**282,360**	**480,096**	**9,580,498**	**0**	**0**	**9,580,498**
MARIJUANA TAX REVENUE FUND									
Housing and Community Services total:	4,562,346	0	151,342	28,260	1,712,451	6,454,399	0	0	6,454,399
Non-Departmental total:	10,000,000	0	0	0	0	10,000,000	0	0	10,000,000
MARIJUANA TAX REVENUE FUND TOTAL:	**14,562,346**	**0**	**151,342**	**28,260**	**1,712,451**	**16,454,399**	**0**	**0**	**16,454,399**
OPEN SPACE FUND									
Non-Departmental total:	157,061	0	0	-152,009	0	5,052	0	0	5,052
Parks, Recreation & Open Space total:	5,803,081	-67,500	0	259,758	42,268	6,037,607	1,116,671	0	7,154,278

Appendix 1

2023 Operating Reconciliation by Fund and Department

Fund \ Department	2022 Original Budget	2023 Onetimes	2021 Fall 2022 Spr Supp	2023 PS Deltas	2023 Other Adj	2023 Base Final	2023 Adds	2023 Cuts	2023 Proposed Budget
OPEN SPACE FUND									
OPEN SPACE FUND TOTAL:	**5,960,142**	**-67,500**	**0**	**107,749**	**42,268**	**6,042,659**	**1,116,671**	**0**	**7,159,330**
PARKING AND MOBILITY FUND									
Non-Departmental total:	14,749	0	0	-14,749	0	0	0	0	0
Public Works total:	1,151,183	-50,000	0	22,918	7,906	1,132,007	212,500	0	1,344,507
PARKING AND MOBILITY FUND TOTAL:	**1,165,932**	**-50,000**	**0**	**8,169**	**7,906**	**1,132,007**	**212,500**	**0**	**1,344,507**
PARKS DEVELOPMENT FUND									
Parks, Recreation & Open Space total:	0	0	0	0	0	0	97,258	0	97,258
PARKS DEVELOPMENT FUND TOTAL:	**0**	**0**	**0**	**0**	**0**	**0**	**97,258**	**0**	**97,258**
RECREATION FUND									
Non-Departmental total:	374,257	0	0	-312,795	0	61,462	0	0	61,462
Parks, Recreation & Open Space total:	15,562,405	0	0	1,796,888	-156,358	17,202,935	0	-163,196	17,039,739
RECREATION FUND TOTAL:	**15,936,662**	**0**	**0**	**1,484,093**	**-156,358**	**17,264,397**	**0**	**-163,196**	**17,101,201**
RISK MANAGEMENT FUND									
Human Resources total:	14,785,871	-51,825	0	120,616	1,466,740	16,321,402	0	0	16,321,402
Non-Departmental total:	44,969	0	0	-44,969	0	0	0	0	0
RISK MANAGEMENT FUND TOTAL:	**14,830,840**	**-51,825**	**0**	**75,647**	**1,466,740**	**16,321,402**	**0**	**0**	**16,321,402**
WASTEWATER FUND									
Aurora Water total:	70,894,701	-156,027	26,248	1,011,273	1,248,421	73,024,616	1,098,013	0	74,122,629
Non-Departmental total:	508,059	0	0	-403,660	0	104,399	0	0	104,399
WASTEWATER FUND TOTAL:	**71,402,760**	**-156,027**	**26,248**	**607,613**	**1,248,421**	**73,129,015**	**1,098,013**	**0**	**74,227,028**
WATER FUND									
Aurora Water total:	103,060,652	-222,758	-26,248	2,233,541	4,945,728	109,990,915	5,983,774	0	115,974,689

Appendix 1

2023 Operating Reconciliation by Fund and Department

Fund \ Department	2022 Original Budget	2023 Onetimes	2021 Fall 2022 Spr Supp	2023 PS Deltas	2023 Other Adj	2023 Base Final	2023 Adds	2023 Cuts	2023 Proposed Budget
WATER FUND									
City Attorney total:	**297,188**	**0**	**0**	**-3,139**	**0**	**294,049**	**99,098**	**0**	**393,147**
Non-Departmental total:	**1,142,595**	**0**	**0**	**-863,127**	**0**	**279,468**	**0**	**0**	**279,468**
WATER FUND TOTAL:	**104,500,435**	**-222,758**	**-26,248**	**1,367,275**	**4,945,728**	**110,564,432**	**6,082,872**	**0**	**116,647,304**
GRAND TOTAL OPERATING BUDGET:	**745,448,440**	**-19,044,833**	**1,904,647**	**31,011,954**	**28,020,564**	**787,340,772**	**23,465,947**	**-163,196**	**810,643,523**

Reconciliation of 2021 ACFR General Fund Balance, 12/31/21 to 2023 Budget Book Unassigned Funds Available, 12/31/21

	Funds	Source
Ending 2021 GAAP General Fund Balance, ACFR, 12/31/21	**$ 155,015,385**	(2021 ACFR, p. 117)
Less: Adjustments to ACFR 2021 GAAP General Fund Balance		
(GAAP-Related Accounting Items - Budget Book does not make GAAP-related adjustments)		
Adjustment for fund perspective difference	(13,019,906)	(2021 ACFR, p. 117)
Adjustment of Investments to Fair Value - not available for appropriation	54,667	(2021 ACFR, p. 117)
Asset held for resale value reassessment	5,511,000	(2021 ACFR, p. 117)
Assets not available for appropriation	(2,247,263)	(2021 ACFR, p. 117)
Current Year Operating Encumbrances - previously appropriated and spent in the following year	(7,550,365)	(2021 ACFR, p. 117)
Inventories	(212,096)	(2021 ACFR, p. 117)
Sales, Use & Lodgers Tax Accrual - not available for appropriation	(35,160,865)	(2021 ACFR, p. 117)
Total of GAAP-Related Adjustments	(52,624,828)	
Ending Actual Funds Available, General Fund Balance, ACFR Non-GAAP, 12/31/21	**$ 102,390,557**	(2021 ACFR, p. 117)
Less: Reservations and Designations, 12/31/21		
Estimated Designations (designated for ACFR and Budget purposes)		
Restricted for TABOR	4,827,664	(2021 ACFR p. 117; 2023 Budget Book, p. E-4)
Committed for Policy Reserve	33,034,612	(2021 ACFR p. 117; 2023 Budget Book, p. E-4)
Unassigned Funds Available for Appropriation After Restrictions and Council Commitments Held for 2021 Operating Reserve - 2021 ACFR	**64,528,281**	(2021 ACFR, p. 117)
Committed for Regatta Plaza	6,765,000	(2023 Budget Book, p. E-4)
Unassigned but Held for I-70 / Picadilly Interchange	15,100,000	(2023 Budget Book, p. E-4)
Unassigned but Held for Technology Projects	5,900,000	(2023 Budget Book, p. E-4)
2021 Unassigned but Held for Operating Reserve (Budgetary Basis) - 2023 Budget Book	**$ 36,763,281**	(2023 Budget Book, p. E-4)

City of Aurora, Colorado

2023 CITY MANAGER'S PROPOSED BUDGET

Appendix 2
Capital Improvement Program Detail

AURORA

Capital Improvement Program Detail Overview

2023 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.

2023 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.

2023 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	2022 Projected	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 -2027
BUDGET							
Building Repair Projects - CPF	$ 6,402,520	$ 3,417,520	$ 3,537,520	$ 3,997,520	$ 3,417,520	$ 3,417,520	$ 17,787,600
Security Enhancements	440,000	500,000	1,220,000	500,000	500,000	500,000	3,220,000
Direct Cost Facility Engineering - CPF	159,995	176,418	181,711	187,162	192,777	198,560	936,628
Budget Carryforward	6,256,853	6,062,897	1,759,417	1,080,937	1,012,457	563,977	10,479,685
Total Budget Available	**$ 13,259,368**	**$ 10,156,835**	**$ 6,698,648**	**$ 5,765,619**	**$ 5,122,754**	**$ 4,680,057**	**$ 32,423,913**
USES							
Direct Cost Facilities Engineering Services	$ 159,995	$ 176,418	$ 181,711	$ 187,162	$ 192,777	$ 198,560	$ 936,628
Programmatic Maintenance							
Catastrophic Failure Reserve	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000
Project Management/Supervision	304,476	-	-	-	-	-	-
Facility Upkeep Projects							
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
Subtotal Maintenance Projects	**$ 1,424,476**	**$ 1,395,000**	**$ 1,395,000**	**$ 1,345,000**	**$ 1,445,000**	**$ 1,445,000**	**$ 7,025,000**
Stand Alone Projects							
AMC Roof Design and Replacement	$ 150,000	$ 3,000,000	$ -	$ -	$ -	$ -	$ 3,000,000
Animal Shelter ERU	250,000	-	-	-	-	-	-
Automation Netwk/Access Ctrl (various loc.)	60,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Citywide Camera Support	15,000	15,000	15,000	15,000	15,000	15,000	75,000
Concrete Repair	100,000	150,000	150,000	150,000	150,000	150,000	750,000
Courts Heating Pipes	1,100,000	-	-	-	-	-	-
Day Center Locker/Shower	253,000	-	-	-	-	-	-
Detention/ Police HQ Generator	675,000	-	-	-	-	-	-
Electric Gear/Panels	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Elevator Modernization	405,000	300,000	350,000	200,000	200,000	200,000	1,250,000
Fire Facilities	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Fitz Remediation	200,000	-	-	-	-	-	-
Fleet Fuel Tank Sump /Tire Carousel	196,000	-	-	-	-	-	-
Fox Sign Grant Match	30,000	-	-	-	-	-	-
HVAC / Mech Sys Repairs (various locations)	-	400,000	400,000	450,000	450,000	450,000	2,150,000
Infor/PMO	68,000	36,000	36,000	36,000	36,000	36,000	180,000

Building Repair Subfund Program Detail

Project/Title	2022 Projected	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 -2027
Misc Design Work[1]	75,000	75,000	75,000	75,000	75,000	75,000	375,000
MLK Design	300,000	-	-	-	-	-	-
Nederman Upgrade	50,000	-	-	-	-	-	-
Overhead Door Replacement	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
People's Building	200,000	-	-	-	-	-	-
Police District 2 Sidewalk	50,000	-	-	-	-	-	-
Police Facilities	-	100,000	100,000	100,000	100,000	100,000	500,000
Police Firing Range	500,000	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)	25,000	25,000	25,000	25,000	25,000	25,000	125,000
Security Enhancements	440,000	500,000	1,220,000	500,000	500,000	500,000	3,220,000
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	-	100,000	-	-	-	-	100,000
TBD Projects [2]	100,000	1,000,000	1,000,000	1,000,000	500,000	500,000	4,000,000
Subtotal Stand Alone Projects	**$ 5,612,000**	**$ 6,826,000**	**$ 4,041,000**	**$ 3,221,000**	**$ 2,921,000**	**$ 2,721,000**	**$ 19,730,000**
Total Budget Used	**$ 7,196,471**	**$ 8,397,418**	**$ 5,617,711**	**$ 4,753,162**	**$ 4,558,777**	**$ 4,364,560**	**$ 27,691,628**
Budget to Carryforward to Following Year	**$ 6,062,897**	**$ 1,759,417**	**$ 1,080,937**	**$ 1,012,457**	**$ 563,977**	**$ 315,497**	

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	2022 Projected Budget [1]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Construction - Parks							
Altura Park							
62932 Altura Park-AdCo	0	0	0	0	200,000	0	200,000
(New) Altura Park-PDF	0	0	0	0	56,486	0	56,486
Total Altura Park	**0**	**0**	**0**	**0**	**256,486**	**0**	**256,486**
AMC Landscaping							
62975 AMC Landscaping	250,000	0	0	0	0	0	0
Total AMC Landscaping	**250,000**	**0**	**0**	**0**	**0**	**0**	**0**
Bellewood Park							
(New) Bellewood Park Renovation- ArCo	0	250,000	0	0	0	0	250,000
Total Bellewood Park	**0**	**250,000**	**0**	**0**	**0**	**0**	**250,000**
Canterbury Park							
63755 Canterbury off-site curb ramps-CPF	48,000	0	0	0	0	0	0
Total Canterbury Park	**48,000**	**0**	**0**	**0**	**0**	**0**	**0**
Central Community Park							
62921 Central Community Park-ArCO	0	1,000,000	1,750,000	0	0	0	2,750,000
62925 Central Community Park-PDF	0	153,829	0	0	0	0	153,829
Total Central Community Park	**0**	**1,153,829**	**1,750,000**	**0**	**0**	**0**	**2,903,829**
Centre Hills Park							
62933 Centre Hills Park-PDF	0	0	0	1,050,535	0	0	1,050,535
Total Centre Hills Park	**0**	**0**	**0**	**1,050,535**	**0**	**0**	**1,050,535**
Crestridge Park							
(New) Crestridge Park Renovation-ArCo	0	200,000	0	0	0	0	200,000
(New) Crestridge Park Renovation-PDF	0	575,762	0	0	0	0	575,762
Total Crestridge Park	**0**	**775,762**	**0**	**0**	**0**	**0**	**775,762**
Dome Park							
62960 Dome Park-ArCo	0	0	0	0	700,000	0	700,000
62961 Dome Park-PDF	0	500,000	1,503,194	0	0	0	2,003,194

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2022 Projected Budget [1]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Construction - Parks							
Total Dome Park	**0**	**500,000**	**1,503,194**	**0**	**700,000**	**0**	**2,703,194**
Eagle Park							
62939 Eagle Park-ArCo	0	200,000	0	0	0	0	200,000
62940 Eagle Park-PDF	0	105,995	0	0	0	0	105,995
Total Eagle Park	**0**	**305,995**	**0**	**0**	**0**	**0**	**305,995**
Fletcher Park							
(New) Fletcher Park Improvements-ArCO	0	150,000	0	0	0	0	150,000
Total Fletcher Park	**0**	**150,000**	**0**	**0**	**0**	**0**	**150,000**
Freedom Park							
62909 Freedom Park Improvements-ArCo	200,000	0	0	0	0	0	0
62870 Freedom Park Improvements-PDF	148,585	0	0	0	0	0	0
Total Freedom Park	**348,585**	**0**	**0**	**0**	**0**	**0**	**0**
Fulton Park							
(New) Fulton Park curb cuts - CPF	0	60,000	0	0	0	0	60,000
63756 Fulton Park-PDF	78,308	0	0	0	0	0	0
Total Fulton Park	**78,308**	**60,000**	**0**	**0**	**0**	**0**	**60,000**
Generals Park							
(New) Generals Park-PDF	0	341,311	0	0	0	0	341,311
Total Generals Park	**0**	**341,311**	**0**	**0**	**0**	**0**	**341,311**
Havana Park							
63757 Havana Park Improvements-CTF	450,000	0	0	0	0	0	0
63758 Havana Park Improvements-PDF	127,382	0	0	0	0	0	0
Total Havana Park	**577,382**	**0**	**0**	**0**	**0**	**0**	**0**
Highland Hollows Park							
62941 Highland Hollows Park-ArCO	0	0	900,000	0	0	0	900,000
62942 Highland Hollows Park-PDF	0	0	88,204	0	0	0	88,204
Total Highland Hollows Park	**0**	**0**	**988,204**	**0**	**0**	**0**	**988,204**

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2022 Projected Budget [1]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Construction - Parks							
Homestead Park							
61979 Homestead Park-PDF	0	150,000	0	0	0	0	150,000
Total Homestead Park	**0**	**150,000**	**0**	**0**	**0**	**0**	**150,000**
Horseshoe Park							
63759 Horseshoe Park Improvements-ArCo	700,000	0	0	0	0	0	0
Total Horseshoe Park	**700,000**	**0**	**0**	**0**	**0**	**0**	**0**
Kalispell Park							
62944 Kalispell Park-PDF	0	0	0	276,223	0	0	276,223
Total Kalispell Park	**0**	**0**	**0**	**276,223**	**0**	**0**	**276,223**
Kingsboro Park							
63738 Kingsboro Park Improvements-ArCo	0	200,000	0	0	0	0	200,000
63739 Kingsboro Park Improvements-PDF	0	100,000	0	0	0	0	100,000
Total Kingsboro Park	**0**	**300,000**	**0**	**0**	**0**	**0**	**300,000**
Los Nino's Park							
(New) Los Ninos- ArCo	0	0	500,000	0	0	0	500,000
Total Los Nino's Park	**0**	**0**	**500,000**	**0**	**0**	**0**	**500,000**
Lowry Park							
(New) Lowry Park - CTF	0	0	500,000	0	0	0	500,000
62945 Lowry Park Improvements-ArCo	0	300,000	0	0	0	0	300,000
62946 Lowry Park-PDF	0	474,285	0	0	0	0	474,285
Total Lowry Park	**0**	**774,285**	**500,000**	**0**	**0**	**0**	**1,274,285**
Meadowood Park							
62948 Meadowood Park-PDF	0	0	0	29,047	0	0	29,047
62947 Meadowood Playground-CTF	0	0	0	600,000	0	0	600,000
Total Meadowood Park	**0**	**0**	**0**	**629,047**	**0**	**0**	**629,047**
Panorama							
(New) Panorama Park Improvements CTF	0	200,000	0	0	0	0	200,000

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2022 Projected Budget [1]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Construction - Parks							
Total Panorama	**0**	**200,000**	**0**	**0**	**0**	**0**	**200,000**
Parklane Park							
(New) Parklane Park Improvements-AdCO	0	300,000	0	0	0	0	300,000
Total Parklane Park	**0**	**300,000**	**0**	**0**	**0**	**0**	**300,000**
Pheasant Run Park							
62952 Pheasant Run Park-ArCo	0	200,000	0	0	0	0	200,000
62953 Pheasant Run Park-PDF	0	327,452	0	0	0	0	327,452
Total Pheasant Run Park	**0**	**527,452**	**0**	**0**	**0**	**0**	**527,452**
Playground Renovation							
(New) Bellwood Park Renovation - PDF	0	150,000	0	0	0	0	150,000
(New) Panorama Park Improvements PDF	0	100,000	0	0	0	0	100,000
Total Playground Renovation	**0**	**250,000**	**0**	**0**	**0**	**0**	**250,000**
Red-tailed Hawk Park							
(New) Red-tailed Hawk Park-PDF	0	1,309,878	0	0	0	0	1,309,878
Total Red-tailed Hawk Park	**0**	**1,309,878**	**0**	**0**	**0**	**0**	**1,309,878**
Rocky Ridge Park							
(New) Rocky Ridge Park-ArCo	0	700,000	400,000	0	0	0	1,100,000
62973 Rocky Ridge Park-CTF	0	0	500,000	0	0	0	500,000
62974 Rocky Ridge Park-PDF	0	36,788	0	0	0	0	36,788
Total Rocky Ridge Park	**0**	**736,788**	**900,000**	**0**	**0**	**0**	**1,636,788**
Seven Hills Park							
62954 Seven Hills Green Belt- ArCo	0	0	300,000	0	0	0	300,000
62955 Seven Hills Park-CTF	0	0	350,000	0	0	0	350,000
62956 Seven Hills Park-PDF	0	0	129,698	0	0	0	129,698
Total Seven Hills Park	**0**	**0**	**779,698**	**0**	**0**	**0**	**779,698**
Sidecreek Park							
63745 Sidecreek Park-ArCo	1,200,000	0	0	0	0	0	0

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2022 Projected Budget [1]	Five-Year Plan					Total Cost 2023 - 2027
		2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	
Construction - Parks							
63747 Sidecreek Park-PDF	40,509	0	0	0	0	0	0
Total Sidecreek Park	**1,240,509**	**0**	**0**	**0**	**0**	**0**	**0**
Signature Park							
63760 Signature Park Master Plan-ArCo	500,000	0	0	0	0	0	0
Total Signature Park	**500,000**	**0**	**0**	**0**	**0**	**0**	**0**
Sports Park Infra Improvements							
62811 Sports Park Improvements-ArCo	0	250,000	0	250,000	0	250,000	750,000
62775 Sports Park Improvements-CTF	400,000	0	0	250,000	0	100,000	350,000
63761 Sports Park Paving-ArCo	2,000,000	0	0	0	0	0	0
Total Sports Park Infra Improvements	**2,400,000**	**250,000**	**0**	**500,000**	**0**	**350,000**	**1,100,000**
Summer Valley Park							
62957 Summer Valley Park-ArCo	0	200,000	0	550,000	0	0	750,000
Total Summer Valley Park	**0**	**200,000**	**0**	**550,000**	**0**	**0**	**750,000**
Utah Park							
62958 Utah Park-ArCo	800,000	0	0	0	0	0	0
62959 Utah Park-PDF	391,776	0	0	0	0	0	0
Total Utah Park	**1,191,776**	**0**	**0**	**0**	**0**	**0**	**0**
Village East Park Imp							
(New) Village East Park Improvement-CTF	0	350,000	0	0	0	0	350,000
63752 Village East Park Improvement-PDF	0	106,929	0	0	0	0	106,929
Total Village East Park Imp	**0**	**456,929**	**0**	**0**	**0**	**0**	**456,929**
Total Construction - Parks	**7,334,560**	**$8,992,229**	**$6,921,096**	**$3,005,805**	**$956,486**	**$350,000**	**$20,225,616**
Construction OS							
Aurora Reservoir							
62976 Aurora Res Boat Rental Relocation-ArCo	450,000	0	0	0	0	0	0
61991 Aurora Reservoir Construction-ArCo	0	300,000	0	0	0	0	300,000
62977 Aurora Reservoir Gazebo Replace-ArCo	450,000	0	0	0	0	0	0

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2022 Projected Budget [1]	Five-Year Plan					Total Cost 2023 - 2027
		2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	
Construction OS							
Total Aurora Reservoir	**900,000**	**300,000**	**0**	**0**	**0**	**0**	**300,000**
CDPHE Bird Habitat							
62968 CDPHE Bird Habitat-ArCo	450,000	0	0	0	0	0	0
Total CDPHE Bird Habitat	**450,000**	**0**	**0**	**0**	**0**	**0**	**0**
Const OS Small Projects							
61931 Const OS Small Projects-ArCo	50,000	0	0	0	0	0	0
Total Const OS Small Projects	**50,000**	**0**	**0**	**0**	**0**	**0**	**0**
Dog Parks							
(New) Grandview Park-ArCo	0	0	200,000	0	0	0	200,000
Total Dog Parks	**0**	**0**	**200,000**	**0**	**0**	**0**	**200,000**
Highline Canal Trail							
62872 High Line Canal Improvements-AdCo	400,000	0	0	200,000	100,000	50,000	350,000
62821 High Line Canal Improvements-ArCo	200,000	200,000	0	200,000	200,000	100,000	700,000
62827 High Line Canal Improvements-CTF	1,000,000	0	0	200,000	100,000	50,000	350,000
(New) HL Canal Underpass TIP match - CPF	0	740,000	0	0	0	0	740,000
Total Highline Canal Trail	**1,600,000**	**940,000**	**0**	**600,000**	**400,000**	**200,000**	**2,140,000**
Open Space Restoration							
62967 ArCo Open Space Restoration-ArCo	0	250,000	0	0	0	100,000	350,000
Total Open Space Restoration	**0**	**250,000**	**0**	**0**	**0**	**100,000**	**350,000**
Plains Conservation Center							
(New) PCC Site Improvements-ArCo	0	100,000	100,000	0	0	100,000	300,000
62873 PCC Site Improvements-CTF	500,000	0	0	500,000	500,000	350,000	1,350,000
Total Plains Conservation Center	**500,000**	**100,000**	**100,000**	**500,000**	**500,000**	**450,000**	**1,650,000**
Star K							
62979 Star K Nature Plan Grant AdCo	300,000	0	0	0	0	0	0
63762 Star K Ranch Nature Play-AdCo	150,000	400,000	0	0	0	0	400,000
Total Star K	**450,000**	**400,000**	**0**	**0**	**0**	**0**	**400,000**

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2022 Projected Budget [1]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Construction OS							
Triple Creek Trail							
62829 Triple Creek Improvements-ArCo	2,000,000	700,000	100,000	1,500,000	250,000	100,000	2,650,000
Total Triple Creek Trail	**2,000,000**	**700,000**	**100,000**	**1,500,000**	**250,000**	**100,000**	**2,650,000**
Westerly Creek							
(New) Westerly Creek Tr Improvements - PDF	0	350,000	0	0	0	0	350,000
Total Westerly Creek	**0**	**350,000**	**0**	**0**	**0**	**0**	**350,000**
Total Construction OS	**5,950,000**	**$3,040,000**	**$400,000**	**$2,600,000**	**$1,150,000**	**$850,000**	**$8,040,000**
Greenways / Trails							
Infrastructure Trails Small Projects							
62874 Trail Replacement-ArCo	0	0	400,000	0	500,000	0	900,000
62753 Trails Small Projects-AdCo	0	0	25,000	0	25,000	0	50,000
61940 Trails Small Projects-ArCo	50,000	0	50,000	0	50,000	0	100,000
61959 Trails Small Projects-CTF	25,000	0	25,000	0	0	0	25,000
Total Infrastructure Trails Small Projects	**75,000**	**0**	**500,000**	**0**	**575,000**	**0**	**1,075,000**
Total Greenways / Trails	**75,000**	**$0**	**$500,000**	**$0**	**$575,000**	**$0**	**$1,075,000**
Infrastructure - Open Space							
Open Space Restoration							
62765 Open Space Restoration-AdCo	0	0	20,000	0	0	20,000	40,000
62764 Open Space Restoration-ArCo	50,000	80,000	80,000	100,000	100,000	100,000	460,000
62912 Open Space Restoration-CTF	30,000	20,000	20,000	20,000	20,000	25,000	105,000
Total Open Space Restoration	**80,000**	**100,000**	**120,000**	**120,000**	**120,000**	**145,000**	**605,000**
OS Infra Small Projects							
61735 Aurora Reservoir Infrastructure-CTF	60,000	30,000	60,000	30,000	60,000	50,000	230,000
61735 Delaney Farm Site Improvements-CTF	50,000	50,000	50,000	50,000	50,000	50,000	250,000
62751 Infra OS Small Projects-AdCo	0	15,000	0	50,000	0	90,000	155,000
61944 Infra OS Small Projects-ArCo	75,000	60,000	0	170,000	0	125,000	355,000
61961 Infra OS Small Projects-CTF	25,000	15,000	0	50,000	0	90,000	155,000

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2022 Projected Budget [1]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Infrastructure - Open Space							
Total OS Infra Small Projects	**210,000**	**170,000**	**110,000**	**350,000**	**110,000**	**405,000**	**1,145,000**
Total Infrastructure - Open Space	**290,000**	**$270,000**	**$230,000**	**$470,000**	**$230,000**	**$550,000**	**$1,750,000**
Infrastructure-Recreation							
Moorhead Improvements							
62843 Moorhead Center Improvements-AdCo	865,583	650,148	0	0	0	0	650,148
63718 Moorhead Center Improvements-CTF	400,000	600,000	0	0	0	0	600,000
Total Moorhead Improvements	**1,265,583**	**1,250,148**	**0**	**0**	**0**	**0**	**1,250,148**
Rec Infra							
63753 Aquatics Infrastructure-CTF	150,000	0	0	0	0	0	0
(New) Beck Pool Renovation-CTF	0	800,000	0	0	0	0	800,000
63742 Recreation Fitness Equipment - CTF	90,000	140,000	140,000	140,000	140,000	120,000	680,000
63703 Recreation Infrastructure-CTF	525,000	250,000	0	0	0	0	250,000
Total Rec Infra	**765,000**	**1,190,000**	**140,000**	**140,000**	**140,000**	**120,000**	**1,730,000**
Total Infrastructure-Recreation	**2,030,583**	**$2,440,148**	**$140,000**	**$140,000**	**$140,000**	**$120,000**	**$2,980,148**
Parks Infrastructure							
Athletic Field Renovation							
61950 Athletic Field Renovation-ArCo	75,000	75,000	75,000	75,000	75,000	75,000	375,000
Total Athletic Field Renovation	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**375,000**
Ballfield Renovation							
62970 Ballfield Renovation-ArCo	250,000	0	0	0	0	0	0
Total Ballfield Renovation	**250,000**	**0**	**0**	**0**	**0**	**0**	**0**
Blue Grass Conversion							
63750 Turf Conversion-ArCO	100,000	100,000	100,000	100,000	100,000	100,000	500,000
62782 Turf Conversion-CTF	100,000	650,000	750,000	650,000	800,000	800,000	3,650,000
Total Blue Grass Conversion	**200,000**	**750,000**	**850,000**	**750,000**	**900,000**	**900,000**	**4,150,000**
Bridge Inspect/Repairs							
62972 Bridge Inspections/Repairs-CTF	150,000	0	0	0	150,000	0	150,000

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2022 Projected Budget [1]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Parks Infrastructure							
Total Bridge Inspect/Repairs	**150,000**	**0**	**0**	**0**	**150,000**	**0**	**150,000**
Const Parks Small Projects							
61954 Const Parks Small Proj-CTF	50,000	0	0	0	0	0	0
63744 Security Lighting - CTF	75,000	75,000	75,000	75,000	75,000	75,000	375,000
Total Const Parks Small Projects	**125,000**	**75,000**	**75,000**	**75,000**	**75,000**	**75,000**	**375,000**
Court Replacement							
61945 Court Replacement-ArCo	400,000	300,000	200,000	0	500,000	350,000	1,350,000
61962 Court Replacement-CTF	100,000	0	0	200,000	0	175,000	375,000
Total Court Replacement	**500,000**	**300,000**	**200,000**	**200,000**	**500,000**	**525,000**	**1,725,000**
Irrigation Controller Renovation							
63737 Irrigation Controller Renovation-ArCO	25,000	25,000	25,000	25,000	825,000	200,000	1,100,000
61967 Irrigation Controller Renovation-CTF	25,000	225,000	225,000	225,000	25,000	75,000	775,000
Total Irrigation Controller Renovation	**50,000**	**250,000**	**250,000**	**250,000**	**850,000**	**275,000**	**1,875,000**
Irrigation Renovation							
(New) Irrigation Replacement-AdCo	0	0	0	0	200,000	200,000	400,000
61949 Irrigation Replacement-ArCo	100,000	100,000	0	100,000	500,000	750,000	1,450,000
(New) Irrigation Replacement-CTF	0	200,000	200,000	200,000	200,000	200,000	1,000,000
Total Irrigation Renovation	**100,000**	**300,000**	**200,000**	**300,000**	**900,000**	**1,150,000**	**2,850,000**
Median Maintenance							
62846 Median Development-CPF	609,100	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
61969 Median Maintenance	44,790	44,790	44,790	44,790	44,790	44,790	223,950
Total Median Maintenance	**653,890**	**1,294,790**	**1,294,790**	**1,294,790**	**1,294,790**	**1,294,790**	**6,473,950**
Park Path Replacement							
62910 Park Path Replacement-AdCo	0	0	20,000	0	20,000	0	40,000
61984 Park Path Replacement-ArCo	50,000	0	50,000	0	0	0	50,000
61963 Park Path Replacement-CTF	20,000	0	20,000	0	100,000	0	120,000
Total Park Path Replacement	**70,000**	**0**	**90,000**	**0**	**120,000**	**0**	**210,000**

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2022 Projected Budget [1]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Parks Infrastructure							
Park Tree Planting							
62911 Park Tree Planting-AdCo	0	10,000	10,000	10,000	10,000	10,000	50,000
62810 Park Tree Planting-ArCo	20,000	20,000	20,000	40,000	40,000	40,000	160,000
61964 Park Tree Planting-CTF	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Total Park Tree Planting	**30,000**	**40,000**	**40,000**	**60,000**	**60,000**	**60,000**	**260,000**
Parks Infra Small Projects							
62781 ADA Compliance-CTF	50,000	250,000	250,000	250,000	250,000	250,000	1,250,000
61936 Const Parks Small Proj-ArCo	250,000	0	0	0	0	0	0
61947 Infra Parks Small Projects-ArCo	100,000	0	0	0	0	0	0
61968 Infra Parks Small Projects-CTF	50,000	0	0	0	0	0	0
62793 O&M Infrastructure-ArCo	115,000	0	0	0	0	0	0
62783 O&M Infrastructure-CTF	100,000	0	0	0	0	0	0
Total Parks Infra Small Projects	**665,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**1,250,000**
Playground Renovation							
63741 Playground Renovation-CTF	400,000	0	0	0	0	0	0
61965 Playground Resurfacing-CTF	100,000	0	0	0	0	0	0
Total Playground Renovation	**500,000**	**0**	**0**	**0**	**0**	**0**	**0**
Signage							
62809 Park Signage-AdCo	0	0	7,500	15,000	50,000	50,000	122,500
61948 Park Signage-ArCo	30,000	0	35,000	60,000	50,000	50,000	195,000
61732 Park Signage-CTF	20,000	0	7,500	15,000	50,000	50,000	122,500
Total Signage	**50,000**	**0**	**50,000**	**90,000**	**150,000**	**150,000**	**440,000**
Total Parks Infrastructure	**3,418,890**	**$3,334,790**	**$3,374,790**	**$3,344,790**	**$5,324,790**	**$4,754,790**	**$20,133,950**
Systemwide Improvements - CPF							
Regional Projects							
(New) Fire Stations Xeric Landscape - CPF	0	408,184	20,000	20,000	20,000	20,000	488,184
Total Regional Projects	**0**	**408,184**	**20,000**	**20,000**	**20,000**	**20,000**	**488,184**

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2022 Projected Budget [1]	Five-Year Plan					Total Cost 2023 - 2027
		2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	
Systemwide Improvements - CPF							
Total Systemwide Improvements - CPF	**0**	**$408,184**	**$20,000**	**$20,000**	**$20,000**	**$20,000**	**$488,184**
System-wide Planning							
Dog Parks							
62935 Dog Park Study-ArCo	40,000	0	0	0	0	0	0
62936 Dog Park Study-CTF	10,000	0	0	0	0	0	0
Total Dog Parks	**50,000**	**0**	**0**	**0**	**0**	**0**	**0**
Equity Study							
62964 Equity Analysis/Index-PDF	150,000	0	0	0	0	0	0
Total Equity Study	**150,000**	**0**	**0**	**0**	**0**	**0**	**0**
Parks Equity Implementation							
62949 Park Equity Implementation-AdCo	0	0	500,000	500,000	0	0	1,000,000
62950 Park Equity Implementation-ArCo	0	1,000,000	0	0	0	0	1,000,000
62951 Park Equity Implementation-CTF	0	500,000	0	0	0	0	500,000
Total Parks Equity Implementation	**0**	**1,500,000**	**500,000**	**500,000**	**0**	**0**	**2,500,000**
PROS Asset Survey							
62969 PROS Asset Survey and Capital Maintenance Plan-PDF	300,000	0	0	0	0	0	0
Total PROS Asset Survey	**300,000**	**0**	**0**	**0**	**0**	**0**	**0**
PROS System Master Plan							
62965 PROS System Master Plan-ArCo	100,000	0	0	0	0	0	0
62966 PROS System Master Plan-PDF	400,000	0	0	0	0	0	0
Total PROS System Master Plan	**500,000**	**0**	**0**	**0**	**0**	**0**	**0**
Regional Projects							
Strategic Plan - PDF	0	316,595	0	0	0	0	316,595
Total Regional Projects	**0**	**316,595**	**0**	**0**	**0**	**0**	**316,595**
Total System-wide Planning	**1,000,000**	**$1,816,595**	**$500,000**	**$500,000**	**$0**	**$0**	**$2,816,595**

Parks, Recreation & Open Space Detail By Project

Program\SubProgram\Fund	2022 Projected Budget [1]	Five-Year Plan					Total Cost 2023 - 2027
		2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	
Total Parks, Recreation & Open Space	**$20,099,033**	**$20,301,946**	**$12,085,886**	**$10,080,595**	**$8,396,276**	**$6,644,790**	**$57,509,493**

1 Figures represent an estimate of how the 2022 adopted budget will be amended by year-end 2022. This column includes the 2022 adopted budget plus budget transfers, Fall 2021 and Spring 2022 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2022. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

2023 - 2027 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2021 [1]	2022 Projected Budget [2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Wastewater Fund									
Collection									
52516	2nd Creek Interceptor	417,160	0	0	0	0	0	0	0
52422	Annual Sewer Rehab	2,092,030	0	750,000	2,250,000	750,000	2,250,000	750,000	6,750,000
52107	First Creek Interceptor	1,339,724	30,775,000	15,850,000	10,000,000	0	0	0	25,850,000
52106	High Point LS Improvements	80	1,500,000	0	0	0	0	0	0
(New)	Interceptor Connections - Sewer	0	0	3,760,440	0	0	0	0	3,760,440
52482	Interceptor Rehab	4,840,042	0	750,000	2,250,000	750,000	2,250,000	750,000	6,750,000
52462	Manhole Lining & Rehab	100,000	0	100,000	500,000	100,000	500,000	100,000	1,300,000
52461	Misc Sewer Replacement	7,316,630	8,350,000	6,612,500	2,087,500	200,000	1,700,000	300,000	10,900,000
52391	Miscellaneous Lift Station/Force Main Rehab	225,935	2,600,000	525,000	150,000	300,000	150,000	300,000	1,425,000
52581	New Sewer Line Construction	0	400,000	3,000,000	0	1,900,000	9,300,000	17,100,000	31,300,000
52346	Reimbursement	2,805,375	0	326,798	390,779	458,232	484,026	504,667	2,164,502
52110	Second Creek Regional Lift Station	78	0	0	0	0	0	0	0
52336	Senac Creek Interceptor	12,917,753	0	0	0	0	0	0	0
	Program Total	**32,054,807**	**43,625,000**	**31,674,738**	**17,628,279**	**4,458,232**	**16,634,026**	**19,804,667**	**90,199,942**
Operations & General Management									
52339	Billing System - Sewer	681,821	0	0	0	0	0	0	0
52338	Billing System - Storm	288,126	0	0	0	0	0	0	0
52658	Sand Creek Water Reuse Plant	5,083,538	1,500,000	1,500,000	0	0	1,500,000	0	3,000,000
52349	SCADA Improvements - Sewer	1,063,413	750,000	425,000	300,000	0	0	0	725,000
52354	SEAM Maintenance Facility-Sewer	26,035,980	0	0	0	0	0	0	0
52355	SEAM Maintenance Facility-Storm	14,982,075	0	0	1,000,000	0	0	0	1,000,000
(New)	Structures Demolition - Sewer	0	0	200,000	700,000	700,000	700,000	700,000	3,000,000
52552	Waste Water Utility Plan Update-SS	0	0	600,000	0	0	0	0	600,000
	Program Total	**48,134,953**	**2,250,000**	**2,725,000**	**2,000,000**	**700,000**	**2,200,000**	**700,000**	**8,325,000**
Storm Water									
52359	Buckley AFB Stream Improvements	274,775	0	0	0	0	0	0	0
52492	Cherry Creek @ Arapahoe Rd Drainage Improvements	200,000	0	0	0	0	0	0	0
52570	Concrete Channel Rehab	342,494	300,000	0	0	0	0	0	0

2023 - 2027 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2021 [1]	2022 Projected Budget [2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Wastewater Fund									
(New)	Crossing Structure Projects (Bridge/Culverts)	0	0	0	750,000	4,500,000	2,500,000	0	7,750,000
52599	Detention Ponds/Improvements	204,604	0	0	0	0	0	0	0
52535	Easterly Creek Outfall Improvements	3,188,508	0	0	0	0	0	0	0
52895	Fitzsimons Drainage Improvements	1,042,179	0	0	0	0	0	0	0
52438	Hutchinson Channel Rehab	900,000	0	1,000,000	0	0	0	0	1,000,000
52539	Lower Westerly Imp-SD	35,617	0	0	0	0	0	0	0
52463	Miscellaneous Stream Restoration	18,431	0	2,000,000	0	0	500,000	500,000	3,000,000
52509	Peninsula Townhomes	1,159,556	0	0	0	0	0	0	0
52345	Reimbursements	1,682,308	0	1,325,000	1,386,488	711,488	111,488	111,488	3,645,952
52358	Sand Creek OSP Public Works 6th Ave Extension	52,036	0	0	0	0	0	0	0
52465	Storm Corrugated Metal Pipe Rehab	2,193,789	0	300,000	750,000	300,000	750,000	300,000	2,400,000
52580	Storm Drain System Improvement	2,481,487	0	800,000	300,000	300,000	300,000	300,000	2,000,000
52369	Storm Reinforced Concrete Pipe Rehab	81,000	0	0	0	0	0	0	0
(New)	TBD Stormwater Development Projects	0	0	500,000	500,000	3,000,000	3,000,000	3,000,000	10,000,000
52353	Upper 1st Creek: Det Pond-DV	457,151	400,000	400,000	400,000	400,000	400,000	400,000	2,000,000
52586	Upper 1st Creek: Det Pond-SI	595,772	0	0	0	0	0	0	0
52364	Westerly Creek Future Phases	5,638,119	1,240,000	5,000,000	17,500,000	5,000,000	52,145	727,317	28,279,462
	Program Total	**20,547,826**	**1,940,000**	**11,325,000**	**21,586,488**	**14,211,488**	**7,613,633**	**5,338,805**	**60,075,414**
Wastewater Fund		100,737,586	47,815,000	45,724,738	41,214,767	19,369,720	26,447,659	25,843,472	158,600,356
Total Wastewater Fund		**$100,737,586**	**$47,815,000**	**$45,724,738**	**$41,214,767**	**$19,369,720**	**$26,447,659**	**$25,843,472**	**$158,600,356**
Water Fund									
Operations & General Management									
52303	Asset Management Program - Water	31,502	0	0	0	0	0	0	0
52340	Billing System - Water	2,439,159	0	0	0	0	0	0	0
52201	Lowry Meter	43,978	0	0	0	0	0	0	0
52768	Meter Replacement Program	3,955,978	4,000,000	0	4,000,000	4,000,000	0	0	8,000,000
52348	SCADA Improvements - Water	1,061,767	750,000	1,925,000	300,000	0	0	0	2,225,000
52805	SEAM Maintenance Facility-Water	60,103,794	0	0	1,000,000	0	0	0	1,000,000
52344	Solar Projects	503,304	1,000,000	1,000,000	1,200,000	1,200,000	0	0	3,400,000
52466	Vault/Valve Rehabilitation	213,792	207,656	400,000	412,000	424,360	437,091	450,204	2,123,655

2023 - 2027 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2021 [1]	2022 Projected Budget [2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Water Fund									
52342	Water Master Plan	2,289,744	0	0	0	0	0	0	0
	Program Total	**70,643,018**	**5,957,656**	**3,325,000**	**6,912,000**	**5,624,360**	**437,091**	**450,204**	**16,748,655**
Pumping									
(New)	210-PWP Raw Water Pump Station Exp	0	0	1,500,000	0	5,000,000	0	0	6,500,000
52374	Aurora Hills PROS Pump Station	15,187	0	0	0	0	0	0	0
52376	Aurora Pump Station Upgrades	2,554,066	0	0	0	0	0	0	0
52302	Pump Station Improvements	1,154,008	3,400,000	4,350,000	13,900,000	5,000,000	1,000,000	10,000,000	34,250,000
	Program Total	**3,723,261**	**3,400,000**	**5,850,000**	**13,900,000**	**10,000,000**	**1,000,000**	**10,000,000**	**40,750,000**
Source of Supply Other									
52495	54"/40" Rampart Appurtenances Rehab	6,840,607	0	0	250,000	2,000,000	0	0	2,250,000
52488	North Campus Well Rehab	8,140,194	1,500,000	3,100,000	1,000,000	0	0	0	4,100,000
52108	PW North Campus Expansion	15,975,375	0	13,000,000	10,000,000	13,000,000	2,000,000	20,000,000	58,000,000
52356	PW Pipelines	20,015	0	0	0	0	0	0	0
52498	Rampart Tunnel Rehab	107,890	0	0	500,000	0	0	0	500,000
52347	Rampart Water Delivery System	1,881,083	1,500,000	0	52,000,000	52,000,000	0	0	104,000,000
52350	Water Delivery Infrastructure	2,130,188	1,500,000	1,000,000	0	0	0	0	1,000,000
52560	Well Field Land Acquisition	8,434,738	0	1,000,000	3,000,000	0	0	0	4,000,000
52341	Wemlinger Blended Water Pipeline	769,639	3,000,000	6,000,000	0	0	0	0	6,000,000
	Program Total	**44,299,729**	**7,500,000**	**24,100,000**	**66,750,000**	**67,000,000**	**2,000,000**	**20,000,000**	**179,850,000**
Source of Supply Storage									
52352	Aquifer Storage and Recovery Development	1,039,061	5,120,000	5,000,000	3,460,000	9,600,000	400,000	0	18,460,000
52370	Aurora Reservoir Improvements	2,170,091	0	0	0	0	0	0	0
52377	Box Creek Reservoir	19,680	50,000	0	0	0	0	0	0
52669	Homestake Capital Projects	0	3,685,853	5,486,903	5,185,741	4,283,631	4,345,000	3,190,000	22,491,275
52700	Homestake/Eagle River Project	1,013,482	1,065,000	7,550,000	0	0	500,000	500,000	8,550,000
52385	Lower SP Storage/Everist	1,004,814	3,730,000	1,608,000	2,300,000	5,000,000	1,600,000	1,800,000	12,308,000
52383	Lower SP Storage/Walker	1,250,167	1,500,000	500,000	5,000,000	0	0	0	5,500,000
52565	LSP Storage/Clare-WA	5,660,939	0	0	0	0	0	0	0
52384	LSP/Kirby-Dersham/Challenger	728,567	335,000	300,000	2,000,000	0	0	0	2,300,000

2023 - 2027 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2021 [1]	2022 Projected Budget [2]	Five-Year Plan 2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	Total Cost 2023 - 2027
Water Fund									
52564	Wetlands-Water	351,187	745,000	245,000	255,000	680,000	800,000	800,000	2,780,000
52396	Wild Horse Reservoir	12,324,104	1,750,000	5,950,000	9,350,000	5,400,000	141,500,000	100,000,000	262,200,000
	Program Total	**25,562,092**	**17,980,853**	**26,639,903**	**27,550,741**	**24,963,631**	**149,145,000**	**106,290,000**	**334,589,275**
Source of Supply Water									
52379	Arkansas Basin Land Acquisition	1,943,937	0	100,000	3,500,000	2,000,000	2,000,000	0	7,600,000
52351	Heritage Eagle Bend	366,726	0	0	0	0	0	0	0
52959	Raw Water Rehab	11,845,370	11,400,000	7,600,000	12,500,000	5,500,000	4,500,000	0	30,100,000
52382	Rocky Ford II	786,389	0	0	0	0	0	0	0
52381	Water Rights Acquisition	0	17,500,000	25,000,000	25,000,000	25,000,000	50,000,000	25,000,000	150,000,000
	Program Total	**14,942,422**	**28,900,000**	**32,700,000**	**41,000,000**	**32,500,000**	**56,500,000**	**25,000,000**	**187,700,000**
Transmission & Distribution									
52954	Line Replacement	3,201,814	3,750,000	9,200,000	7,500,000	7,500,000	8,000,000	7,500,000	39,700,000
52416	New T&D Water Mains	12,808,318	5,100,000	13,000,000	9,000,000	5,000,000	5,000,000	5,000,000	37,000,000
52467	Pressure Reducing Valve Rehab Replacement	3,039,042	1,970,000	3,470,000	1,470,000	1,470,000	1,470,000	1,470,000	9,350,000
52335	Reimbursements	0	0	1,179,050	1,194,577	1,217,326	1,224,092	1,098,446	5,913,491
52343	Storage Tank	202,055	5,000,000	0	5,000,000	5,000,000	0	0	10,000,000
52932	Transmission & Vault Rehab	2,727,275	2,300,000	2,000,000	700,000	2,000,000	700,000	2,000,000	7,400,000
	Program Total	**21,978,504**	**18,120,000**	**28,849,050**	**24,864,577**	**22,187,326**	**16,394,092**	**17,068,446**	**109,363,491**
Treatment									
52504	Binney WPF Improvements	7,525,730	8,600,000	11,260,000	7,902,000	5,350,000	1,200,000	850,000	26,562,000
52616	Griswold Water Purification Facility	21,004,815	15,050,000	22,875,000	15,300,000	3,300,000	9,900,000	30,100,000	81,475,000
52486	Wemlinger WPF Improvements	1,896,879	450,000	3,125,000	8,325,000	25,725,000	19,575,000	5,575,000	62,325,000
	Program Total	**30,427,424**	**24,100,000**	**37,260,000**	**31,527,000**	**34,375,000**	**30,675,000**	**36,525,000**	**170,362,000**
Water Fund		211,576,450	105,958,509	158,723,953	212,504,318	196,650,317	256,151,183	215,333,650	1,039,363,421
Total Water Fund		**$211,576,450**	**$105,958,509**	**$158,723,953**	**$212,504,318**	**$196,650,317**	**$256,151,183**	**$215,333,650**	**$1,039,363,421**

2023 - 2027 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2021 [1]	2022 Projected Budget [2]	Five-Year Plan					Total Cost 2023 - 2027
			2023 Proposed	2024 Planned	2025 Planned	2026 Planned	2027 Planned	
Total Aurora Water	**$312,314,036**	**$153,773,509**	**$204,448,691**	**$253,719,085**	**$216,020,037**	**$282,598,842**	**$241,177,122**	**$1,197,963,777**

1 Figures represent previous years unspent appropriation as of December 31, 2021, as reported in the 2021 Annual Comprehensive Financial Report.

2 Figures represent an estimate of how the 2022 adopted budget will be amended by year-end 2022. This column includes the 2022 adopted budget plus budget transfers, Fall 2021 and Spring 2022 budget amendments and contemplated amendments, transfers and lapses for the remainder of 2022. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

City of Aurora, Colorado

2023 CITY MANAGER'S
PROPOSED BUDGET

Appendix 3

Operating Transfers

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Schedule of Annual Operating Transfers

Operating Transfer Out	Operating Transfer In	Amount	Comments
Fund Name	Fund Name	2023 Proposed	
General	ACLC	$ 11,675,249	AMC lease payment ($7,098,500); Fleet lease payments ($3,711,121); Fire SCBA ($476,400); History Museum ($157,835); and Crime Lab ($231,393)
General	Capital Projects / Transportation Maintenance	50,621,640	$21.8 million for building material for Capital Projects and $28.8 million for Transportation Maintenance
General	Community Development	280,445	City match for HOME grant
General	Cultural Services	1,451,666	Annual transfer to Cultural Services Fund
General	Designated Revenues Fund	935,502	Annual transfer for Victim Assistance ($50,000), Special transfer for Victim Assistance ($341,202), create incentive transfer ($500,000), Special Courts ($44,300)
General	Enhanced E-911	5,738,560	Annual transfer to Enhanced E-911 Fund
General	Parking and Mobility	779,956	Annual transfer to Parking and Mobility Fund
General	Recreation	8,349,782	Annual transfer to Recreation Fund
General	Risk Management	563,000	$500,000 incurred but not reported as well as $63,000 annual transfer to Risk for respiratory protection compliance physicals
Conservation Trust	Golf Courses	250,000	Funding for Conservation Trust approved capital projects in the Golf Courses Fund
Marijuana Tax Revenue	ACLC	4,000,000	Transfer from Marijuana Tax Revenue Fund to ACLC for Recreation Center funding
Marijuana Tax Revenue	Capital Projects	6,000,000	Transfer from Marijuana Tax Revenue Fund to Capital Projects Fund for street maintenance
Open Space	ACLC	1,124,500	Debt service payment for 2014 COPs for Sports Park expansion.
Total Transfer Out	**Total Transfer In**	**$ 91,770,300**	

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City of Aurora, Colorado

2023 CITY MANAGER'S PROPOSED BUDGET

Appendix 4
City Council Budget Detail

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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 2023, the following changes have been made to the City Council budget:

Base Changes

- There is a minor personal services increase of $12,600 associated with pay increases and health care costs;
- Risk management budget was increased by $880; and
- A $10,000 prior-year, one-time budget for Arts Festival funding was removed.

Proposed Amendments

- A $3.0 million amendment is included in the City Council budget as a set-aside to fund Council ideas as part of the creation of the 2023 budget.

The table on the following page provides a line-item account of the change in the City Council budget from 2022 to 2023.

	2022 Original	2023 Base Adj	2023 Amends	2023 Proposed
Personal Services	$ 845,960	$ 12,577	$ -	$ 858,537
Dues and Subscriptions				
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)	86,300	-	-	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
Subtotal, Dues and Subscriptions	**381,684**	**-**	**-**	**381,684**
Travel, Training and Conferences				
Council Individual Travel Budgets	81,000	-	-	81,000
Federal Annual Lobbying Trip	15,000	-	-	15,000
Subtotal, Travel, Training and Conference	**96,000**	**-**	**-**	**96,000**
Designated Items				
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	2,000	-	-	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
Set-Aside ($3.0 million one-time)	-	-	3,000,000	3,000,000
Subtotal, Designated Items	**55,450**	**(10,000)**	**3,000,000**	**3,045,450**
Council Contingency	16,000		-	16,000
All other expenses*	27,706	880	-	28,586
GRAND TOTAL	**$1,422,800**	**$ 3,457**	**$3,000,000**	**$4,426,257**

*Temporary services, supplies and services, internal service charges, printing, etc.

City of Aurora, Colorado

2023 CITY MANAGER'S PROPOSED BUDGET

Appendix 5
Marijuana Tax Revenue Fund Detail

AURORA

Marijuana Tax Revenue Fund Detail

	2020 - Prior Actual	2021 Actual	2022 Projection	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected
BEGINNING Funds Available	**$ -**	**$ 5,249,878**	**$ 10,069,288**	**$ 11,225,572**	**$ 9,698,091**	**$ 10,808,476**	**$ 12,249,773**	**$ 14,031,909**
REVENUE								
Revenue Total	**$ 53,392,586**	**$ 16,342,756**	**$ 14,545,131**	**$ 14,926,918**	**$ 15,371,725**	**$ 15,829,877**	**$ 16,301,774**	**$ 16,787,826**
APPROPRIATIONS / COMMITMENTS								
Debt Service for Recreation Centers	$ 11,994,620	$ 3,995,291	$ 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	1,000,000	250,000	-	-	-	-	-	-
Transportation Projects and Road Maintenance	19,900,000	4,000,000	6,000,000	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)	-	274,438	700,600	3,704,195	1,428,780	1,471,193	1,514,879	1,559,876
Victim Assistance Subsidy	183,930	-	-	-	-	-	-	-
Homelessness Services:								
3 years of $1.5M	4,500,000	-	-	-	-	-	-	-
2.0% special sales tax	7,884,157	3,003,617	2,688,247	2,750,204	2,832,560	2,917,387	3,004,759	3,094,751
Appropriations/Commitments Total	**$ 48,142,707**	**$ 11,523,346**	**$ 13,388,847**	**$ 16,454,399**	**$ 14,261,340**	**$ 14,388,580**	**$ 14,519,638**	**$ 14,654,627**
EXCESS (DEFICIENCY) OF TOTAL REVENUE OVER TOTAL EXPENDITURES	**$ 5,249,878**	**$ 4,819,410**	**$ 1,156,284**	**$ (1,527,481)**	**$ 1,110,385**	**$ 1,441,297**	**$ 1,782,136**	**$ 2,133,199**
YOUTH VIOLENCE PREVENTION RESERVE	**$ 451,246**	**$ 1,669,570**	**$ 2,316,593**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
UNASSIGNED REVENUE	**$ 4,798,633**	**$ 8,399,718**	**$ 8,908,979**	**$ 9,698,091**	**$ 10,808,476**	**$ 12,249,773**	**$ 14,031,909**	**$ 16,165,108**

Through 2027, City Council has appropriated/committed $147.3 million of the $163.5 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 ongoing $2.0 million for road maintenance which has brought 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 $2.7 million to $3.1 million annually. In July 2020, a 1.0 percent special sales tax was implemented for Youth Violence Prevention and is projected to generate $1.3 million to $1.6 million annually. In 2023, $2.3 million in accumulated funds available plus ongoing funding of $1.4 million is budgeted in this program, reflecting the funding total of $3.7 million. Unused funds will revert to the youth violence prevention reserve.

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