



March 16, 2015

Stormwater Program Manager
City of XXXXXXXXXXXXX
Address

RE: Stormwater Utility Organization and Funding Survey
City of Aurora, Colorado

The City of Aurora is surveying several select stormwater organizations to learn how Aurora may be able to improve their organizational efficiency and learn how other stormwater utilities are functioning.

The City of Aurora is the largest suburb of Denver, Colorado with a population of about 346,000. Aurora is within the Denver Area Urban Drainage and Flood Control District (UDFCD) and receives financial and project management assistance from UDFCD for their stormwater program. The City has significant new development, which is an important aspect of the study.

Aurora's stormwater utility is within the utilities department, which also includes the water and wastewater utilities. While most of their stormwater utility staff is dedicated to stormwater 100%, the managers usually have additional responsibilities in the water and wastewater utilities. There is not an individual manager responsible for stormwater or for water or wastewater. The utility organization is set-up by functions such as planning, capital, environmental, etc.

One of the tasks of the current study is a gap analysis, which includes identifying major program elements and the major tasks, and activities under each program element. The analysis will identify areas where improvement is needed and where gaps exist. In addition to the gap analysis, work products will include a report titled Aurora's Infrastructure Stormwater Master Plan. The report will be a roadmap for the stormwater program for the next 10 to 20 years. Existing and needed expenditures will also be studied to determine if the program is adequately funded to meet objectives identified in the Master Plan.

We would appreciate your help in completing the attached survey and will provide your organization a copy of the findings of the report for your efforts.

Thank you,



Stormwater Utility Organization & Funding Survey Questions

GENERAL QUESTIONS

- 1) Have you completed an organization review/gap analysis of your stormwater utility in the last 5 years?
 - a. Yes
 - b. No

- 2) Do you have a city-wide stormwater infrastructure master plan?
 - a. Yes
 - b. No

- 3) Have you completed a green infrastructure and/or low impact development plan for your stormwater program?
 - a. Yes
 - b. No

- 4) What is the goal or mission statement for your stormwater program?
[Click here to enter text.](#)

ORGANIZATIONAL QUESTIONS

- 1) Is your stormwater utility program a standalone organization or is it within the utilities, public works, environmental, or other group?
 - a. Standalone
 - b. Within the following group: [Click here to enter text.](#)

- 2) If it is within another group, do managers have duties with programs other than stormwater?
 - a. Yes
 - b. No
 - c. If yes, what are the pros and cons for managers having responsibilities for more than one program?
[Click here to enter text.](#)

- 3) If your program is implemented by multiple groups, what suggestions do you have for minimizing gaps and overlaps and for increasing efficiency? *(please add additional pages if desired)*
[Click here to enter text.](#)



- 4) Does your stormwater program have a full-time manager?
 - a. Yes
 - b. No

- 5) If not, who manages the stormwater program and what else do they manage?
[Click here to enter text.](#)

- 6) Please provide an organizational chart of your stormwater program.

PROGRAM ELEMENT QUESTIONS

- 1) What are the major program elements within your stormwater program?
 - a. Asset Management
 - b. Floodplain Administration
 - c. Master Planning
 - d. Regulatory (MS4, Wetlands, etc.)
 - e. Capital Improvements
 - f. Operations and Maintenance
 - g. Data Management
 - h. Financial Management
 - i. Development Review
 - j. Other: [Click here to enter text.](#)
 - k. Other: [Click here to enter text.](#)
 - l. Other: [Click here to enter text.](#)
 - m. Other: [Click here to enter text.](#)
 - n. Other: [Click here to enter text.](#)
 - o. Other: [Click here to enter text.](#)

- 2) Do any of the above Program Elements have a full-time manager?
 - a. Yes
If yes, which ones DO? [Click here to enter text.](#)
 - b. No
If no, which ones DON'T? [Click here to enter text.](#)

- 3) Describe how you allocate or prioritize money between Program Elements:
[Click here to enter text.](#)

FUNDING QUESTIONS

- 1) When was the last time you had a rate study, and what were the results?
[Click here to enter text.](#)



2) Are funding levels adequate to implement your program goals and objectives?

- a. Yes
- b. No

If no, what programs are underfunded? [Click here to enter text.](#)

3) Do you have stormwater development impact fees, and how do they work?

- a. Yes

If yes, how do you charge (gross acre, impervious area, etc.)?

- b. No

If no, what is your user fee rate structure for single-family residential and all other properties? Do you charge according to impervious area or use another method?

- i. Single-Family Residential Detached: [Click here to enter text.](#)
- ii. All Other Properties: [Click here to enter text.](#)

4) What are your major budget categories and expenditures in each?

- a. [Click here to enter text.](#)
- b. [Click here to enter text.](#)
- c. [Click here to enter text.](#)
- d. [Click here to enter text.](#)
- e. [Click here to enter text.](#)
- f. [Click here to enter text.](#)
- g. [Click here to enter text.](#)
- h. [Click here to enter text.](#)

5) Total annual revenues from user fees? [Click here to enter text.](#)

6) Total of other revenues? [Click here to enter text.](#)

General comments and lessons learned:

[Click here to enter text.](#)

Please email your comments to: XXXXX

OR

Send them to: XXXXX